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## **SUBURBAN BAY AREA CITY APPROACHES TO DIVERSITY, EQUITY, AND INCLUSION (DEI)**

Arianna Bush

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**SUBURBAN BAY AREA CITY APPROACHES TO  
DIVERSITY, EQUITY, AND INCLUSION (DEI)**

By

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A Thesis Quality Research Project

Submitted in Partial Fulfillment of the

Requirements for the

Master's Degree

in

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**Table of Contents**

**Problem Statement/Background**..... 1

**Research Question**..... 3

**Literature Review**..... 4

    History and Development of Diversity Equity and Inclusion..... 4

    Importance of Diversity, Equity, and Inclusion..... 6

    Changing Government Workforce..... 10

    Challenges of DEI in Public Service..... 11

*Affirmative Action & Legal Backlash*..... 12

    Best Practices..... 15

**Methodology**..... 17

**Findings**..... 21

    Town of Los Gatos..... 21

    City of San Mateo..... 26

    Redwood City..... 28

    City of Palo Alto..... 31

    City of Morgan Hill..... 33

    City of Sunnyvale..... 35

*City of Sunnyvale Community & Staff Demographic Comparison*..... 38

        Table 1..... 38

*Workforce Representation Analysis: SUNV*..... 38

    City of Mountain View..... 39

*City of Mountain View Community & Staff Demographic Comparison*..... 41

        Table 2..... 42

*Workforce Representation Analysis: MVW*..... 42

    City of Fremont..... 42

**Analysis**..... 45

    Overall City Comparisons..... 45

    Table 3: DEI Frameworks in Each City..... 46

    Table 4: Assessment Types in Each City..... 47

    Table 5: Graph of Key Findings ..... 48

    Goals of DEI Plans..... 48

    Accountability/Integration..... 49

    Next Steps..... 49

**Conclusion**..... 50

**Bibliography**..... 51

**Appendix A**..... 62

**Appendix B**..... 65

**Appendix C**..... 66

*Figure A1*..... 66

|                         |    |
|-------------------------|----|
| <i>Figure A2</i> .....  | 67 |
| <i>Figure A3</i> .....  | 67 |
| <b>Appendix D</b> ..... | 68 |
| <b>Appendix E</b> ..... | 70 |
| <i>Figure A1</i> .....  | 70 |
| <i>Figure A2</i> .....  | 71 |
| <b>Appendix F</b> ..... | 72 |

## **Problem Statement/Background**

The ultimate goal of government is to serve the community for the greater good. Creating an inclusive and representative environment for those working in government and for the population they serve will improve many aspects of public service. In recent decades, Diversity, Equity, and Inclusion (DEI) have been increasingly prioritized as America has become increasingly diverse. However, this effort intensified in 2020 after the murder of George Floyd and the subsequent Black Lives Matter (BLM) protests. “Three years after Floyd's death and the movement hit the streets, 74% of Black executives said they saw positive change in hiring, retention, and promotion of Black employees... 88% said their companies made a commitment to diversity, equity, and inclusion (DEI) strategies after Floyd's murder” (Tilo, 2023, para. 3 & 5). Despite considerable efforts to implement DEI frameworks into government policy and action, research examining the efforts made by local governments is noticeably absent. This project will attempt to provide perspective on what steps that Bay Area municipalities are beginning to execute in response to the recent public outcry for more representative and responsive governments. Additionally, this research will provide insight highlighting the backlash and difficulties associated with implementing DEI policies and programs.

“2020...taught us the importance of creating space for dialogue and healing, prioritizing principle over profit, and proactivity in DEI... Leaders in all industries have searched for the right thing to say or do as their employees emotionally process ongoing acts of systemic racial injustice” (Guzman, 2022, para. 1 & 3 ). The youngest employees have been the most passionate about this issue, and want to see more engagement in DEI (Bryan, 2021). Diversifying the workforce, creating a more equitable and livable society, as well as fostering inclusivity, had been unspoken expectations. “It is a growing normative expectation that public institutions

should be diverse (reflective of societies), equitable (fair), and inclusive (making all feel welcome), and create public services that are accessible, procedurally fair, of high and equal quality for all groups, and that promote positive outcomes” (McCandless et al., 2022, p. 129). As demographics have shifted and will continue to shift in California, especially in the Bay Area, members of the public service community will also continue to change.

Based on the data from the U.S. Bureau of Labor Statistics, the percentage of the population that is White alone is expected to decline from 83.5% in 2000 to 74.9% in 2050 (Ricucci, 2021). According to U.S. Census Bureau estimates, in 2023 America was 75.5% white alone; 13% Black or African American; 18% Hispanic; nearly 6% Asian; about 1% Native American; and a little less than 3% of two or more races. Gender is split down the middle. Most workplaces tend to reflect these statistics (Castillo, 2021). Having employees with multiple perspectives, perceptions, and cognitive styles is important for agencies to effectively represent a diverse population. Without specific DEI plans, there are no standards to which local governments are held. Action plans help establish trust and support transparency. This research aims to highlight strategies and recommendations for fostering equitable, diverse, and inclusive relationships between government agencies and their constituents.

Organizations attempt to foster an environment that will increase employee retention, encourage creativity and innovation, draw attention to societal concerns, construct reputations that attract talented staff, establish trust and communication, and empower every employee to reach their full potential. But what are public agencies doing to achieve these goals? “Interest in examining these questions is growing, including globally, especially given how public institutions across the world are culpable in creating, maintaining, and extending systems of disadvantage and oppression due to bias and discrimination regarding race, ethnicity, gender

identity, sexual orientation, religion, and more. The need to understand what diversity, equity, and inclusion (DEI) means has never been more poignant” (McCandless et al., 2022, p. 129-130). The objective of this research is to use qualitative analysis to develop an understanding of how San Francisco Bay Area city municipalities are giving emphasis to DEI policies supporting the concerns of employees and the communities they serve. Additionally, recommendations from private consultants and plans for the Bay Area municipalities next steps to support DEI will be examined. This research will attempt to document the current status of Bay Area cities’ progress on DEI action plans.

### **Research Question**

How are Bay Area Municipalities implementing Diversity, Equity, and Inclusion (DEI) Action Plans? What are these municipalities doing to take action and improve community relations?

## Literature Review

### History of Diversity, Equity, and Inclusion

The DEI movement in the United States is not new. It emerged during the Civil Rights Movement of the 1950s and 60s and has grown to include gender, sexual orientation, religion, country of origin, and other identities (Edmunds & Lind, 2021). However, its roots are far deeper. An 1833 English House of Commons report reveals that social mixing was considered in the planning of cities for a long time (Sarkissian, 1976). Sarkissian illustrates a historical overview of town planning through The Cadbury Family and Bournville/Bournville Village Trust, Howard and The Garden City Movement, Social Mix as Education for the Urban Poor, and The Settlement House and Co-Partnership Movements. The beginnings of social mixing were intended to create balanced neighborhoods, as well as “[t]he notion that close association between individuals of different classes would elevate the poor was an important contribution to modern thinking” (Sarkissian, 1976, p. 236). Numerous historians claimed that mixture was an essential function of a city, and diversity offers more opportunity. Additionally, diverse areas should be encouraged simply because they are not homogeneous. The sense of stigma and lack of opportunity in one-class areas should be avoided (Sarkissian, 1976). These ideas have been adopted by modern urban planners; the Walt Disney Company has built an entire city (Celebration, Florida) based on these principles (Frantz & Collins, 2000).

In the United States, social mixing was stymied in many communities due to the legal segregation of the “Jim Crow” era following the Supreme Court’s decisions in *The Civil Rights Cases* 109 U.S. 3 (1888) and *Plessy v. Ferguson* 163 U.S. 537 (1896). Segregation was further achieved through the planning and development of major cities, which restricted the movement and housing choices of non-whites, as well as redlining and other lending practices that



prevented non-white borrowers from securing home loans and prevented social mixing in residential areas in suburbs and smaller municipalities (Rothstein, 2021).

Change occurred only slowly. One of the first major attempts to break down these barriers was in 1948, when President Truman issued Executive Order 9981, desegregating the armed forces (Bush et al., 2023). Another major step forward occurred in 1954 with the ruling in *Brown vs Board of Education Topeka, Kansas*, *Brown* 347 U.S. 483 (1954), which overturned *Plessy* and declared segregated schools unconstitutional, prompting the development of bussing programs, changes to school district lines, and other reforms. Bussing was by far the most controversial of these because it forcibly moved groups of students from their neighborhood schools to schools in other areas of a city to mix demographic groups that otherwise would not have come together.

Ten years later, the Civil Rights Act in 1964 was passed. Title VII prohibited “discrimination based on race, color, religion, sex, and national origin when making decisions regarding hiring, promotion, discharge, pay, benefits, training, classification, referral, and other aspects of employment” (Bush et al., 2023, para. 6). The 1964 legislation dramatically impacted the American workforce, increasing the participation of women and people of color. “Between 1966 and 2013, overall African-American participation rates in the workforce increased from 8.2 percent to 14 percent” (U.S. Equal Employment Opportunity Commission, n.d.-a para. 7) and has risen since. “Labor force participation rates for women in 1960 were about 38%, compared with today’s rate of 58%” (Guy & Fenly, 2013, pg. 42) in 2013, which has continued to rise. More recently, the Supreme Court decided in *Bostock v. Clayton County* 590 U.S. \_\_\_\_ (2020) that Title VII’s prohibition of sex discrimination applies to discrimination based on sexual orientation and gender identity.

Federal civil rights laws are not limited to race and sex. In 1967 the Age Discrimination in Employment Act was passed, which prohibited discriminatory employment practices against those aged 40 and older (Bush et al., 2023). The Equal Employment Opportunity Act of 1972 gave the Equal Employment Opportunity Commission the authority to file lawsuits and impose compliance on private companies (Bush et al., 2023). The American Disabilities Act of 1990 outlawed discrimination based on disability, and the Lilly Ledbetter Fair Pay Act of 2009 ensured equitable pay regardless of gender. (Bush et al., 2023). Furthermore, the Genetic Non-Discrimination Act of 2008 prohibited discrimination based on genetic information in decisions related to health insurance and employment (U.S. Equal Employment Opportunity Commission, n.d.-b). During this period, as either a cause or a consequence of these legal developments, social movements have emerged, emphasizing voting, housing, and educational opportunities aimed at influencing a more equitable and inclusive society (The Society For Diversity, 2023).

### **Importance of Diversity, Equity, and Inclusion**

“[Diversity] refers to the wide range of identities, including a broad view of race, ethnicity, gender, age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, veteran status, physical appearance, etc. It also involves different ideas, perspectives, and values’ ....Equity is ‘fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. The principle of equity acknowledges that there are historically underserved and underrepresented populations and that fairness regarding these unbalanced conditions is needed to assist in the provision of adequate opportunities to all groups’ .... Inclusion is ‘Providing equal opportunity to all people to fully engage themselves in creating an environment and a cultural attitude whereby everyone and every group feels accepted, has value, and is supported by a foundation based on trust and mutual respect” (Edmunds & Lind, 2021, p. 3 & 4).

According to the International City/County Management Association (ICMA), DEI is important when considering service delivery and policy decisions, as well as for recruiting,

retaining, and engaging an effective team of local government employees (Young, 2022).

Creating a “government representative of its people is better run, more meritocratic, and helps achieve equity. It creates and implements more inclusive policies and elevates a diverse set of role models” (Inclusive America, 2022, para. 1). “However, it’s not enough to simply hire a diverse workforce. Rather, it’s also important that all employees have equitable access to salary and benefits, resources, and advancement opportunities, and to have a voice within their teams and organizations at large. The great thing about creating diverse, equitable, and inclusive work cultures and environments is that they are mutually beneficial to both employees and employers” (Penn LPS, 2023, para. 1). Relevant opportunities must be widely promoted, equity must be elevated, diversity must be activated, and inclusivity must be led by policies and practices (Center for Creative Leadership, 2023). To set a direction, create alignment between the representation of underrepresented groups in government jobs to more effectively reflect the communities they serve, and generate a commitment to DEI initiatives in the workplace or other types of organizations, top leaders should take the first steps of identifying values, identity, culture, and perspectives that best support the employees and the community (Center for Creative Leadership, 2023). When agencies embolden their employees, they nurture connection, build loyalty, and support workers in giving feedback that fosters positive change within the workplace. Creating a culture of belonging and trust among employees is paramount to leading a successful organization with a healthy workplace culture (Penn LPS, 2023).

“A majority of Americans report non-belonging, a cumulative term that includes people who are unsure or ambiguous about whether they belong and those experiencing exclusion. Sixty-four percent of Americans reported non-belonging in the workplace, 68% in the nation, and 74% in their local community. Further, nearly 20% of Americans failed to report an active sense of belonging in any of the life settings we measured, and a small subset (6%) report exclusion across all life settings. These deficiencies in belonging may hold significant costs to individuals, institutions, and our society as a whole” (American Immigration Council, 2023, p. 6).

When organizational leaders express their motivation to counter inequity; acknowledge barriers and obstacles; set clear goals; and then take action, they signal a commitment that becomes the foundation of the organization's diversity and inclusion efforts (Center for Creative Leadership, 2023).

Companies that become known for embracing a diverse, equitable, and inclusive work culture not only expand their potential talent pool—and their ability to attract the best of the best—they also benefit from the potential to better relate to and win over diverse customers (Penn LPS, 2023). Activating that diversity is a process that involves recognizing differences within the employee and customer base. These recognitions equip managers and teams to explore the impact of diversity on perspectives, assumptions, and approaches, and identify ways to enhance the contribution of all (Center for Creative Leadership, 2023). Diversifying the pool of leaders will allow unique experiences, opinions, and perspectives on critical issues to be considered and will thus enhance our government's ability to serve the needs of its entire population, especially historically disenfranchised communities (Inclusive America, 2022). Inclusion requires active, intentional, and ongoing efforts to promote the full participation and sense of belonging of every employee, customer, and strategic partner. It involves policies and practices, but also the ability to envision and enact new ways of leading (Center for Creative Leadership, 2023).

Numerous studies have shown that inclusive workplaces significantly outperform well-managed, homogeneous workplaces over time. Individuals are more committed, innovative, and loyal, as well as being more comfortable sharing their ideas and perspectives (Inclusive America, 2022). "Inclusion efforts feed not only a general sense of belonging, but also a 56% improvement in employee job performance" (Young, 2021, para. 5).

“A 2009 analysis of 506 companies found that firms with more racial or gender diversity had more sales revenue, more customers, and greater profits. A 2016 analysis of more than 20,000 firms in 91 countries found that companies with more female executives were more profitable. In a 2011 study management teams exhibiting a wider range of educational and work backgrounds produced more-innovative products. These are mere correlations, but laboratory experiments have also shown the direct effect of diversity on team performance” (Rock et al., 2016, para. 1).

Studies in recent years have shown that companies that understand, design, and participate in the engagement and implementation of DEI initiatives are more likely to:

- Meet or *exceed* their financial targets
- Have high-performing teams
- Be considered more agile and innovative, and
- Achieve or exceed their business outcomes (Bush et al., 2023).

There is also an economic benefit to be had. Research has found that organizations that have inclusive practices and plans in place are more likely to increase profits by approximately 21% and revenue by approximately 40% (Browne, 2023). Other reports have found that diverse companies perform better, especially if an organization's leadership is diverse. Organizations with gender-diverse executive teams were 21% more likely to experience above-average profitability than their industry peers, and organizations with ethnic and culturally diverse leadership are 33% more likely to outperform their peers (CPS HR Consulting, n.d.). The Harvard Business Review further suggested that “Doing DEI well correlates with better change power, which in turn is linked not only to company performance but also leadership and employee engagement” (Michels et al., 2023, para. 5). There is a 70% correlation between the implementation of DEI and the organization dynamics, ability to change (being agile and innovative) priorities, and sequencing action (Michels et al., 2023). Furthermore, studies revealed that 80% of leaders find DEI extremely important in helping their organizations achieve their business goals (Eightfold, n.d.). DEI plans can provide accountability for achieving DEI

goals by establishing clear objectives and metrics, providing regular reporting, conducting audits and assessments, engaging stakeholders, and holding leaders accountable for progress toward DEI goals (Browne, 2023).

### **Changing Government Workforce**

The Government Alliance on Race and Equity (GARE) is seeing an increase in agencies establishing offices of racial equity and appointing chief equity officers. “Several governments had recently added or are planning to add positions that focus on managing equity and inclusion efforts. The increase in such roles became evident as ICMA was coordinating panel discussions on equity and inclusiveness at each of ICMA’s five regional summits throughout the United States” (Kimbrough, 2017, p. 57). This step is crucial for the growth of DEI at the local level. Although many state governments are following suit, local-level changes present a more impactful and immediate response to community concerns. Government entities cannot, however, do this on their own. As a result, there is a significant need for collaboration with other public sector actors and external communities (Kimbrough, 2017).

While DEI laws and practices have increased workforce diversity, statistics and seismic world events have made it abundantly clear that disparities still exist (Bush et al., 2023). Research shows that “women accounted for 20% of mayors and 25.8% of department heads in medium and small cities in the United States (e.g., populations 250,000-25,000); 17% of mayors were people of color. Although women and people of color are generally well integrated into the modern American workforce, they remain underrepresented in higher level management” (Feeney & Camarena, 2019, para. 1). In addition, “In recent years, women were underrepresented in management positions and the gender pay gap was greater... in 2021: In government agencies and non-profit organizations, women earned an estimated 85 cents for

every dollar earned by men (a pay gap of 15 cents on the dollar)” (U.S. Government Accountability Office, 2022, para. 1 & 5). The continued existence of these disparities further serves to suggest the implementation of DEI is warranted.

### **Challenges of DEI in Public Service**

While many organizations recognize the importance of DEI, various challenges, including resistance to change, a lack of leadership commitment, unconscious bias, and difficulty measuring impact, prevent them from implementing practices fully.

“In one 2019 global survey by the Boston Consulting Group (BCG), 16,500 people representing women, racially or ethnically diverse employees, and people of the LGBTQI+ community were asked about the diversity issues that affect them versus what the leadership thinks... The results revealed a striking perception gap between employees' and leaders' perceptions of diversity issues. Such gaps can lead to the adoption or perpetuation of policies that are not required or valued—or worse, leaders failing to put in place a policy that is sorely needed” (Formanek, 2023, para. 1).

Issues underlying our collectively sluggish progress include a continuing reliance on entrenched formulas (Fixed Practices) and a pervasiveness of ingrained behaviors and resistant cultures (Fixed Attitudes) that are not responsive to social and demographic dynamics colliding in today's U.S. workplace... These are the “root causes of the stagnation of workforce diversity”... Practices for recruiting, on-boarding, developing, retaining, evaluating, and promoting talent are often deeply rooted. They are embedded in a company's way of doing business, organized in playbooks, and shared as best practices...” (Bush et al., 2023, para. 28, 35, & 62).

There are fixed attitudes and ingrained personal ideas and beliefs that maintain fear, indifference, denial, and anger amongst those who see no reason for change (Bush et al., 2023), essentially hindering progress.

- “Fear: It's incredibly difficult for leaders and professionals to be vulnerable enough to admit that on DEI matters...there is a fear that if they do or say something wrong, they (and their organizations) will be viewed negatively and reputationally... There is also a fear that in some respects, diverse candidates may perform at a less competitive level than their non-diverse counterparts. Their projects and work performance will suffer, so why take on that unnecessary uncertainty
- Indifference: Leaders and professionals who are already successful now, especially from a financial standpoint, do not see the sense in changing things up for the sake of diversity.

- Anger: There are some who believe that by investing in these programs and making more room for diverse candidates, future opportunities are being taken away from them, or worse, they'll be displaced from their job
- Denial: Leaders and professionals may also be in complete denial that systemic inequities exist” (Bush et al., 2023, Table 1.3).

These attitudes have led to retaliation and legal resistance from conservative groups pushing back against diversity programs, as consumers have vented frustrations over corporations becoming more vocal on progressive issues like LGBTQ rights, and racial equity (Guynn, 2023).

### ***Affirmative Action & Legal Backlash***

Recently, the U.S. Supreme Court in *SFFA v. Harvard and SFFA v. UNC* 600 U.S. \_\_\_\_\_ (2023) “effectively eliminated the use of affirmative action in college admissions.” (Hinger, 2023, para. 1). While this decision was limited to higher education, other race-conscious policies may be next. What does this mean for other government agencies? Affirmative Action is the recruitment and advancement of qualified marginalized communities including minorities, women, persons with disabilities, and covered veterans. Affirmative actions include implementing training programs, outreach efforts, and other positive steps toward diversifying and creating a more equitable and inclusive organization (U.S. Department of Labor, n.d.).

Research suggests that

“The effects of the Supreme Court’s decision to strike down affirmative action will take time to materialize—but a 2013 Harvard study found that after affirmative action ended in key states “sharp declines” in the workplace followed for Asian women, Black women and Hispanic men. . . . Once affirmative action was repealed in the states, workforce participation from Latino men decreased by 7%, Black women’s participation decreased 4% and Asian women’s participation decreased 37%—the study notes that the last figure was particularly large because few Asian women were in the workforce” (Pequeño, 2023, para. 1 & 3).

The ruling may not have a substantial immediate impact on the legality of workforce DEI, but this does not eliminate the possibility that further backlash won’t lead to workplace DEI programs and practices being challenged and potentially declared unconstitutional. “Legal



experts say the move to restrict affirmative action also could lead to more challenges in how corporations make hiring and promotion decisions...[T]he debate swirling around diversity programs has increased the possibility that corporations will be hit with discrimination lawsuits – from those who support these initiatives and those who oppose them” (Guynn, 2023, para. 15). Since this ruling, many lawsuits have emerged including one in which the “American Alliance for Equal Rights sued two law firms, challenging minority fellowships that were open only to students of color, those who identify as LGBTQ+, or those who have disabilities...The Alliance argued the fellowships discriminated against other groups — like white people, straight people, or those who do not have disabilities” (Peck, 2023, para 6 & 7). Another recent example of a legal challenge that exemplifies backlash on the DEI initiative is from America First Legal, which “filed a lawsuit against Nordstrom in June arguing that the clothing retailer's goal of increasing representation of Black and Latino people in manager roles by at least 50% by the end of 2025 is discriminatory because it is race-based” (Brooks, 2023, para. 5). Although DEI initiatives are not affirmative action, “the Supreme Court decision probably will invite greater scrutiny of the strategies companies use to increase diversity” (Guynn, 2023, para. 12).

In recent years, conservatives and others opposed to DEI initiatives and training have become more vocal. Many legal devices are used to resist the implementation of DEI policies, programs, and procedures. Many of the legal actions originally implemented to enhance marginalized groups' lives are being used in reverse. “Conservative legal groups are using two federal laws — the Civil Rights Act of 1964 and the Civil Rights Act of 1866 — as the main foundation for their DEI challenges. The use of those laws by conservatives is noteworthy because they were passed decades ago with hopes of expanding employment opportunities for people of color” (Brooks, 2023, para. 6). Notably, the Civil Rights Acts of 1866 and 1964 were

created to protect everyone and not just marginalized groups. Although it is argued reverse racism does not exist, everyone has race, sex, and gender expectations that influence social, political, and economic interactions (Nagele-Piazza, 2021).

After the murder of George Floyd, there was a spike in hiring and recruitment for diversity roles. These efforts are now becoming vulnerable to conservative legal activists arguing that DEI action constitutes racial discrimination (Hsu, 2023). In several states, legislation is being proposed (and in some cases passed) to limit or prevent DEI initiatives (Insight into Diversity, 2023). According to Bloomberg Law, as of December 31, 2023, eight states including Florida, Idaho, Kansas, North Carolina, North Dakota, South Dakota, Tennessee, and Texas had passed laws restricting DEI initiatives (Bloomberg, 2024). Motivated in opposition to what they label as “woke” policies, DEI opponents argue primarily that DEI leads to racial division. These arguments come from people who belong to advantaged groups and reflect a desire to maintain the group's social and political standing (Lyer, 2022). In addition, there are arguments that DEI efforts are expensive and performative (Hsu, 2023). “[C]onservative legal groups have been fighting diversity hiring practices for years but the U.S. Supreme Court's decision in June to strike down affirmative action in college admissions has added fuel to their engine” (Brooks, 2023, para. 3). Below is a summarized list of concerns detailing conservative pushback against DEI:

- “Perceptions of unfair treatment...one of the legal risks with a DE&I program is how they are perceived. Some employees or job candidates might feel like they are being penalized because they are not bringing diversity to the workforce, so they pursue a legal claim.
- Violations of EEO laws...Quotas and "preferences" for hiring people from underrepresented groups also can create significant legal liabilities
- Fair pay claims...There has been a recent trend of companies paying incentives or higher wages to candidates who meet their diversity goals. Employers with such practices may find themselves facing discrimination and pay inequity claims” (Nagele-Piazza, 2021, para. 7, 17, & 19).

Despite legal arguments, moving away from DEI policies, practices, and procedures due to fear of lawsuits could potentially reverse progress and serve to maintain the status quo. “The reality is, if you don't have the best talent or dysfunctional teams, and people don't speak up or don't feel listened to, that can yield results at least as catastrophic as a major lawsuit,” so DEI initiatives are essentially not the problem (McKinsey, 2023, para. 19). Some companies that are more at risk than others (small companies and those unable to withstand legal challenges) may pull back from further efforts to implement DEI policies. Conversely, many companies have spoken out about continuing efforts to support DEI changes and that they are as committed as ever. Essentially, "This comes down to a fundamental question of 'Does equal opportunity exist in the American workplace and American corporations?'" (Brooks, 2023, para. 9).

### **Best Practices**

The League of California Cities has established a list of best practices for local governance that closely identify with the 12 tenets of the ICMA code of ethics. Researchers from the League of California Cities have identified the following as being among the best practices for managing diversity and creating an inclusive work environment:

- “Incorporate diversity goals and objectives in your strategic plan
- Implement practices in recruitment and hiring to diversify your workforce
- Communicate diversity priorities to all levels of the organization
- Provide recurring diversity trainings and educational opportunities
- Hold managers accountable to diversity initiatives; require commitment from leadership
- Implement formal mentoring/sponsorship of minority employees and minority/student internship programs
- Allocate resources specifically for diversity initiatives
- Establish a diversity management review committee, task forces, and minority support networks
- Create and host meaningful cultural affinity groups, whose leadership has real influence and decision-making authority Each of these best practices has shown effectiveness in creating favorable outcomes for public organizations”

“Each of these best practices has shown effectiveness in creating favorable outcomes for public organizations” (Googins et al., 2022, p. 4).

“Understanding how the components of your strategy reinforce each other ensures that those initiatives are linked directly to strategy and outcomes” (Conrad-Bradshaw & Marcus, 2023, para. 6). As the common goals of diversity, equity, and inclusion become even more widespread, agencies have to put forth effort in identifying what works (Pedulla, 2022).

## **Methodology**

This paper examines Diversity, Equity, and Inclusion policies, programs, and procedures in eight suburban cities in the Bay Area: Fremont, Los Gatos, Morgan Hill, Mountain View, Palo Alto, Redwood City, San Mateo, and Sunnyvale. Each city is assessed based on its approach to DEI efforts, the current status of its action plans, and how city officials plan to proceed from 2020 to 2030. It explores how cities have historically participated in diversity efforts, current perspectives related to how DEI fits with their goals, and how they have incorporated DEI considerations into their policies and programs. It also identifies and discusses current shifts in the government workforce, and challenges being faced, as well as determine whether these cities follow the best practices established by the League of California Cities.

Data was derived from a series of 30-minute to 1-hour interviews with various city officials conducted in-person or via Zoom between September and November 2023, augmented by written responses via email. Other primary sources include official government reports and statistics regarding demographics in the city and its government.

The interviewees were:

- Holly Young: Senior Management Analyst, Town of Los Gatos
- Denise Garcia: Citywide Volunteer Coordinator, City of San Mateo
- Briana Evans: Equity and Inclusion Officer, City of Redwood City
- Chantal Gaines: Deputy City Manager, City of Palo Alto
- Joram Parcutilo: Development Services Intern, City of Morgan Hill
- Fernanda Perdomo-Arciniegas: Equity, Access, and Inclusion Manager, City of Sunnyvale
- Christina Gilmore: Assistant to the City Manager, City of Mountain View
- Kakshi Master: Human Resource Manager, City of Fremont

Respondents were asked:

- Has the city developed an action plan to address DEI in the workplace and community? What is the city's overarching goal or vision for DEI?
- What challenges has the city encountered in its DEI work, and how are these challenges being addressed (politically driven backlash or opposition)?

- Did the city conduct an internal assessment (survey) before preparing a plan? Was this assessment conducted in-house or by a consulting firm? What were the next steps following the assessment? Did your city create a task force? If so, what were the outcomes?
- How can residents and community organizations provide input or feedback on the city's DEI initiatives? And what steps has the city taken to engage with underrepresented communities in the planning and decision-making process?
- What steps are being taken to ensure that DEI is integrated into all city governance and decision-making?
- Can examples be shared of successful DEI programs or initiatives the city has implemented?
- What partnerships or collaborations has the city established with external organizations to advance DEI efforts?
- How is the city measuring progress and success in its DEI work?
- What are the city's next steps with respect to advancing DEI efforts and or making these changes more permanent?

In addition to the interviews, data was gathered regarding the current state of DEI action plans, the processes that these cities followed to advance DEI work, the difficulties encountered, what they are doing to attain goals, and how these cities plan to proceed with DEI policies, programs, and procedures in the future. The following indicators will be included:

- Assessment of DEI conducted internally (government reporting) or externally (public sector/ non-government agency reporting)
- Internal or external assessment focus
- Efforts to hire a DEI consultant
- Responses to recommendations from consultants
- Public accessibility data and transparency of data
- Homogenous practices among cities interviewed (Popular trends)
- Affiliation with Government Alliance on Race and Equity (GARE)
- Availability of framework, what type, and the date it was adopted
- Driving forces behind adoption and implementation
- Overarching goals and accountability/integration
- Determination of next steps

Sources of data on DEI policies, programs, and procedures of each jurisdiction was retrieved through the interviews, in addition to publicly available sources, such as city websites, recordings of city council meetings, meeting agendas and minutes, demographic reports, and personal communication via email sent to city personnel. Analysis of council meeting minutes is focused on discussion during public comment, introduction and detailed overview of action

plans, or preparations for creating an action plan.

Each city was evaluated based on their efforts to apply DEI – whether they are exceeding, meeting, approaching, or behind a standard of efforts. The standard is evaluated based on the following rubric:

- **Exceeding:**
  - Policy identifiers that include the implementation of a DEI action plan with active programs that bring DEI into government offices, like recruiting, training and providing opportunity for advancement, and or outreach programs to encourage increased political participation for underrepresented populations within the community. Includes action plans with clear provisions to increase or ensure integration of DEI practices and maintain these programs moving forward.
- **Meeting:**
  - Policy identifiers that include the implementation of DEI policy including an action plan with active programs. The DEI plan includes provisions for sustainable DEI practices.
- **Approaching:**
  - Policy identifiers that indicate a plan to implement DEI with limited or no active programs. DEI efforts are being researched or developed in cooperation with community members.
- **Behind:**
  - Policy identifiers that indicate no DEI plans, programs, or efforts to develop. There is a discussion of an action plan, but no policies or programs in place to increase or ensure integration of DEI practices.

Limitations of this analysis include the limited number of cities analyzed, the city size (population), the breadth of diversity in the chosen cities compared to other mid-size cities across the U.S., and the omission of other demographics other than race and gender. The project is exempt from IRB review because it does not meet the federal definition of human subjects research.



## **Findings**

This research begins with the four cities with retrievable action plans/DEI policies and programs: Los Gatos, San Mateo, Redwood City, and Palo Alto. This information is followed by The Cities of Morgan Hill, Sunnyvale, Mountain View, and Fremont, which currently have no action plan in place.

### **Town of Los Gatos**

The Town of Los Gatos (LGTS) is located in the San Francisco Bay Area just southwest of San Jose, in the foothills of the Santa Cruz Mountains, with a population of approximately 33,000. As of 2023, LGTS had a workforce of 229 employees.

In 2020/2021, before the George Floyd protests, Los Gatos did not have a DEI action plan in place. However, there had been several DEI initiatives that the Town implemented which allowed for community feedback and community partnerships. In response to the BLM Movement, the City committed to a police reform model and changes to the town code. This model included: increased transparency and public access to police data, utilizing non-sworn personnel for non-emergency calls when possible, examining options for providing mental health services, and exploring potential modifications to the role of the School Resource Officer in consultation with local school districts. The Council also unanimously voted to approve the Town code regarding a Below Market Price Housing program, this is a resolution that addresses additional elements for low-income applicants. By 2021, Los Gatos had begun exploring a collaboration with County Behavioral Health Services for licensed professionals rather than police to respond to mental health calls. It had also expressed support for other mental health service models that the County is developing, and it had launched a new Police Transparency and Data Page on its website with information regarding stop data, mental health response, use

of force, and other crime-related data. The Council also adopted several other resolutions to express solidarity with underrepresented and marginalized groups through discussion with Santa Clara County District Attorney Jeff Rosen, and painting rainbow stripes in two crosswalks in support of the Lesbian Gay Bisexual Trans Queer/Questioning (LGBTQ+) community. As a result of staff feedback, the Council adopted a resolution to enter into an agreement with DEI consultant services (Town of Los Gatos, 2021d). By 2022, the city had developed a draft of the Justice, Equity, Diversity, and Inclusion (JEDI) plan. LG hired an external consultant, American Leadership Forum Insights (ALFI), to conduct assessments of the Town and create a roadmap for the JEDI plan.

The ALFI recommended the creation of specific short- and long-term goals, action items with timelines, and metrics to evaluate the progress of implementation. Additionally, the plan will identify gaps and overlaps with the equity work being done by other organizations in Los Gatos. In 2022, the consultant and the Town collaborated with the community through community workshops on identifying definitions and principles to include in the Plan. Los Gatos also Established a Diversity, Equity, and Inclusion Commission to assist in these efforts. The Town staff reflected on how the work environment could be improved, and how this plan can align with the 2040 general plan.

By 2023, based on recommendations from ALFI, the Town came forward with its DEI plan [see Appendix A], which the council accepted on October 17, 2023. The consultant's final report contained an overview of the process shared as well as the high-level themes of what was learned:

- “What We Did: Process Overview- ALFI held a total of 18 Discovery sessions with 27 individuals spanning community members, business owners, nonprofit leaders, faith groups and education administrators... Each individual or group was asked the following questions. - What are the opportunities that you see for the Town as they move forward

with their equity work ? - What are you feeling most hopeful about? - What are you most concerned about? - What in your mind creates an inclusive community? - Jedi Plan thoughts and feedback? Are you willing to engage in the Jedi process in the future? In what context?...

- What We Learned: High-level Themes- The work of grappling with race and systemic inequities is hard and are not quickly resolved. It requires courageous and brave leadership, often in the face of strong opposition. Through the discovery process, ALFI heard the following themes across all of those we spoke to. It should be noted that of all those we interviewed, everyone was willing to be engaged in the on-going work” (American Leadership Forum & Town of Los Gatos, 2022, p. 1)

ALFI also made several recommendations regarding implementation:

- “Collaborative, on-going engagement with community groups engaged in equity-based activities
- Creation of safe spaces that allows for community to learn together and engage in equity work
- Development of equity capacity through intentional learning about the impact of historical inequities in the community
- Linking equity work to the vibrancy of the Town’s economy
- Engaging school districts and youth so that the voice of youth and the needs of school districts is heard and supported
- Building affordable housing to ensure more economic diversity” (Town of Los Gatos, 2023b, p. 13).

In efforts to implement the DEI plan, there was abundant feedback from community members and City staff regarding challenges they had encountered. This feedback was solicited through community listening sessions; response during ALFI assessment; and City Council meetings. Feedback was also solicited regarding how they have been addressed. ALFI discovered that there were many fears from both internal staff and external community members that included threats made against council members and their families.

“Although negative interactions were not expected from most residents, the strong and vitriolic nature of a small segment of residents weighed heavily on the minds of everyone we spoke with. Concerns about personal safety, alienation, and retaliation were consistently brought forward. Concerns about safety need to be addressed for the Town to get strong buy-in from the community. Addressing this issue will increase who and how long people stay engaged. The next issue of concern is the efficacy and capacity to make change. Participants questioned the long-term commitment the Town has toward equity work. There was also concern that some people with influence and power will impede any progress either because change is hard or holding the status quo is preferred. Participants, acknowledging the large scope of the work and the

challenging political climate, questioned if the Town possessed the knowledge and ability to create a more equitable and inclusive community” (American Leadership Forum & Town of Los Gatos, 2022, p. 6).

Based on Town Council meetings and community feedback, some of these concerns may have been accurate. At the meeting at which the DEI plan was adopted, many community members expressed their concerns during public comment. Some of those comments included:

- “This plan is very far-reaching and ambitious, no impact was mentioned in the staff report... looks like it is going to be costly...
- It's starting from the premise that we have a problem, not frame this as a problem as oppressors and victims, that we can move past that and talk about what successes we've had so far. This strategy of painting all of the town as privileged is hurting people today. When people hear they have come from Los Gatos they are instantly stigmatized the moment that they state they are from here. They're told everyone knows these kids are privileged...that's inaccurate, and it's hurtful. It doesn't recognize that there are people in our town really struggling, why would we lean into that perception...
- This is both what I hear, Town council members, and town staff, talking out of both sides of their mouths. They are not only disingenuous, they're dishonest to the people in Los Gatos in articulating what is involved in this DEI plan. Because there is nothing in here of any consequence and they are assuming that we have a problem, but the problems are not stated articulately and clearly. This is a utopian agenda that has been dreamt up... this is not in the best interest of the citizens of Los Gatos. When this gets circulated, you are poking the bear, and when you poke the bear, stuff's gonna happen.” (Town of Los Gatos, 2023a, 3:12:26).

Despite these concerns, there was some limited but positive feedback regarding the plan during the City Council meeting. These comments included:

“This work is really important, if they want deliverables, read the plan, it talks about working with the town theater, the arts commission, having art that represents the diversity of people, having a film festival that represents the diversity of people. Having those kinds of events helps bring about community. There is division all over this world, there's division on our college campuses, and we've certainly seen divisions in our own community, I think you can hear those being expressed tonight. If we can have a commission that works on unity and bringing folks from all walks of life together, and seeking fairness for those of all walks of life. That's worth it. Yeah there may be some hidden costs, but this plan is worth it” (Town of Los Gatos, 2023a, 3:23:03).

After the public comment came to a close, a Town Council member expressed that although “it is hard to talk about,” recent headlines about Los Gatos demonstrate the problem, including incidents involving Swastikas graffitied all over LG, hate crime assaults, racist and

homophobic graffiti, investigations into alleged hate crimes committed by police,, dark complexioned dolls found hanging at high schools (prompting a hate crime investigation), and many more. “There are ongoing incidents that happen in our community that make people feel unsafe, and that are racist and bigoted, and we have an obligation to deal with those. This plan does much more than that but that is a very tangible and easy-to-see issue that continues to plague our community” (Town of Los Gatos, 2023a, 3:27:12).

Despite some opposition, the Town is taking steps to ensure that DEI is integrated into all city governance and decision-making, including but not limited to: trainings, policy committee discussions and recommendations, aligning work with the consultant recommendations, utilizing the staff equity team, and aligning DEI goals with the 2040 general plan. The staff has expressed that including metrics and performance measures for each item is extremely difficult and is not advised. According to a town report,

“DEI work is long-term and ongoing over generations of people and progress cannot adequately be measured in a shorter time frame of a few years. Additionally, aiming for a goal of a certain demographic makeup (for example, X amount of employees of Y ethnicity/race) can be misleading because even if that goal is reached it does not necessarily mean that all feel welcome or as they belong” (Town of Los Gatos, 2023c, p. 8).

The Town staff and the Town Council have adopted the plan despite the backlash and plan to implement these actions by executing training and expanding community engagement and Commission recruitment efforts to include more Black, Indigenous, and other People of Color.

Based on the criteria established earlier, Los Gatos is classified as **meeting** the standard of DEI efforts.

### **City of San Mateo (SM)**

The City of San Mateo is located in the San Francisco Peninsula, about 20 miles south of San Francisco, with a population of approximately 100,984. As of 2023, SM had a workforce of 894 employees.

Prior to the implementation of this plan, there had been many DEI initiatives that expressed solidarity with underrepresented and minority groups during the Covid-19 pandemic and the civil unrest of 2020. In 2019 the City Council voted to join the United Against Hate movement and demonstrated this commitment by having a poster/photo contest in which community members could download the winning poster to display in solidarity. This commitment continued into 2020/2021 through several virtual community events that facilitated dialogue and training on important DEI principles. By 2020 the council had adopted multiple resolutions expressing solidarity to underrepresented and marginalized groups and denounced stigmatization, racism, and xenophobia. In the midst of the Covid-19 pandemic, many Asian Americans were targets of xenophobia, anti-immigrant sentiments, and racism. The City denounced these discriminatory acts through a resolution from the City Council. It also declared that Black Lives Matter and reaffirmed the city's commitment to racial equity. In response to the community concerns after the death of George Floyd, there was a Council resolution published in collaboration with many leaders of the public and the SM PD. Additionally, the City established a new internal staff Diversity Equity and Inclusion Committee, an interdepartmental group that was tasked with advancing DEI in the workplace.

In reaction to the outcry from the public, in April 2022, the City Council approved the development of a DEI strategic plan. SM hired an external consultant (CenterFour) for support in executing the plan. In collaboration with the consultant, a city staff working group established

three modules to present to the DEI committee, which then were sent back to CenterFour, who then created a Strategic Framework report using the content created from the modules and feedback from the internal working group and the external DEI Task Force.

- “Module One focused on the creation of the vision statement, guiding principles, and goals for the Strategic Framework. The vision statement keeps the City’s aspirations front and center. The guiding principles ensure the City’s values are maintained in the long term. The goals give specific direction and targeted aims for City staff to follow. In addition, as part of Module One, staff prepared a demographic analysis of the community that demonstrated the diversity within it in terms of age, racial background, languages spoken, income levels, and housing tenure.
- Module Two established criteria questions intended to ensure a DEI lens is applied to current and future planning of programs, projects, and policies. This serves as a tool for staff to ensure DEI considerations are in the forefront for the creation of new initiatives.
- Module Three established a measurement/evaluation criterion for implementation teams to gauge the impact and relevance of their work. This serves as a tool for implementation teams to ensure initiatives have the intended impact and achieve the goals set forth in Module One” (City of San Mateo, 2023c, p. 1 & 2)

The consultant used these three modules and the feedback received to create the framework. A final draft was completed in March and was reviewed by the DEI task force in April, when it was agreed that the framework was ready to be presented to the Council.

The Council approved it the following month [see Appendix B]. It illustrates the City’s

“commitment to supporting a culture of belonging and provides staff with guidance on how to integrate DEI into City Operations. The framework is a step-by-step guide to implementing and evaluating equity in our City’s policies, programs, and projects to ensure we are approaching our work with an equitable lens. It addresses the ultimate questions of what we are doing, why are we doing it, and will our plans result in the intended outcomes” (City of San Mateo, 2023b para. 3).

According to San Mateo Management Analyst Denise Garcia (2023), although there was community feedback during the development phase, after the Council requested feedback/concerns, there was no public comment during the adoption of the framework. The council was receptive to this plan, with some Council members expressing their hopes for increased diversity on boards and commissions. Garcia said that the goal of the plan is to identify any gaps or inequities that exist and to identify ways to strengthen the quality of the City’s

services both with internal staff and external community. She also said that the framework will essentially be a toolkit for staff to use when implementing policies, programs, or procedures. The City is using this framework to ensure they are centering equity in all aspects of operations. With support and collaboration with the external DEI taskforce (“community connectors”), and the staff working group, the city will continue to identify progress and successes with this plan.

Based on the criteria established earlier, San Mateo is classified as **meeting** the standard of DEI efforts.

### **Redwood City**

Redwood City (RDWC) is located on the San Francisco Peninsula in Northern California's Bay Area, with a population of approximately 80,512. In 2023, Redwood City had 881 employees.

Redwood City's DEI efforts started in 2017, when it declared its commitment to racial equity and inclusion as a matter of public policy. The City Council adopted a resolution that designated Redwood City as a “Welcoming City...’a diverse multi-ethnic community that celebrates and embraces its many cultures’ and one that seeks to ‘value the contributions of all members of the community including newcomers and immigrants’” (City of Redwood City, 2021c pg. 1). Since then, the City has been evaluating its policies, programs, and procedures based on the foundational guiding principle of equity: putting equity first and urging re-evaluation of policies to ensure they serve the entire community. In 2019, the City Council issued a proclamation supporting United Against Hate Week. In January 2020, the City Council adopted its 2020 Strategic Plan that focused on support for people of all backgrounds and building a welcoming city.



In October 2020, amid the nationwide George Floyd protests against racism, the City amended the strategic plan to include an equity statement, and it adopted a resolution that Black Lives Matter. Amid the death of George Floyd, RDWC had started its DEI efforts to understand its internal environment. These efforts have been measured based on learning outcomes from employee surveys, training, and learning sessions. They initiated steps to evaluate DEI efforts that had been made prior to 2020, including a space for community members to share their concerns and give direction on how the city can further improve their services.

In 2020, the City hired Briana Evans as an Equity and Inclusion Officer to support equity commitments citywide. Throughout the year, Evans and the City Council's Equity and Social Justice Sub-Committee began creating an Equity plan separate from the City's strategic plan. In 2019/2020, department head interviews were held to determine where departments stood regarding this work. Although there was no formal department-by-department assessment, in 2020/2021 staff surveys and listening sessions were conducted to get a sense of staff perspectives. According to Evans (2023), this process concluded that there is a fair amount of openness for doing equity work, but there is a need for more structural feedback pathways. Before Evans was hired, the staff department head was aware of the efforts that needed to be made but was not sure how to begin. This called for a citywide training effort, led by an external consultant (Jana Kiser with Libertiva). Every City employee is required to accomplish 20 hours of training to ensure staff understood why and how they can implement this work. Evans reported that there is a "desire to focus on internal behavior before making promises to the public" (Evans, 2023). She also shared the desired outcomes of these trainings, which are: shared knowledge, shared skill base, improved communication skills, and improved access to health and wellness tools.

After an extensive effort to understand internal staff needs, the City Council adopted the 2021 Redwood City Equity Plan, called “IDEAL RWC” (Inclusion, Diversity, Equity, Accessibility and Leadership in Redwood City). This plan is internally focused on assessing how the work needs to be done. Evans supported these efforts by conducting assessments that included internal employee surveys and listening sessions, as well as support from Redwood City Together (a nonprofit organization sponsored by the City) to engage in community engagement and feedback. IDEAL RWC includes departmental equity commitments, assessment of three citywide policy directives, and related efforts to advance inclusion, diversity, equity, accessibility, and leadership in community engagement. See Appendix C for details of departmental equity commitments (Figure A1), assessment of three citywide policy directives (Figure A2), and related efforts to advance inclusion, diversity, equity, accessibility, and leadership in community engagement (Figure A3).

Evans shared “there is much nuance required....[T]he measurements used in one place are not necessarily effective in another place, so RDWC did not approach this work with multiple assessments the way that other cities have” (Evans, 2023). Instead the goal has been to educate staff with knowledge they can apply when creating policies, programs, and procedures. Despite the nuance of measurement, The City published citywide accomplishments in 2022/23 that exemplify the efforts being made, including community building and communication, community for all ages, economic development, excellence in government operations, housing, public safety, sustainability, and transportation. In addition, as of 2023/2024, RDWC staff is completing 20 hours of all-staff training, planning for implementing a regular employee and community engagement survey, piloting mentorship programs, designing an economic mobility

plan, improving its community engagement strategies across departments, and updating its organizational values.

Based on the criteria established earlier, Redwood City is classified as **exceeding** the standard of DEI efforts.

### **City of Palo Alto**

The City of Palo Alto (PA) is located in the northwestern corner of Santa Clara County, in the San Francisco Bay Area, with a population of approximately 66,010. In 2023, Palo Alto had 1,254 employees.

In response to the death of George Floyd, Palo Alto pursued efforts to advance DEI. In June 2020, the City Council adopted a resolution that affirmed that Black Lives Matter and that the City is committed to addressing systemic racism and bias. The City expressed “its support and proclamation that Black Lives Matter and commits our local government to do everything within our powers to review our police and public safety practices with the community and then implement measures that reflect no tolerance for police violence, prejudice, discrimination, and harm” (City of Palo Alto 2020a, p. 2). Following this resolution, city staff were directed to:

- “a. Return with a framework to review, report on, and improve our police policies and practices focused on accountability and eliminating any potential incidents of racism or discrimination;
- b. Report on possible improvements to police hiring practices; and
- c. Begin a diversity and inclusion initiative throughout the City” (City of Palo Alto 2020a, p. 2).

On June 15th, 2020 the City Council adopted a proposed Racial Equity Framework. The plan includes four key elements as actionable items to accompany them [see Appendix D].

Since the implementation of this framework/plan, there have been seven quarterly updates regarding what has been accomplished, and further efforts are being planned.

In 2020, an Ad-Hoc Committee on Race and Equity was established to support these initiatives. Initially, the strategy was devised by internal staff, primarily concentrating on determining the extent of public backing for the execution of Diversity, Equity, and Inclusion (DEI) measures. During the peak of this work, the community provided input and feedback on these efforts through participation in community listening sessions, external community assessments, and discussions with community connectors. The City is continuing its external work to ensure the community understands the extent to which PA staff are committed to change.

Palo Alto has continued to engage in extensive citywide efforts and community engagement since 2020. They have partnered with Stanford University for equity summits, as well as with several outward-facing community-based organizations for other events and community conversations. According to the latest Race and Equity progress update, there have been various updates to policies, programs, and procedures within the City. For example, the city library has implemented a new summer reading programs to support first-generation, low-income students of color. The city arts program hosted a variety of events and programs to ensure community engagement and expression, including public art programs and events for both youth and adults. Additionally, in response to a referral from the City Council, the Human Relations Commission has gained insight into the lived experiences of Asian Americans, Native Hawaiians and Pacific Islanders (AANHPI) in Palo Alto through surveys, data they will report back to the Council. The last updates included information from the PA police department. They have added some initiatives and updated others. For example, the Psychiatric Emergency Response Team (PERT) in partnership with the Santa Clara County Behavioral Health Services Department, advocated to be included in Santa Clara County's new community mobile response program. There was also collaboration with the Independent police auditor to understand

recommendations in respect to data collection and updates to the Police Racial and Identity Profiling Act (RIPA) Data.

Currently, the City is working with external consultants Ivy Planning Group and CircleUp Education. According to Deputy City Manager Chantel Gaines (2023) the consultants are assisting in conducting assessments that will support a roadmap moving forward. Ivy Planning is conducting focus groups and surveys with the internal City staff to develop recommendations that will help staff understand how to apply an equity lens to each aspect of work they do. CircleUp is assisting in developing staff trainings that will be interconnected with the findings from internal surveys. The City's upcoming plans will be developed by a new Equity and Inclusion Manager who will help to assess, update, and combine the current framework with new and improved findings.

Based on the criteria established earlier, Palo Alto is classified as **meeting** the standard of DEI efforts.

### **City of Morgan Hill**

The City of Morgan Hill (MGH) is located on the southern tip of Silicon Valley in the San Francisco Bay Area, with a population of approximately 45,000. As of 2023, MGH had 489 employees.

At the time of writing, Morgan Hill has not yet established a DEI (Diversity, Equity, and Inclusion) action plan. However, the city has initiated the process of developing one, guided by a DEI framework that outlines the steps towards achieving implementation. In 2021 the City became a member of GARE (Government Alliance on Race and Equity), and the Assistant City Manager for Community Development presented the Cities prospective framework to the

council. MGH is reassessing its policies, practices, and procedures with three equity goals they have created.

**“#1 Improve the Organization**

Avoid racial bias and disparities within city administration and promote fairness in hiring, promotions and improve racial equity and promote inclusiveness and belonging in Morgan Hill.

**#2 Support the Morgan Hill Community**

Strengthen outreach, public engagement, and access to City services for disadvantaged communities and empower communities with increased access to city resources. Review the allocation of city services, investments, programs, and policies with lens to improve racial equity.

**#3 Enhance Cultural Awareness and Create a Sense of Belonging**

Develop a culture of belonging and enhance cultural awareness within the City organization and collaborate with community partners to work toward eliminating racial inequity, provide services and resources to all” (City of Morgan Hill, 2023b).

The framework will be implemented in three phases [see Appendix E].

Development Services Intern Joram Parcutilo (2023) reported that the city has engaged in phases 1 and 2 with CircleUp Education, the same consultant hired by Palo Alto. The first phase was assessing the city staff regarding workplace bias and discrimination by measuring how employees felt regarding the inclusiveness of their work environment. Based on the results, city leaders held training sessions and internal staff conversations. In the second phase, the City implemented a Communications, Outreach, and Engagement Plan. This phase was critical in understanding community conditions and the attitudes of community members toward DEI. The City identified five priorities [See Appendix E, Figure A2].

A concluding statement summarizes the overall goal of the plan:

“The City of Morgan Hill’s Communications, Outreach, and Engagement Plan is in place to provide the means by which we can increase awareness of our programs and policies, encourage meaningful and productive two-way communication with the community, and generate heightened engagement of our community members. This Plan is meant to grow and change along with our community and the tools and technology available to us. The City will achieve our goals by consistently providing current, accurate, and concise information to the community about City of Morgan Hill initiatives, City services, and local issues and events. We will foster an engaging environment with our community by

soliciting and proactively implementing feedback we receive from constituents” (City of Morgan Hill, 2022c, p. 21).

An important effort included in outreach is their *I Belong, Morgan Hill* webpage, which allows for direct feedback from the community via an online survey.

The next step for MGH is to begin developing a DEI Strategic Plan and integrate racial equity into the City’s other strategic plans and/or policies with support from the community, the DEI task force, and CircleUp Education. They will be using the measurements of progress and success from the City of Oakland as a model to guide their efforts.

Based on the criteria established earlier, Morgan Hill is classified as **approaching** the standard of DEI efforts

### **City of Sunnyvale**

The City of Sunnyvale (SUNV) is located in the Santa Clara Valley, northwest Santa Clara County, in the San Francisco Bay Area, with a population of approximately 153,091. As of 2023, SUNV had 873 employees.

To this point of 2024, SUNV has not adopted an updated action plan. By no means does this indicate the City is not making efforts towards DEI. It merely means the city council has not yet formally adopted one. During the Covid-19 pandemic and after the killing of George Floyd, Sunnyvale experienced community upheaval that led it to begin an Equity, Access, and Inclusion initiative. The community demanded more transparency and action (Perdomo-Arciniegas, 2023). The need for internal and external commitments to addressing biases and barriers accelerated the creation of the City's SEED (Sunnyvale Employees for Equity and Diversity) team. The team was comprised of City Manager senior staff and other department executive leaders was convened to support the internal staff to identify areas of improvement and action.

In 2022, the City entered into an agreement with a consultant named SEED Collaborative, which is part of the Othering and Belonging Institute at UC Berkeley. This consultant conducted both internal and external focus groups, interviews, and employee surveys. They also held training for all staff using targeted universalism, which is the concept of establishing universal objectives for all groups while employing tailored strategies that account for each group's unique societal, cultural, and geographical context to effectively achieve these shared goals. In December 2022, Fernanda Perdomo-Arciniegas was hired as the Equity, Access, and Inclusion Manager, replacing an interim manager who had served for six months. One of her first tasks was to review and share with city employees the results of the SEED Collaborative study, which revealed that there are areas of improvement needed in communications (top down, bottom up, internal), general culture, employee life cycle, and othering (the phenomenon in which some individuals or groups are defined and labeled as not fitting in within the norms of a social group) and harm prevention. This is what began the DEI action plan process (Perdomo-Arciniegas, 2023).

Alongside the efforts of the SEED team, the City also created four sub-committees made up of 44 employees who are focused on addressing the four main findings of the survey. These committees held 50 meetings each in the span of 5 months to develop strategies and recommendations. By 2023, 60 recommendations were presented to the executive leadership team, which then pared them down to 18. At the time of the interview, those recommendations had not been shared with either city employees or the public.

Despite being early in the planning process, the City has made several efforts in advancing DEI. In 2023, SUNV developed a Human Relations Commission (HRC) to focus on external community work. It engaged with external stakeholders, such as community



organizations, customers, and suppliers that can enhance DEI efforts by bringing in diverse perspectives, creating collaborative opportunities for growth, and expanding the impact of DEI initiatives beyond the City. This team is trained by Perdomo-Arciniegas, and its members are identifying more opportunities to increase accessibility, as well as analyzing where there are gaps, creating spaces for difficult dialogues, and celebrating cultural heritage. Separate from the commission, the City has developed policies and initiatives including:

- “Council Policy 1.1.14: Public and Private Street Rename Process and Criteria
- Council Policy 7.2.1: Community Engagement
- Council Policy 7.3.30: Display of Commemorative and/or Ceremonial Flags at City Hall
- Council Policy 6.4.1, Goal B: Arts
- Resolution No. 997-20: Denouncing Xenophobia and Anti-Asian Sentiment
- Resolution No. 1046-21: Denouncing Anti-Asian Hate
- Resolution No. 975-19: Commemorating LGBTQ Pride Month”  
(City of Sunnyvale, 2021, para. 7).

In collaboration with a local Bay Area company, they have also made efforts in on-time translation during HRC meetings and City Council meetings. In addition, the Library Department and the Parks and Recreation Department hold several events and initiatives each year that highlight different social identities.

The City intends to make the planning process more collaborative with the community. Perdomo-Arciniegas (2023) shared that the next steps for Sunnyvale are: strategizing short-term, mid-term, and long-term goals; introducing the 18 recommendations to employees; continuing the process of identifying who is going to lead the implementation of each recommendation; and recruiting for the SEED team.

Based on the criteria established earlier, Sunnyvale is classified as **approaching** the standard of DEI efforts.

*City of Sunnyvale Community & Staff Demographic Comparison*

Table 1 presents the race/ethnicity and gender of the City of Sunnyvale’s 2023 workforce compared to the city’s overall population.

**Table 1**

| <b>Race/Ethnicity</b>                    | <b>City of SUNV</b> | <b>City Staff SUNV</b> |
|--|---------------------|------------------------|
| <i>White</i>                             | 31.6%               | 44%                    |
| <i>Asian</i>                             | 49.6%               | 24.4%                  |
| <i>Hispanic or Latino</i>                | 16.7%               | 25.2%                  |
| <i>Black or African American</i>         | 1.2%                | 1.9%                   |
| <i>Native American, Native Alaskan</i>   | 0.5%                | 0.1%                   |
| <i>Native Hawaiian, Pacific Islander</i> | 0.1%                | 0.8%                   |
| <i>Two or More Races</i>                 | 8.4%                | 3.6%                   |
| <b>Gender</b>                            | <b>City of SUNV</b> | <b>City Staff SUNV</b> |
| <i>Male</i>                              | 52.2%               | 63.7%                  |
| <i>Female</i>                            | 47.8%               | 36.3%                  |

City Staff Demographics: (T. Murphy, personal communication, February 26, 2024).

City Demographics: (U.S. Census Bureau, 2023b).

***Workforce Representation Analysis: SUNV***

Comparing the City staff percentages with the citywide population, the White and Hispanic or Latino are overrepresented, Black or African American, Native American/Native Alaskan, and Native Hawaiian or Pacific Islander are equally represented, and Asian and Two or More Races are underrepresented. In 2023 the percentage of SUNV city staff for the Male (63.7%) category over represents the Male (52.2%) City population. In addition, women are underrepresented (36.3%) compared to the percentage of women in the city as a whole (47.8%).

## **City of Mountain View**

The City of Mountain View (MVW) is located in Santa Clara County, part of the San Francisco Bay Area, with a population size of approximately 81,059. As of 2023, Mountain View has a workforce of 1,041 employees.

Mountain View adopted a Race, Equity, and Inclusion (REI) action plan in June 2020 that was last updated in June 2021. Overseen by the City's Manager's Office staff, this plan was created with input from a Race Equity and Inclusion subcommittee convened on June 30th, 2020, in response to the racial hate crime against George Floyd. It later convened again to address xenophobia and anti-Asian American and Pacific Islander sentiment. The plan states, "The City of Mountain View is fully committed to racial equity and justice as we strive to create a welcoming, safe, and inclusive community. While recent national events have created an urgent cry for policing reform across the country, the City recognizes that systemic racism is far-reaching and long-standing and requires a comprehensive approach of reflection, engagement and action" (The City of Mountain View, 2021b, p. 1). The plan focused on assessing police practices and policies, increasing police accountability, recognizing and celebrating Mountain View's diversity, assessing the city's operations and policies under an equity lens, and maintaining transparency regarding the city's REI action plan. To these ends, the city committed to implementing programs to raise community awareness and provide resources to help prevent hate crimes and discrimination. Every objective in the plan is linked to specific commitments. There were specific actions carried out to show those commitments had been fulfilled [Appendix F].

The action plan from 2020 underwent a review by department heads to pinpoint gaps in equitable practices, particularly focusing on the Mountain View Police Department (MVPD). A

collaborative effort involving a UC Berkeley PhD Research Fellow and academic leaders from Stanford and the University of Michigan evaluated MVPD's practices, suggesting improvements in data management and policing strategies. Additionally, community engagement was emphasized through listening sessions, culturally sensitive outreach, policy revisions, and the efforts of the Human Relations Commission and an Ad-Hoc Council Subcommittee on Race, Equity, and Inclusion. These actions aimed to foster racial justice and public trust in law enforcement (City of Mountain View, 2021a). Community input was integral, facilitated by forums and city department initiatives, reflecting a commitment to apply an equity-based perspective across operations, policies, and DEI programs. This approach included educational forums, community dialogues on race, anti-hate campaigns, and inclusive budgeting practices to ensure a unified, equitable community.

Mountain View Assistant to the City Manager Christina Gilmore (2023) reports that the city is currently preparing a request for proposal (RFP) for a DEI consultant, and city staff has presented the data from research (conducted by Management Fellow and Intern) to the City Manager. The consultant will work to assist with internal assessments of the city staff, train an internal DEI team, and conduct external community assessments, which will likely include feedback/input. These assessments will support understanding the needs of the workforce, and help leaders make recommendations derived from data-driven surveys, and focus groups. The consultant's job will be to steer the city toward building an inclusive culture, bridging gaps, reducing staff inequities, and supporting the implementation of the DEI action plan and best practices.

The overarching goals for the upcoming plan that is in development in MVW are to create policies, programs, and procedures that will reflect equitable practices, and create a

community for all that aligns with the 5-year strategic priorities established in 2021. The driving forces behind creating this plan and meeting the goals of the plan are to: respond to the council's high-priority request for an updated plan, show efforts to express staff solidarity, and show sensitivity/acknowledgment of anti-racist attitudes and support to those communities.

In 2024, with recommendations from the consultant, a new DEIB (Diversity, Equity, Inclusion, and Belonging) action plan will be developed, and new goals will be established. The recommendations will allow for opportunities to understand new ways of measuring progress. Many surveys will be conducted pre and post-implementation, to measure internal progress from city staff and external progress in the MVW community. Gilmore said “It is not only important that people within the community feel that barriers have been eliminated and they have been provided fair treatment, advancement, and equal opportunity, but they also feel they are accepted by the community no matter the range of identity” (Gilmore, 2023). MVW plans to use recommendations from the consultant to train and develop an internal DEI team.

Based on the criteria established earlier, Mountain View is classified as **approaching** the standard of DEI efforts.

### ***Mountain View Community & Staff Demographic Comparison***

Table 2 analyzes the race,/ethnicity, gender, and locality of the City of Mountain View’s 2023 workforce compared to the city’s overall population.

**Table 2**

| <b>Race/Ethnicity</b>                    | <b>City of MVW</b> | <b>MVW City Staff</b> |
|--|--------------------|-----------------------|
| <i>White</i>                             | 46.1%              | 45%                   |
| <i>Asian</i>                             | 33.2%              | 20%                   |
| <i>Hispanic or Latino</i>                | 18.3%              | 25%                   |
| <i>Black or African American</i>         | 2.1%               | 2%                    |
| <i>Native American, Native Alaskan</i>   | 0.6%               | 1%                    |
| <i>Native Hawaiian, Pacific Islander</i> | 0%                 | 0%                    |
| <i>Two or More Races</i>                 | 11.4%              | 6%                    |
| <b>Gender</b>                            | <b>City of MVW</b> | <b>MVW City Staff</b> |
| <i>Male</i>                              | 52.2%              | 55%                   |
| <i>Female</i>                            | 47.8%              | 45%                   |

City Staff Demographics: (A. Vilkins, personal communication, November 28th, 2023).

City Demographics: (U.S. Census Bureau, 2023b).

### ***Workforce Representation Analysis: MVW***

Comparing the city staff demographics with the citywide population, the White, Hispanic or Latino, Black or African American, Native American/Native Alaskan, and Native Hawaiian or Pacific Islander are equally represented, and the Asian and Two or More Races are underrepresented. Therefore over 50% of the Race/ethnicity categories have equal representation present. Gender equity seems to exist, with the percentage of staff members of each gender roughly equalling their representation in the city at large.

### **City of Fremont**

The City of Fremont (FMT) is located in the southeastern part of the Bay Area region, with a population of approximately 223,371. As of 2023, FMT had 1550 employees.

Unlike the other cities discussed so far, Fremont has never had a DEI action plan in place. However, they have released an RFI (Request for Information) to hire a DEI consultant. Following the inquiry, the City has obtained insights from external consultants and is currently evaluating the responses from the Request for Information (RFI). They want to identify what services are available to support the development of a DEI plan. Fremont Human Resource Manager Kakshi Master (2023) shared that the City hopes to begin an assessment of the internal staff and that it wants to produce something well-rounded.

The city's official website asserts that Fremont is "dedicated to bringing awareness and keeping the Fremont community informed about the City of Fremont's various initiatives that promote: Fair treatment, Equal opportunity, Respect and fairness" (City of Fremont, 2023, para. 1 &2). Master expressed that they hope to hire a consultant based on the RFI's who can assist them in addressing the lack of depth in their efforts. The city has released several articles, letters, press releases, proclamations, and resolutions, but they "want to turn these proclamations into a more joined together program" (Master, 2023). Strategies being considered include recognizing several days of celebration of different cultures, recognizing months of various heritage groups, issuing statements/expressions of solidarity for minority groups, celebrating important milestones/anniversaries, and promoting various events related to different cultures. Master shared a brief statement addressing the external community,

"There are a lot of diverse perspectives regarding DEI, due to a very diverse population. Generally, the city has been receptive to this process, some community groups have been doing work to support the unhoused communities, but the residents of Fremont are not as receptive to this work...Some places in Fremont are more affluent, so this may be an indicator of the road ahead if we are looking at people from different walks of life and trying to create equity. But there has been no resistance with the proclamations that the City has so far released" (Master, 2023).

There has been no internal work done, no sub-committees, and no partnerships with external organizations. Although Fremont is a member of GARE, which allows officials to attend meetings to understand what is happening in other cities, it has not established any specific targets or plans. The city is also making efforts to hire a consultant who will conduct assessments of the internal and external community, as well as provide recommendations for the City to implement.

Based on the criteria established earlier, Fremont is classified as **approaching** the standard of DEI efforts.



## **Analysis**

This section provides a summary of the Cities that currently do or do not have a DEI plan in place, the type of assessment conducted to implement efforts, and a graph of key findings. As well, will share the overarching goals of DEI plans, the accountability and integration strategies used, and cumulative further actions of the Cities examined.

### **Overall City Comparisons**

Data shows that none of these cities are behind in DEI efforts overall. All Cities have a plan of implementation or have implemented their DEI action plan. Four of the eight cities are approaching the standard of DEI efforts with a plan to implement DEI, and there are limited or no active programs. Three of the eight cities are meeting the standard of DEI efforts with active DEI plans and active programs in place. One of the eight cities is exceeding the standard of DEI efforts, implementing a DEI action plan to include active programs and provisions for the longevity of DEI within the city governance and public services.

The main difference between the 4 cities that are meeting or exceeding the standard identified and those approaching the standard comes down to the execution of identified goals and implementation efforts. Those cities that have not yet enacted active programs or published formal action plans are bogged down with the bureaucratic process. In each case, agreement has been made to publish action plans, but the cities have not yet done so. In a few cases (Palo Alto, Mountain View), city officials are working to transition or include current diversity efforts with the language of a formal plan. For example, MVW has multiple diversity programs that were in place prior to the DEI conversation. As a result, their process is working to refine their established efforts and more adequately establish a DEI framework that they feel will serve both city employees and the community effectively.

This table summarizes the status of DEI frameworks currently in planning or in process in each City. Whether the City is affiliated with GARE, if there is a framework in place, the name of the plan, and the date the plan was adopted.

**Table 3: DEI Frameworks in Each City**

| City Name     | GARE Affiliation | Developed Plan/Framework | Type of Framework                          | Date adopted       |
|---------------|------------------|--------------------------|--|--------------------|
| Los Gatos     | ✓                | Yes                      | Diversity, Equity, and Inclusion Plan      | October 17th, 2023 |
| San Mateo     | ✓                | Yes                      | Diversity, Equity, and Inclusion Framework | May 15th, 2023     |
| Redwood City  | ✗                | Yes                      | IDEAL RWC                                  | October 25th, 2023 |
| Palo Alto     | ✓                | Yes                      | Race and Equity Framework                  | June 15th, 2020    |
| Morgan Hill   | ✓                | No                       | Pending                                    | Pending            |
| Sunnyvale     | ✓                | No                       | Pending                                    | Pending            |
| Mountain View | ✗                | No                       | Pending                                    | Pending            |
| Fremont       | ✓                | No                       | Pending                                    | Pending            |

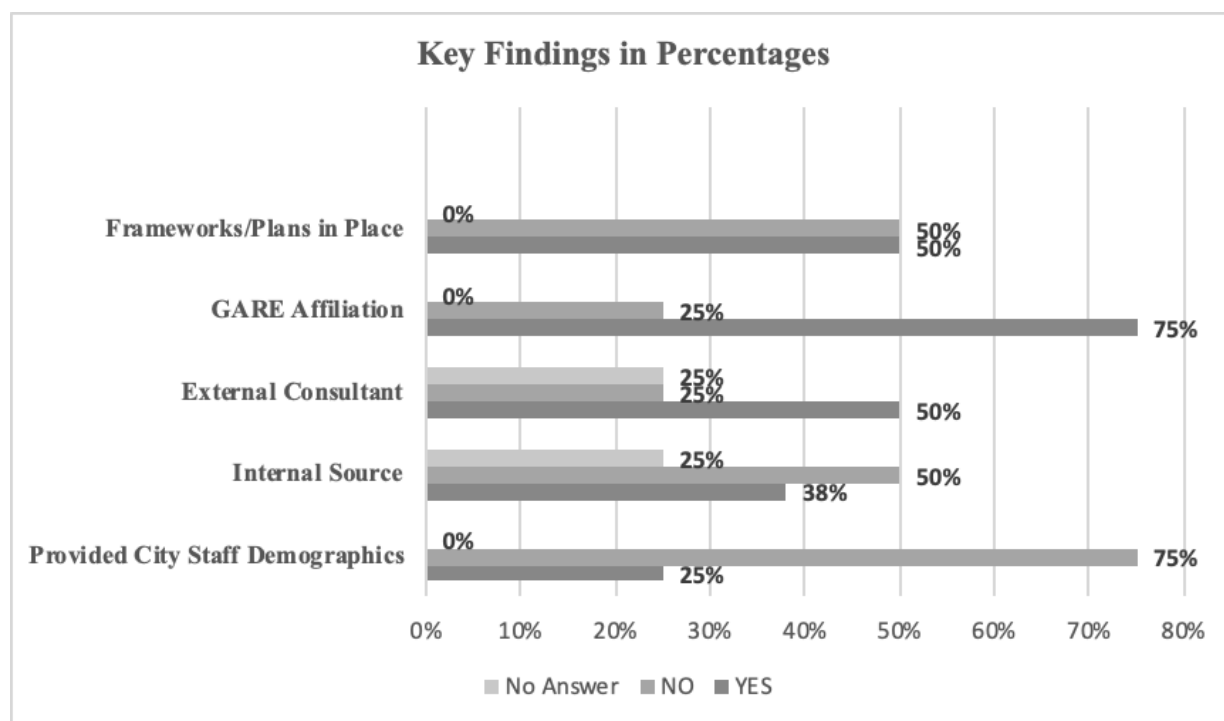
This table summarizes the status of the type of assessments conducted in each city. Whether the City entered into an agreement with an external consultant for assessment or conducted their assessments in-house, the consultant or department name, and the overall focus of the assessment (internal staff or external community).

**Table 4: Assessment Types in Each City**

| City Name     | Conducted by Internal or External Source | Consulting Name/ City Department   | Assessment Focus |
|---------------|--|--|------------------|
| Los Gatos     | External                                 | American Leadership Forum Silicon Valley                                     | Internal         |
| San Mateo     | Both                                     | Center Four  | Internal         |
| Redwood City  | Internal                                 | City Manager's Office  | Internal         |
| Palo Alto     | External                                 | Ivy Planning Group and Circle Up Education                                   | Internal         |
| Morgan Hill   | External                                 | Circle Up Education  | Both             |
| Sunnyvale     | Both                                     | SEED Collaborative and Sunnyvale's Employees for Equity and Diversity (SEED) | Both             |
| Mountain View | Pending                                  | Pending  | Pending          |
| Fremont       | Pending                                  | Pending  | Pending          |

This graph summarizes in percentages the key findings of the research conducted. Frameworks/Plans in place, GARE affiliation, External Consultants, Internal Source, and Provided City Staff Demographics.

**Table 5: Graph of Key Findings (\*Total Cities Included: 8)**



### Goals of DEI Plans

The collective goals of each city were to identify gaps or inequities that exist within their organizations and to strengthen the quality of services for internal staff as well as the external community. These main goals include:

- Creating a workforce that represents the community as well as one that the community can engage with.
- Examining, uncovering, and addressing biases and barriers in the community.
- Improving culture, othering/harm prevention, communication, and trust amongst internal staff.

## **Accountability/Integration**

For cities to be held accountable they are ensuring integration of action. Many cities are at different phases of this integration and much of the focus is on addressing and improving internal culture. The collective goals of integration accountability and integration include:

- Training and understanding outputs
- Focus group sessions/community workshops
- Internal and external surveys
- Creating toolkits and checklists to assure equitable actions
- Internal and external DEI taskforce
- DEI/Equity Commissions

## **Next Steps**

As Bay Area Cities continue to evaluate DEI Plans and processes it is apparent that many Cities are at different phases of development. The interviews indicate that:

- Many cities are assessing the results and recommendations from consultants to understand the expectations and goals of the prospective DEI plan and internal staff.
- Many cities are working on developing surveys to obtain feedback from internal staff on departmental and workplace needs
- Many cities are working on developing equitable strategies for institutionalizing equity in each department and external outreach.

## **Conclusion**

It is encouraging to recognize that each city in this study has begun DEI work, whether they are in the beginning, middle, or implementation phases. Overall, Cities are setting similar goals and seeking similar outputs in DEI efforts, and are creating spaces for employees and the community to develop a more equitable environment and interaction between city government and community members.

Currently, both quantitative and qualitative data are being explored in each of the cities. Future research would include a more complete analysis of the effectiveness of these DEI action plans. More variables could be investigated such as the longevity of implementation, types of policies, programs, and procedures implemented. It would also be interesting to investigate how cities have responded to the recent legal and political backlash to DEI efforts as a result of the plan, and further demographic comparisons. In addition, responding to community concerns and backlash from oppositional community members is necessary to fortify the longevity of DEI efforts.

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## Appendix A

### Town of Los Gatos Diversity, Equity, and Inclusion (DEI) Plan

|                           |   |
|---------------------------|---|
| <b>Goal</b>               | <b>Oversight.</b> Create a process for oversight of the Town's DEI Plan   |
| <b>Short Term Action</b>  | <ul style="list-style-type: none"> <li>a. In partnership with other Commissions, DEI Commission to review the community grants rubric for the community grant distribution process through an equity lens.</li> <li>b. DEI Commission to create an annual review process and evaluation of the DEI Work Plan action items.</li> </ul> |
| <b>Medium Term Action</b> | No Medium Term Action Item.   |
| <b>Long Term Action</b>   | <ul style="list-style-type: none"> <li>a. DEI Commission to recommend additional action items to the Town Council to make visible the equity issues that matter to the larger community</li> </ul>  |
| <b>Ongoing Action</b>     | <ul style="list-style-type: none"> <li>a. Town staff/ Commissions/Council to examine all proposed policies and ordinances in the context of promoting, facilitating, and improving equity, diversity, and inclusion in Los Gatos.</li> </ul>  |

|                           |  |
|---------------------------|--|
| <b>Goal</b>               | <b>Safety.</b> Create a robust and safe process for equity-focused, community based programming  |
| <b>Short Term Action</b>  | <ul style="list-style-type: none"> <li>a. Town staff/DEI Commission to review the Town's four events (Spring into Green, 4th of July Symphony in the Park, Screen on the Green, and Winter Celebration) with an equity lens.</li> <li>b. Town staff/DEI Commission to evaluate heritage/holiday celebrations and recognitions in the Holiday and Recognition Work Plan.</li> </ul>   |
| <b>Medium Term Action</b> | <ul style="list-style-type: none"> <li>a. Town staff/DEI Commission/Community Partners to create public forums and garner feedback from the community on the types of equity programming they would like to see offered in the Town</li> <li>b. Town staff/DEI Commission/Community Partners to work with other Boards, Commissions, and Committees to curate safe and engaging learning, dialogue and advocacy spaces for all community members</li> <li>c. Town staff/Commissions to explore opportunities for public art/murals that celebrate underrepresented groups.</li> <li>d. Town staff to explore the possibility of film festivals/benefit events at the Los Gatos Theatre.</li> <li>e. Town staff/Commissions to explore options for bringing diversity and incorporating equity into Town parks, open space, and the community garden</li> </ul>   |
| <b>Long Term Action</b>   | <ul style="list-style-type: none"> <li>a. Town staff/DEI Commission/Community Partners to develop a community learning opportunity focused on historical inequities and the history of the 3 Town of Los Gatos.</li> <li>b. Town staff to develop diversity, sensitivity, and awareness training courses and curriculum for residents, business owners, and local organizations to take part in.</li> </ul>  |
| <b>Ongoing Action</b>     | <ul style="list-style-type: none"> <li>a. Town staff in the Police Department continue to offer a Community Police Academy, or similar program, to educate community members on law enforcement policies, practices, and problem solving, as well as promoting the opportunity for one-on-one interaction with Department members in a relaxed environment.</li> <li>b. Town staff/Arts and Culture Commission/DEI Commission to explore ways to potentially incorporate DEI into new art projects as they arise.</li> <li>c. Town staff/Complete Streets and Transportation Commission to continue to look for ways to improve transportation accessibility, bicycle/pedestrian access, ADA access on sidewalks, and public transportation options.</li> <li>d. Town staff/Library Board/DEI Commission to make suggestions for the Library's DEI reading list(s) and share those lists with local schools.</li> <li>e. Town staff to continue to enhance awareness of DEI through expanded Library programming for both adults and children.</li> <li>f. Town staff to continue to increase technology offerings at the Library to help low-income community members who do not have access to WiFi and/or other devices.</li> </ul> |

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|---------------------------|---|
| <b>Goal</b>               | <b>Collaboration.</b> Leverage community resources to ensure equity efforts are collaborative and inclusive.  |
| <b>Short Term Action</b>  | <ul style="list-style-type: none"> <li>a. Town staff/DEI Commission/Community Partners to foster collaboration between community groups and other partners engaging in equity work in order to offer joint activities.</li> </ul>   |
| <b>Medium Term Action</b> | <ul style="list-style-type: none"> <li>a. Town staff/School Districts/Youth to identify needs for both community-based and school-based programming.</li> <li>b. Town staff/Chamber of Commerce/other community organizations to organize an annual career and job fair with local employers to highlight local employment and employment training opportunities for Los Gatos residents.</li> <li>c. Town staff to research the viability of increasing support for the acceptance of food vouchers at local food retailers and farmers' markets.</li> </ul> |
| <b>Long Term Action</b>   | No Long Term Action Item.   |
| <b>Ongoing Action</b>     | <ul style="list-style-type: none"> <li>a. Town staff to continue to work with the Los Gatos Saratoga Union High School District and Los Gatos Union School District on the Positive Community Norms effort.</li> <li>b. Town staff to explore opportunities for collaborating with other municipalities on DEI work.</li> </ul>   |

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| <b>Goal</b>               | <b>Communication.</b> Develop a communications campaign that highlights the Town’s equity work.  |
| <b>Short Term Action</b>  | a. Town staff/DEI Commission/Community Partners to create a yearly communications campaign centered around equity education and promotion of community events. Include in this process: visible signage/banners, local art, and art displays.  |
| <b>Medium Term Action</b> | a. Town staff/DEI Commission/Community Partners to create a new Town tagline, in concert with the mission statement that involves the spirit of ‘belonging’, as 5 a north star for ongoing work.<br>b. Town staff/DEI Commission/Community Partners to engage the business community as a partner in promoting the benefits of the DEI Plan and the positive attributes of the Town of Los Gatos.<br>c. Town staff to develop clear and inclusive outreach materials to increase and advance racial, social, and environmental justice initiatives.<br>d. Town staff/DEI Commission to reexamine Welcome Packets sent to new Los Gatos residents for opportunities to make them more inclusive |
| <b>Long Term Action</b>   | a. Town staff to develop mechanisms to communicate and engage members of the community who are not typically active in civic issues to foster relationships with the Town and the Police Department. This can be accomplished by leveraging technology and by focusing resources on nonenforcement interaction with the community  |
| <b>Ongoing Action</b>     | a. Town staff to develop clear and inclusive outreach materials, expand media campaigns, and implement other strategies to engage the public in the Town’s processes<br>b. Town staff to communicate actively on social media and in other forums to reinforce messages of inclusion, belonging, and welcoming   |

|                           |   |
|---------------------------|---|
| <b>Goal</b>               | <b>Housing.</b> Educate the community about affordable housing to ensure that the Town meets its Housing Element goals  |
| <b>Short Term Action</b>  | No Short Term Action.   |
| <b>Medium Term Action</b> | No Medium Term Action.  |
| <b>Long Term Action</b>   | a. Town staff to dispel the misconceptions surrounding affordable housing by providing:<br>i. Developer tours to completed affordable housing build outs.<br>ii. Education about affordable housing residents and the services they receive<br>b. Town staff to investigate ways to attract affordable housing developers to the Town of Los Gatos.<br>c. Town staff to create a program to ensure that all rental multifamily housing is inspected on a three to five-year cycle to ensure compliance with all building, housing, and other codes for safe and sanitary housing. |
| <b>Ongoing Action</b>     | a. The 2040 General Plan was adopted with its Racial, Social, and Environmental Justice Element on June 30, 2022. The Implementation Programs from that Element are included in this DEI Plan. b. The Housing Element with modifications was adopted by the Town Council on January 30, 2023. The Town is continuing to address the detailed comments from the State, engaging with the community in that process. Once certified by the State, the Town will need to implement the Housing Element programs.   |

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|---------------------------|--|
| <b>Goal</b>               | <b>Increase equity</b> in internal Town operations, service delivery, and customer interactions.   |
| <b>Short Term Action</b>  | <ul style="list-style-type: none"> <li>a. Town staff to enhance the Town's Tree Lighting event with other inclusive activities to transition it to an Annual Winter Celebration.</li> <li>b. Town staff to create a defined set of criteria that measures and prioritizes equitable distribution of Capital Improvement (CI) Projects Town-wide.</li> </ul>  |
| <b>Medium Term Action</b> | <ul style="list-style-type: none"> <li>a. Town staff to develop and facilitate a community-based budgeting process to provide the public an opportunity to identify funding priorities annually. This program could feature in-person and online engagement opportunities.</li> <li>b. Town staff to determine effective recruitment strategies to attract diverse candidates to Town employment opportunities. Work with educational institutions and other entities to promote local government job opportunities with middle school, high school, technical school, and college students</li> <li>c. To remove any administrative barriers to increase access to healthy foods, Town staff to conduct an internal audit of and make necessary changes to Town regulations, including but not limited to the Zoning Ordinance.</li> <li>d. Town staff to increase opportunities for DEI conversations among Town staff and Departments with guest speakers/brown bag lunches.</li> <li>e. Town staff to explore the possibility for team-building exercises for staff</li> </ul>   |
| <b>Long Term Action</b>   | <ul style="list-style-type: none"> <li>a. Town staff to develop a study to measure tree canopy distribution throughout the Town and encourage the use of native plants when increasing green space.</li> <li>b. Town staff to implement the Town's ADA Transition Plan as funding permits.</li> </ul>  |
| <b>Ongoing Action</b>     | <ul style="list-style-type: none"> <li>a. Form a Social and Racial Justice Commission that will serve as an advisory board to the Town Council to advance the Town's racial equity work.</li> <li>b. Town staff to update the Town's Anti-Harassment Policy to meet current best practices, including anti-bullying.</li> <li>c. Town staff to continue to evaluate the annual proposed Capital Improvement Budget and any service expansion/contraction in the Operating Budget to ensure that all neighborhoods are treated equitably in the availability of services and infrastructure investment.</li> <li>d. Require all Town staff to undergo ongoing DEI/implicit bias training.</li> <li>e. Continue to offer DEI training for Councilmembers and Commissioners.</li> <li>f. Town staff to develop an annual survey which measures the successfulness of advancing social equity and diversity Town-wide.</li> <li>g. Town staff to continuously expand access to Town records and information to further demonstrate the Town's commitment to transparency in governmental operations.</li> <li>h. Town staff to continue to provide Biannual Reports to review progress at Town Council meetings on Police Reforms, including independent investigations, mental health/homeless support, traffic stop data, and options for nonemergency calls.</li> <li>i. Town staff to continue to strengthen the Police Department relationship with County Behavioral Health and Crisis Response Teams.</li> <li>j. Town staff to work toward the Police Chief's goal for all Department personnel to exceed the minimum number of hours of training in de-escalation and crisis intervention.</li> <li>k. Town staff to continuously review and update Town policies and procedures to ensure that it is employing the best practices for hiring, training, eliminating bias, and ensuring the public's safety.</li> </ul> |

(Town of Los Gatos, 2023c)

## Appendix B

### San Mateo DEI Strategic Framework



#### Vision Statement

*The City of San Mateo honors and welcomes diversity and is a place where all unique perspectives are heard and valued, a community of equitable opportunities and outcomes for all.*

#### Guiding Principles

- We place **equity and inclusion** at the forefront of all city services, policies, and programs
- We cultivate a **community of respect** with an appreciation for diverse perspectives
- We stand **united against hate**
- We aspire to have **full community engagement**
- We strive to ensure that all residents have an excellent **Quality of Life**
- We both honor and acknowledge our past as we **welcome new ideas and cultures**
- We prioritize the **undoing of institutional Racial Oppression**

#### Goals

- Institutionalize equity and racial justice into City policies, processes, and programs by improving accessibility and removing barriers
- Empower diverse and inclusive perspectives by connecting, collaborating, and building trust with underserved communities
- Proactively address inequity by undoing all forms of systemic or environmental bias, discrimination, and harassment, which impact quality of life

**Critical questions are important tools to establish criteria and the foundation for comprehensive analysis before and after each new initiative.**

#### Criteria for the Development of Programs, Projects, and Policies

*Use of the Criteria tools during the creation phase ensures an equity lens is applied to programs, projects, and policies.*

#### Evaluation Criteria

*Criteria tools for evaluation provide the ability to capture, define and quantify the impact of all initiatives.*

Focus Areas:





Understanding the Need or Purpose | Program/Project/Policy Impact | Communication

## Appendix C

### Redwood City DEI

Departmental Equity Commitments, Three Citywide Policy Directives, and Efforts in Inclusion, Diversity, Equity, Accessibility, and Leadership.

*Figure A1 Departmental Equity Commitments*

| <b>FY 21-22 DEPARTMENTAL EQUITY COMMITMENTS</b>  |  |  |
|--|--|--|
| As an expression of the City's immediate investment in reimagining services, each department has made an equity commitment for fiscal year 2021-22. These commitments operationalize and institutionalize the City's focus on equity. These highlights are a subset of the departments' broader efforts to advance equity. |  |  |
| <b>DEPARTMENT</b>  | <b>COMMITMENT</b>  | <b>ANTICIPATED OUTCOMES</b>  |
|  <b>Administrative Services Division</b>  | Implement utility bill forgiveness program that prioritizes equity   | Delinquent utility bills are reduced or eliminated for residents and small businesses with a socioeconomic need  |
|  <b>City Attorney's Office</b>  | Advise on equity-related policies and implementation of departmental equity commitments and add an equity lens to legal advice | Devotion of time and resources in advising on departmental equity commitments and incorporating equity lens into legal advice, including attending racial equity-related events, training  |
|  <b>City Clerk's Office</b>   | Diversify board, commission, and committee recruiting to encourage representative participation from Redwood City Community    | BCCs are more reflective of the diversity of the Redwood City community; Increased number of BCC applicants who identify with historically underrepresented communities  |
|  <b>City Manager's Office</b>  | Develop Anti-Displacement Strategic Plan to advance affordable housing for all   | Redwood City maintains diversity of income and demographics over 5+ years; Increased housing stability and affordable housing options for the City's most vulnerable residents   |
|  <b>Community Development and Transportation</b>  | Center equity in Housing Element planning and engagement   | Community and staff recommendation on policies and land use explicitly reflect equity concerns, such as what communities benefit or are burdened by certain policies, and how high-opportunity neighborhoods can be accessible to all groups   |
|  <b>Fire Department</b>   | Update recruiting requirements and practices to diversify workforce  | Fire Department staff are more reflective of the diversity of the Redwood City Community; Self-sustaining recruitment program and work culture that supports a workforce that accepts a wide range of opinions, ideas, and experiences regardless of social and economic differences |
|  <b>Human Resources</b>   | Begin update of hiring and promotion practices   | Hiring and promotion best practices identified; Implementation begun as capacity within HR and organization allows   |
|  <b>Library</b>   | Pilot equity budgeting tool for library materials, programs, activities, and events  | Library materials, programs, activities and events provide equitable and inclusive experiences for all individuals using the Redwood City Public Library   |
|  <b>Parks, Recreation and Community Services</b>  | Amplify the diverse voices of the next generation of leaders through the Teen and Youth Advisory Boards                        | More diverse Teen and Youth Advisory Boards in terms of race, ethnicity, gender, socioeconomic status and experiences  |
|  <b>Police Department</b>   | Conduct collaborative evaluation of Community Wellness and Crisis Response Team pilot  | Reduced use of force against persons experiencing mental health crises; As part of a multi-year effort, aim to reduce police involvement in response to persons in mental health crisis and transition task to unarmed professionals   |
|  <b>Public Works</b>  | Update 50/50 sidewalk repair program to account for the different needs and resources of community members                     | Sidewalk repair program equitable and accessible to all; Increased program participation among groups that have not traditionally been able to participate   |

The City's interdepartmental DEI Committee will provide regular updates on each department's progress throughout the year.

(City of Redwood City, 2021a)

**Figure A2 Redwood City Three Citywide Policy Directives**

|   |   |
|---|---|
| Policy #1: Equity Lens                    | In staff reports not on consent presented before the Council, staff shall describe how an equity lens has been applied to the planning implementation of the relevant project, program, or decision. An equity lens includes reflection, engagement, and action regarding seven key areas.  |
| Policy #2: Geographic Equity Index        | Using guidelines provided by the Equity and Social Justice Sub-Committee, staff shall consider the geographic equity index as part of identifying potential benefits and burdens, and identifying communities in which to focus engagement efforts. An equity index uses a set of indicators to map areas experiencing relative levels of inequity. |
| Policy #3: Equity Review of City Policies | An Equity Policy Review is a process for exploring potential inequitable impacts of existing policies and opportunities to proactively advance equity through policy. An effective review will adopt a framework, such as an anchor institution strategy, that identifies equitable goals and processes to inform staff action.                     |

(City of Redwood City, 2021a)

**Figure A3 Redwood City Efforts in Inclusion, Diversity, Equity, Accessibility, and Leadership**

|  |
|--|
| Inclusion, Diversity, Equity, Accessibility, and Leadership Efforts  |
| <ul style="list-style-type: none"> <li>● IDEAL RWC</li> <li>● Equity and Social Justice Sub-Committee</li> <li>● Police Advisory Committee (PAC)</li> <li>● ADA Transition Plan</li> <li>● Redwood City Together</li> <li>● Neighborhood Associations</li> <li>● Community Collaborative for Children’s Success in Redwood City and North Fair Oaks</li> <li>● Events by Redwood City Public Library (RCPL) &amp; Parks, Recreation, and Community Services (PRCS).</li> </ul> |

(City of Redwood City, 2021a)

## Appendix D

### Palo Alto Key Elements of Race and Equity Plan and Action Items

|  |   |
|--|---|
| <b>Element #1:</b> Police Accountability and Use of Force            | Conduct an immediate review, through independent community discussion and recommendations for change in response to the “8 Can’t Wait” campaign. Report these recommendations to the City Council for consideration within the context of existing accountability systems such as the City’s Independent Police Auditor reviews.  |
| <b>Element #2:</b> Community Engagement and Communications:          | Community Engagement and Communications: Support thoughtful dialogue by facilitating a series of community conversations throughout this process. Communicate throughout the framework implementation phases of review, engage, report, and action.   |
| <b>Element #3:</b> City Organizational Policies and Decision-Making: | Focus on racial equity through thoughtful review of City practices and procedures such as budget and finance, employee conduct, ethics, hiring and promotion practices, training, and other policies and standards.   |
| <b>Element #4:</b> Community Services and Programs:                  | There are several services offered by the City of Palo Alto and policies and practices that both directly and indirectly impact the community. Thoughtfully reviewing these services and policies through a lens of racial equity will help make progress towards addressing the racial inequities that may be inadvertently perpetuated by them in their current form. |

#### **Police Accountability and Use of Force**

Review police and public safety police practices, including police use of force policies through an 8 Can’t Wait Community Advisory Group (8CAG); it is proposed that the 8CAG be comprised of members of the Chief’s Advisory Group (CAG) plus liaisons from the Human Relations Commission (HRC), members of a City Council Ad Hoc committee, and other stakeholders directed by the City Council.

##### *Options for Consideration*

- Review police use of force practices and systems and raise the bar where needed.
- Provide a comparison of the national initiatives like 8 Can’t Wait, Police Use of Force Project, and other benchmarks focused on review of police use of force policies.
- Respond to the City Council with a report and recommendations by August 2020. In addition to an immediate and time-limited review by the 8CAG, a parallel review with reporting to the City Council would address the following issues:
- Review other policing data, procedures and accountability practices, including police hiring practices with a specific focus on best practices to be implemented in Palo Alto.
- Review training standards with a focus on implicit bias, crisis intervention, and cultural diversity training.

#### **Community Engagement and Communications**

Engage the community and inform about all elements of the initial framework and action plan.

##### *Options for Consideration*

- Facilitated/guided conversations addressing bias and racism
- Listening to City employees, commissions, and the community at large, building on the “Being Different Together” work previously done by the HRC.
- Engage strategic partners, thought leaders and community connectors from Stanford University, Palo Alto Unified School District, Human Relations Commission, Chief’s Community Advisory Group Chairperson, religious leadership, and East Palo Alto on different elements of this work, as needed.
- Explore developing a series of listening sessions and other engagement opportunities such as virtual conversations through the implementation of the initial framework elements and leverage other existing networks to listen and engage.

#### **Other Community Facing Services and Policies**

##### *Options for Consideration*

- Human Services: Review human services programs to help de-escalate incidents involving vulnerable members of our community including the City’s unhoused community members and those in crisis. These items could be discussed with the Human Relations Commission and other committees, as appropriate.
- Community Services: Explore changes to the City’s community services fees and City practices governing access to facilities, spaces, and resources that could improve racial equity. This includes options like piloting a Foothills Park policy that would allow some access to the park by nonresidents, currently scheduled for discussion with the City Council on June 23, 2020. The referral coming forward for Council consideration on June 23 represents work completed by the Parks and Recreation Commission over several months that was delayed due to the public health emergency.
- Housing/Community Environment: Review housing policies and priorities with a focus on racial equity. Options for consideration could include Council feedback on ways to further expedite and streamline the Accessory Dwelling Unit approval process and other elements of the housing work plan priorities. It could also include monitoring and tracking several proposed bills at a state level that seek to address housing and racial equity and engaging the City Council to inform opportunities to advocate for those bills.



**City Organizational Policies and Decision-Making**

Review and implement action plan findings through citywide focus on employee conduct, ethics hiring practices, training, and other policies and standards.

*Options for Consideration*

- Review and reset standards of conduct and accountability citywide, including but not limited to the Police Department. Specific areas to consider include conducting Citywide implicit bias training and updating the City's Ethics Policy.
- Review the City's budget and finance practices with a focus on racial equity. This would include exploring additional support for community services and human services programs, including emphasis on supporting vulnerable community members.
- Review and reset hiring and promotional practices and further explore concepts such as creating a "blind" job application review that blocks sources of bias, including name, address, college and establishing a certification program for hiring managers within departments.
- Review other City policies through a racial equity lens and amend where needed.
- Based on findings from the action plan, adjust resources to align with what is needed and explore other opportunities such as a half-time position in Human Resources to serve as "Inclusion Officer" to address equal access to jobs and potentially partnering with other agencies and groups on a non-police response resource to act as a coordinator on social services issues (longer-term).
- Further the efforts of the framework and implement change through the unified commitment of the City's Executive Leadership Team.
- Existing Committees could explore opportunities focused on racial equity as a way to begin thoughtful dialogue and share stories and experience with for change and changemaking.

(City of Palo Alto, 2020b).

## Appendix E

### Morgan Hill Phases of DEI Action Plan Process & City Priorities in Communications, Outreach, and Engagement

*Figure A1 Phases of DEI Action Plan Process*

|  |   |
|--|---|
| Phase 1. INTERNAL PROCESS  | <ul style="list-style-type: none"> <li>• Audit existing resources and practices and create dashboard</li> <li>• Begin conversation around DEI vision and values</li> <li>• Review Meyer Spectrum Tool</li> <li>• Discuss GARE model and what other cities are doing</li> <li>• Hold framing DEI conversations/trainings with staff (i.e., unconscious bias, history of racist land use practices/Color of Law, discussion about who has been/is harmed and who benefits from city services, discussion about powersharing).</li> <li>• Conduct a Racial Equity Assessment of City's employees</li> </ul>  |
| Phase 2. PUBLIC ENGAGEMENT   | <ul style="list-style-type: none"> <li>• Gather data about community conditions</li> <li>• Collaborate with service providers to gather feedback about the experience and needs of the community</li> <li>• Conduct a Racial Equity assessment with community service providers and partner organizations</li> <li>• Invite community partners to engage in DEI conversation</li> <li>• Conduct listening sessions centering community voice to understand the range of experiences and lived conditions of Morgan Hill residents</li> <li>• Hold internal conversations to understand/reconcile inconsistencies between vision and community reality, as well as areas of success that should be replicated</li> <li>• Identify opportunities for improvement</li> </ul> |
| Phase 3. IMPLEMENTING AND INSTITUTIONALIZING A RACIAL EQUITY FRAMEWORK | <ul style="list-style-type: none"> <li>• Adopt City's racial equity commitment and DEI's Vision Statement</li> <li>• Develop DEI Strategic Plan</li> <li>• Integrate racial equity into City's strategic plans and/or policies</li> <li>• Complete DEI Audit</li> <li>• Create DEI Dashboard with metrics for continuous improvement, reporting, and accountability</li> <li>• Implement a Racial Equity Tool in routine decision making</li> <li>• Build organizational infrastructure to advance racial equity</li> </ul>   |

(City of Morgan Hill, 2021a).

*Figure A2 City Priorities in Communications, Outreach, and Engagement*

|              |  |
|--------------|--|
| Priority #1: | Create Opportunities for Meaningful Stakeholder Participation and Collaboration<br>Encourage engagement through audience-appropriate, two-way communication, and ensure opportunities for constructive feedback.                               |
| Priority #2: | Provide Open and Timely Communication<br>Share accurate, unbiased information promptly through a variety of communication channels.  |
| Priority #3: | Lead Strategic Communication Efforts<br>Work directly with Council, staff, and partners to ensure communication and outreach efforts, objectives, and outcomes align with the strategic goals of the City and promote community understanding. |
| Priority #4: | Ensure a Well-Informed City Workforce<br>Keep City employees informed and involved in public dialogue so they can aid in telling the Morgan Hill story.  |
| Priority #5: | Reinforce Brand Identity<br>Develop consistent messaging that builds and solidifies Morgan Hill's brand and tells the City's story with a unified voice.   |

(City of Morgan Hill, 2022c).

## Appendix F

### Mountain View Previous & Completed Action Items

| <b>City of Mountain View Action Items 2020/2021</b>                                     |  |
|---|--|
| <b>Assessing Police Practices and Policies and Increasing Police Accountability</b>     | <ul style="list-style-type: none"> <li>• Conduct community listening sessions, hosted by the Human Relations Commission, to hear community members' stories about their experience with policing in Mountain View and help inform future police policies and programs.</li> <li>• Compile and evaluate data on policing activity to identify the impact on people of color and develop approaches to address any disproportionate findings.</li> <li>• Hold interactive MVPD educational forums to promote dialogue and mutual understanding of MVPD policies and practices and community needs, ideas, and concerns.</li> <li>• Review and revise MVPD use of force policies to align with the 8 Can't Wait campaign and the California Attorney General's recommendations to ensure appropriate policies are implemented to maintain police officer safety and reduce the likelihood that police interactions result in excessive use of force.</li> <li>• Examine models of public police oversight to identify potential approaches for Mountain View.</li> <li>• Assess alternative police service delivery models to determine ways that MVPD can respond to mental health-related calls for service with regional collaboration.</li> </ul> |
| <b>Recognize and Celebrate Mountain View's Diversity</b>                                | <ul style="list-style-type: none"> <li>• Conduct forums to promote dialogue on race and a safe, welcoming community for all to increase community members' understanding of each other and promote unity.</li> <li>• Provide advisory body driven events and activities to produce community-inspired diversity celebrations and highlights.</li> </ul>  |
| <b>Assess City of Mountain View Operations and Policies Under an Equity Lens</b>        | <ul style="list-style-type: none"> <li>• Provide culturally sensitive outreach and engagement to promote access and participation in City programs and government (continue Spanish and launch Mandarin language civic leadership academies, explore Mountain View language access policy, update translation and interpretation protocol, inform the public about the Multilingual Engagement Program language services).</li> <li>• Apply equity based lens in budget development and engage the community during the budget process in considering the allocation of resources.</li> <li>• Explore the impact of historical zoning, land use planning, and redlining on communities of color in Mountain View to ensure that future planning efforts are equitable and address any existing barriers.</li> <li>• Assess and ensure equity in sustainability planning and program design, implementation and community engagement</li> <li>• Assess and update personnel policies and programs and engage City employees to ensure that the City has a diverse and inclusive workforce that provides equitable programs and services and interacts with colleagues and community members with cultural humility.</li> </ul>                      |
| <b>Maintain Transparency Regarding the City's Racial Equity and Justice Action Plan</b> | Communication and accountability are key factors to ensuring that this action plan is effective. The City will provide relevant and timely information to the public on the City's racial equity and justice efforts through mechanisms including the City's website and external and internal newsletters to ensure that the public and City staff remains informed of the REJ Action Plan and the City's progress.   |

| <b>Completed Action Items</b>  |  |
|--|--|
| <b><u>Assessing Police Practices and Policies and Increasing Police Accountability</u></b> |  |
| <b><u>Objective</u></b>  | <b><u>Action(s)</u></b>  |
| Compile and evaluate data on policing activity   | The City hired a University of California Berkeley PhD Research Fellow as part of a collaboration with academic leaders from Stanford University and the University of Michigan to analyze MVPD police contact data, provide recommendations for better methods to track and report police data, and identify possible changes in policing programs and policies. A report on the findings is anticipated to be released in December 2021. |
| Hold interactive MVPD educational forums   | The police department launched MVPDx Partnership for the Future of Policing, a ten week program for community members to learn about and share input on MVPD. Three cohorts of community members have participated in MVPDx.   |
| Review and revise MVPD use of force policies   | The police department use of force policies are aligned with the California Attorney General's recommendations and are close to those advanced by 8 Can't Wait. The use of force policies are explained on the City's website.   |
| Examine models of public police oversight  | Following examination of various public police oversight models, the City Council established a Public Safety Advisory Board (PSAB) to advise and make recommendations to the City Council, City Manager and Police Chief on public safety matters.  |

| <b><u>Assessing Police Practices and Policies and Increasing Police Accountability</u></b>   |   |
|--|---|
| <b><u>Objective</u></b>  | <b><u>Action(s)</u></b>   |
| Conduct community listening sessions   | The HRC hosted 4 listening forums on local policing. This included a general forum, a youth focused forum, and forums in Mandarin and Spanish languages. The PSAB will consider input from the forums and may make recommendations on next steps. |
| <b><u>Recognize and Celebrate Mountain View's Diversity</u></b>  |   |
| <b><u>Objective</u></b>  | <b><u>Action(s)</u></b>   |
| Conduct forums to promote dialogue on race and a safe, welcoming community for all to increase community members' understanding of each other and promote unity. | The Library and other City departments have hosted and continue to host events exploring implicit bias, race, activism, women's rights and other topics.  |
| Provide advisory body driven events and activities   | Advisory bodies have organized and led multiple events, including a Civility Roundtable on Implicit Bias hosted by the Human Relations Commission hosted, and a Strength in Diversity event hosted by the Youth Advisory Committee.               |
| <b><u>Assess City of Mountain View Operations and Policies Under an Equity Lens</u></b>  |   |
| Provide culturally sensitive outreach and engagement   | The Multilingual Engagement Program continues to provide and enhance the City's multilingual outreach and engagement efforts.   |
| Apply equity based lens in budget development and engage the community during the budget process   | The Fiscal Year 2021-22 Budget was prepared with equity based budgeting concepts. The City will continue to refine its approach to equity based budgeting.  |
| Assess and update personnel policies and programs and engage City employees  | The City has launched a series of trainings on organization culture, diversity, cultural humility, personal identification, assumptions, as well as understanding of and strategies to reduce explicit and implicit bias.                         |

(The City of Mountain View, 2021b)