

WINTER FORUM 2024

EQUITY SUMMIT

2023 Equity Summit: Building Blocks for Equity:

Crafting and Implementing Your DEI Team

Examples from the City of Oakland and Redwood City



City of
Oakland

Department of
Transportation



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Oakland

Department of
Transportation



Please take our short, three question
poll at the QR code below:



Interactive Ice Breaker



Lay It On the Line

Completely Disagree



Completely Agree

City of Oakland



Jacqué Larrainzar
(they/them)
Racial Equity Program
Analyst III
City of Oakland Department
of Race and Equity

Mexico City, Mexico



Jasmine Zamora (she/her)
Executive Assistant to the
Director,
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Oakland, CA



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(she/her)
Transportation Planner
City of Oakland Department
of Transportation

San Anselmo, CA

Agenda

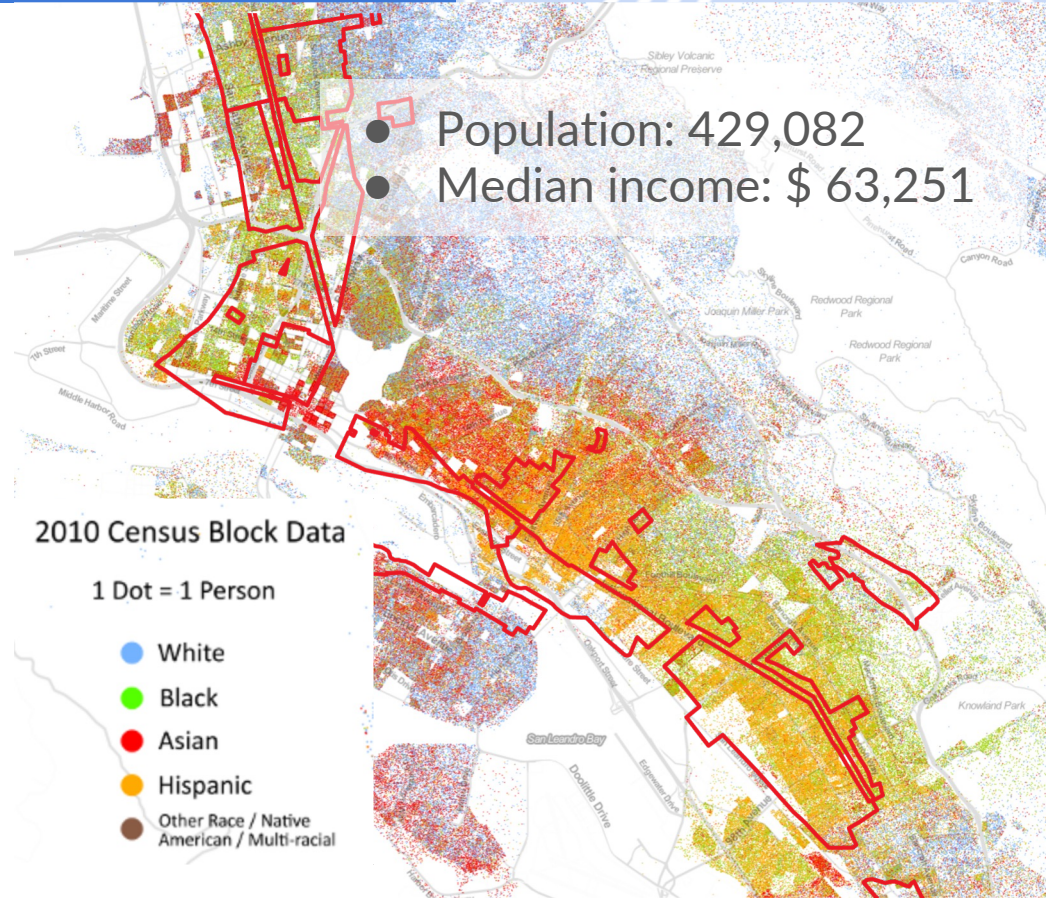


1. City of Oakland Background
2. Citywide Race & Equity Structure/Strategy
3. Department of Transportation Race & Equity Team
 - a. Recruitment and Retention Subcommittee
 - b. Data Analytics Subcommittee
 - c. Community Engagement Subcommittee

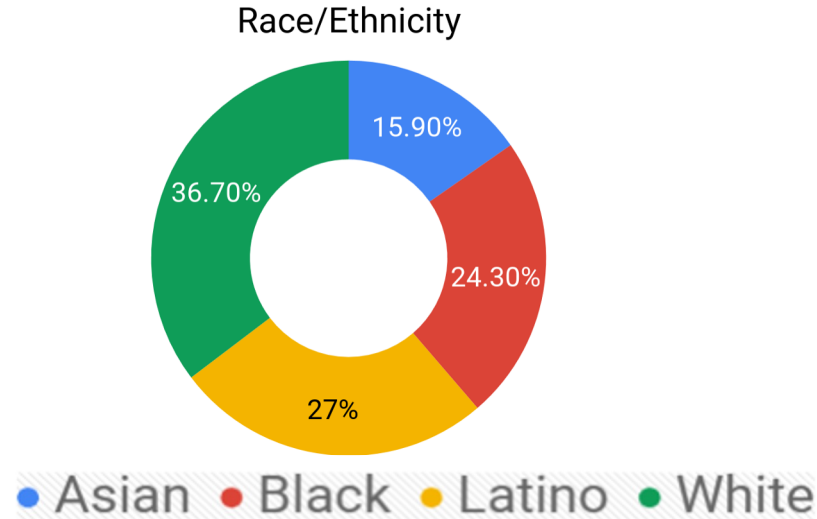
Oakland, California



Article source: <https://www.sfgate.com>, 2011
Map source: <https://demographics.virginia.edu/DotMap/>



Oakland, California



Median Income	\$76,000	\$37,500	\$65,000	\$110,000
Homelessness Count	1.8%	73.7%	13.5%	11%
Jail Incarceration (per 100K)	49.9	974.6	113.3	257.9

Source: 2018 Oakland
Equity Report

The Department of Race & Equity

“The City of Oakland will intentionally integrate, on a Citywide basis, the principle of "fair and just" in all the City does to achieve equitable opportunities for all people and communities.”

OMC 2.29.170

- The Department of Race and Equity was created by city ordinance in 2015.
- In 2016, the adoption of the ordinance added section 2.29.170 to the City's Municipal Code establishing the Department of Race and Equity and its mission:
- Its creation reflects the people of Oakland's aspirations, values, and desire for a city government that recognizes and acknowledges that troubling racial disparities exist and that it is time to provide focus and support for their elimination.
- The Department supports all City departments and decision-makers to address systemic causes of inequities and remove barriers that restrict access to fair service from city government.
- Staff: 4



Working Definition of Racial Equity

- Eliminate systemic causes of racial disparities in City Government.
- Promote inclusion and full participation for all residents of the City.
- Reduce race-based disparities in our communities.



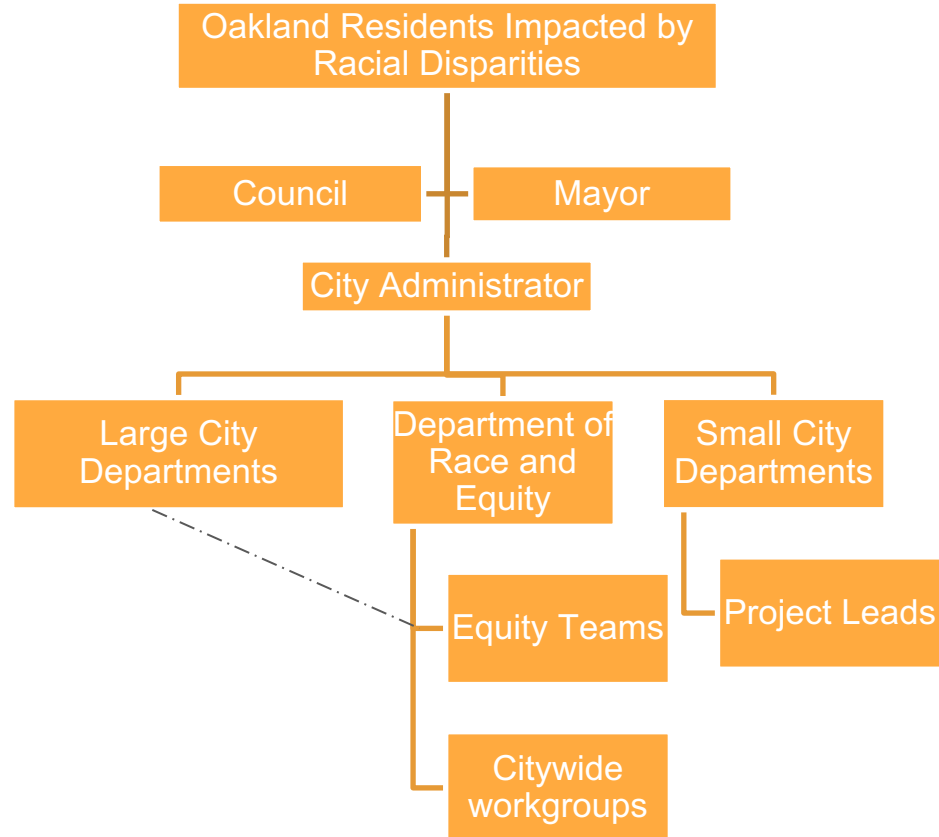
Internal Structure to Manage a Racial Equity Change Process

Race and Equity Change Process

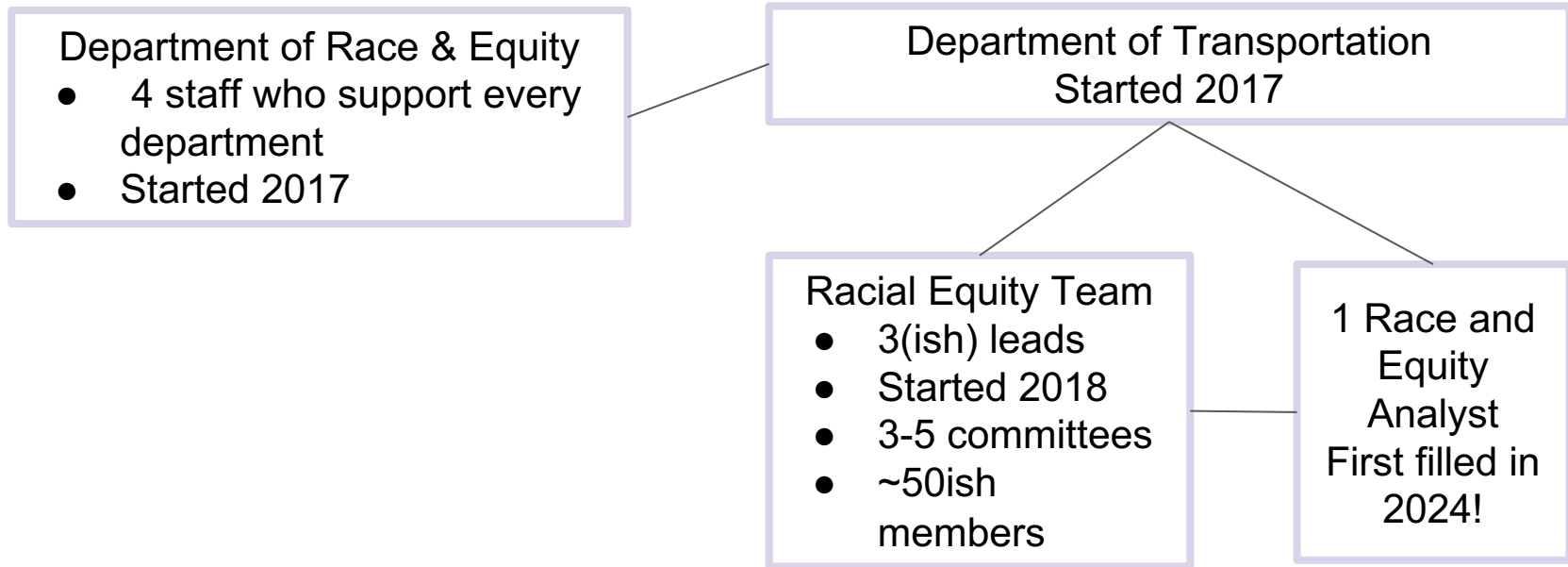
- Prepare advocates and leadership to advance equity
- Build infrastructure and political will to support the change
- Apply new skills/tools
- Develop action plans focused on change in policies, procedures and practices
- Measure progress and recognize accomplishments



City of Oakland Racial Equity Structure



Structure



Strong Equity Process that Prioritizes the Needs of those Most Impacted by Racial Disparities

Mayor and
Council
Priorities

Plans
General Plan

Other
Council-adopted
Plans

Departmental
Strategic
Plans

Measures with
Equity Guiding
Principles

Staff input
Using Equity
Tools

Public Input

Equity as a Shared Value = Fairness, Inclusion, Justice, Transparency

Citywide Equity Standards: Ordinance OMC Administrative Instructions 580 – Racial Equity & 6508- Inclusive Engagement, Council Agenda Reports

Determinants of
Equity



Equity
Indicators

Employee Equity Performance Rubric & Department Budget Service Equity Performance Measures

Better Life Outcomes and Quality of Life for All

Designing Action for Equitable Outcomes

Step 1

Name the desired future condition – *All residents of the City of Oakland are economically secure and living in thriving, healthy communities.*

Step 2

Use disparity data to understand current conditions – *African American, Latinos and some Asian groups over represented in poverty, poor education outcomes, unemployment, living with poorer health and shorter life expectancy.*

Step 3

Work with the impacted community - *to complete a root cause analysis to deepen understanding of the causes of the outcomes, and to determine what strategies and system changes are needed to respond comprehensively.*

Step 4

Design equity approaches with rigorous performance measures – *to address root causes of disparities and to remove barriers to access to the outcome for impacted communities.*

Step 5

Repeat Steps 2 - 5 as needed – *in a continuous improvement loop until desired future conditions from Step 1 are achieved.*

OakDOT RET: General Team



CITY OF OAKLAND

Department of Transportation
250 FRANK H. OGAWA PLAZA
OAKLAND, CALIFORNIA 94612-2033

OakDOT Race and Equity Team Charter

Vision and Mission

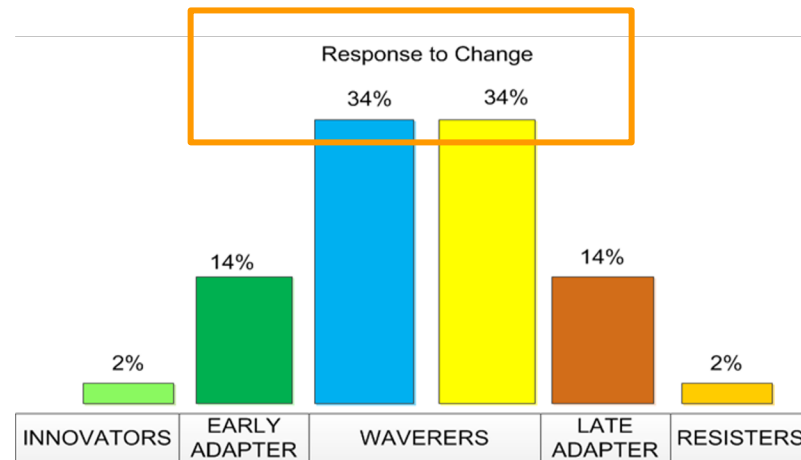
The City of Oakland Department of Transportation (OakDOT) Race and Equity Team (RET)¹ supports a broad vision for equitable transportation outcomes for Oakland's diverse community. The OakDOT RET will work to implement this vision in accordance with the [OakDOT Strategic Plan](#), with the support of the Department Director through the adoption of the [Race and Equity Charter](#) (the "Charter"), and execution of the [OakDOT Race and Equity Action Plan](#) (the "Action Plan"). The overall mission of the RET is to end systemic causes of racial disparity through improving and developing policies, programs, and practices at OakDOT. The RET mission is supported by the Department of Race and Equity and the Administrative Instructions such as [580 - Race and Equity](#) and [6802 - Community Engagement](#). This mission is a challenging and long-term effort that requires dedication and commitment from all levels of staff.

I. Role of the Department Director

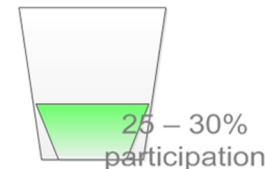
The OakDOT Director is responsible for overseeing the implementation of the vision and mission of the RET. The Director is responsible for:

1. Achieving race and equity competency, including participating in race and equity training and encouraging staff to do the same;
2. Leading the development and approval of an Action Plan, including goals, strategies, and action items to advance equity in OakDOT policies, programs and projects;
3. Ensuring accountability of OakDOT leadership, including Assistant Directors, Division Managers, Section Leads, and staff to develop, set, and meet equity goals through the completion of action items;
4. Providing necessary resources and staff time to incorporate race and equity performance objectives into the performance plans and work of each Section:
 - i. The Director shall ensure RET participation is supported by all leadership;
 - ii. The Director shall support RET correspondence by properly distributing RET implementation and policy updates to all OakDOT staff;

¹ See Sections III and IV for definition.



System tip over point – the time when the system begins to react to change

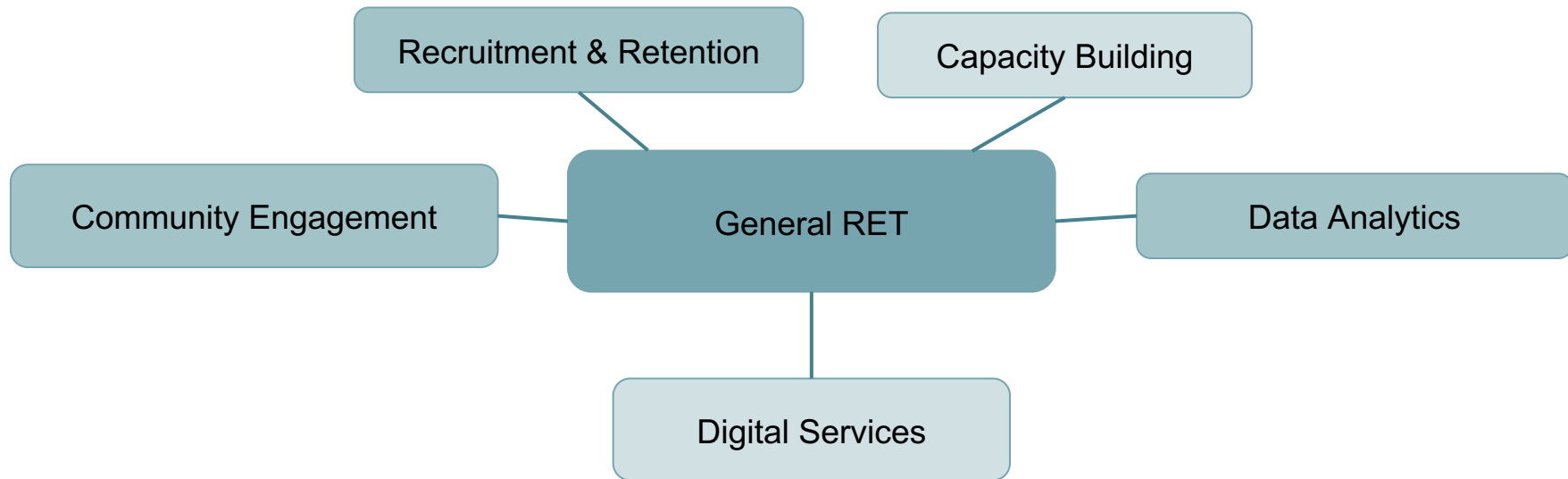


The vision for the RET team is to **end systemic causes of racial disparity** through **changing and rebuilding our policies, programs, and practices** at OakDOT.

OakDOT RET: General Team



OakDOT RET Approach



Data Analytics Subcommittee

The mission of the Data Analytics Subcommittee is to **advance equity through data driven analysis**. By providing tools for equity analysis, we will **hold the Department of Transportation accountable** to the equity goals of the Strategic

Plan
**PEOPLE WITH
A DISABILITY**

PEOPLE OVER 65

**LOW INCOME
(>50% AMI)**

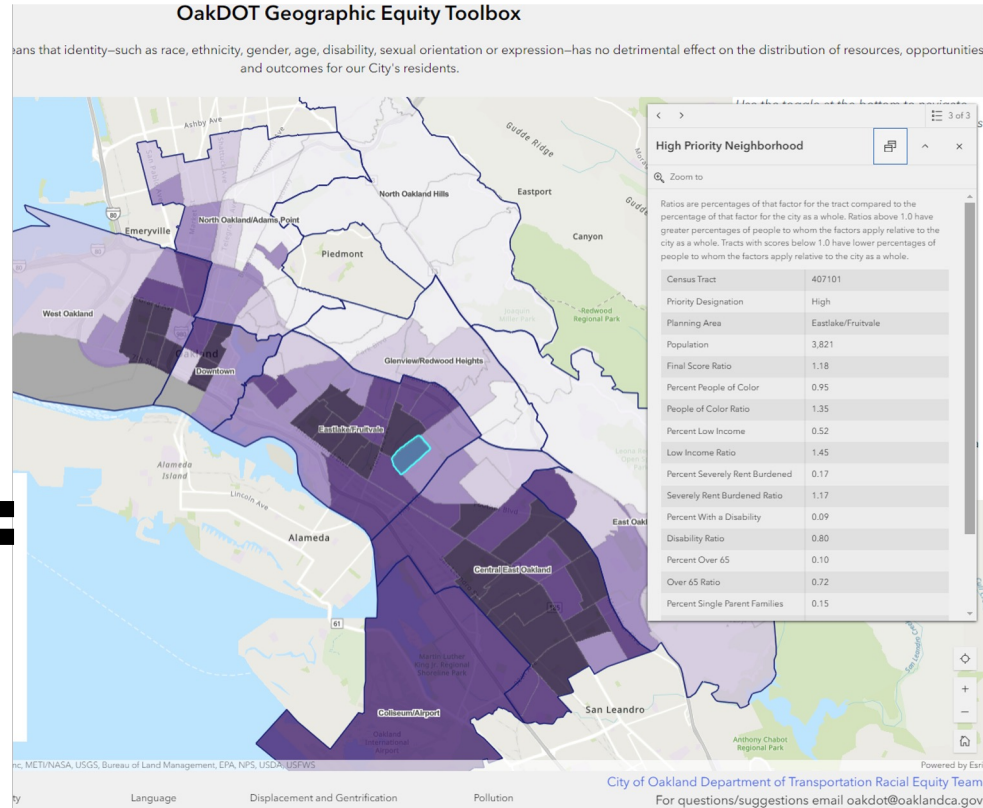
PEOPLE OF COLOR



**SEVERELY RENT
BURDENED (>50%
INCOME ON RENT)**

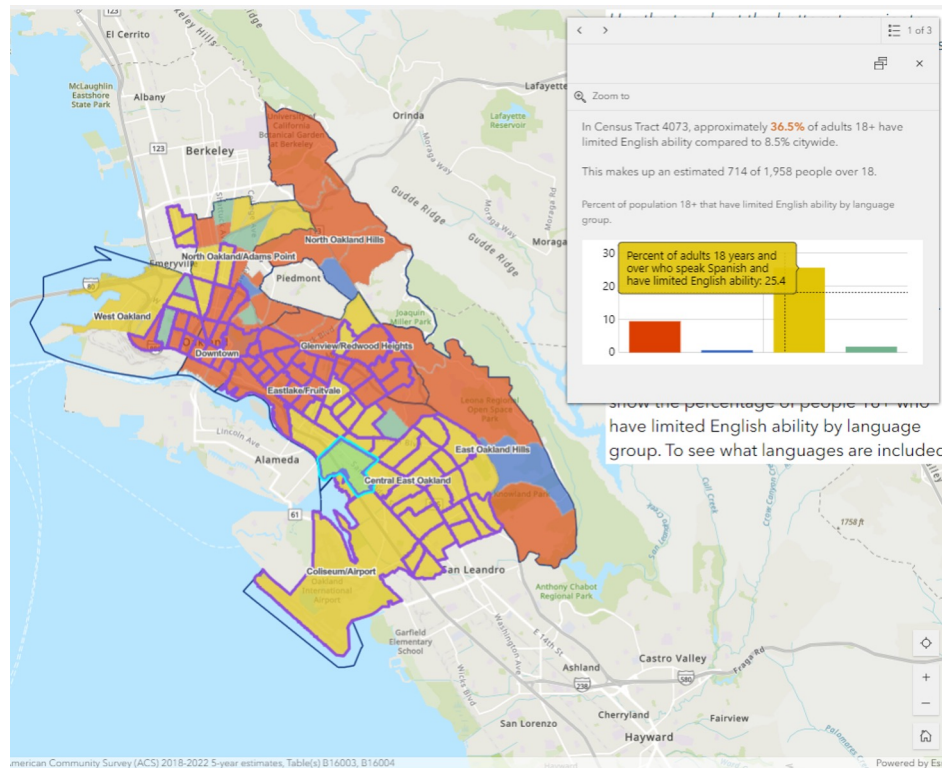
**ADULTS WITH
LESS THAN A
BACHELOR'S**

**SINGLE PARENT
FAMILIES**

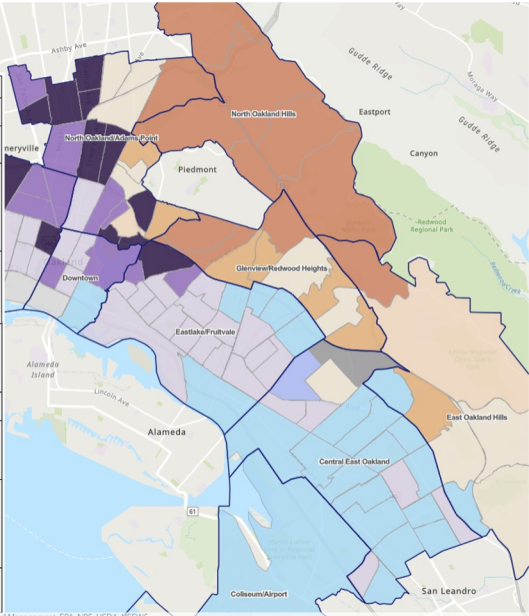


Geographic Equity Toolbox

Data Analytics Subcommittee



MODIFIED TYPES	CRITERIA
LOW-INCOME/SUSCEPTIBLE TO DISPLACEMENT	<ul style="list-style-type: none">Low or mixed low-income tract in 2018
ONGOING DISPLACEMENT OF LOW-INCOME HOUSEHOLDS	<ul style="list-style-type: none">Low or mixed low-income tract in 2018Absolute loss of low-income households, 2000-2018
AT RISK OF GENTRIFICATION	<ul style="list-style-type: none">Low-income or mixed low-income tract in 2018Housing affordable to low or mixed low-income households in 2018Didn't generally 1990-2000 OR 2000-2018Marginal change in housing costs OR Zillow home or rental value increases in the 90th percentile between 2012-2018Local and nearby increases in rent were greater than the regional median between 2012-2018 OR the 2018 rent gap is greater than the regional median rent gap
EARLY/ONGOING GENTRIFICATION	<ul style="list-style-type: none">Low-income or mixed low-income tract in 2018Housing affordable to moderate or mixed moderate-income households in 2018Increase or rapid increase in housing costs OR above regional median change in Zillow home or rental values between 2012-2018Gentrified in 1990-2000 or 2000-2018
ADVANCED GENTRIFICATION	<ul style="list-style-type: none">Moderate, mixed moderate, mixed high, or high-income tract in 2018Housing affordable to middle, high, mixed moderate, and mixed high-income households in 2018Marginal change, increase, or rapid increase in housing costsGentrified in 1990-2000 or 2000-2018
STABLE MODERATE/MIXED INCOME	<ul style="list-style-type: none">Moderate, mixed moderate, mixed high, or high-income tract in 2018
AT RISK OF BECOMING EXCLUSIVE	<ul style="list-style-type: none">Moderate, mixed moderate, mixed high, or high-income tract in 2018Housing affordable to middle, high, mixed moderate, and mixed high-income households in 2018Marginal change or increase in housing costs
BECOMING EXCLUSIVE	<ul style="list-style-type: none">Moderate, mixed moderate, mixed high, or high-income tract in 2018Housing affordable to middle, high, mixed moderate, and mixed high-income households in 2018Rapid increase in housing costsAbsolute loss of low-income households, 2000-2018Declining low-income-to-migration rate, 2012-2018Median income higher in 2018 than in 2000
STABLE/ADVANCED EXCLUSIVE	<ul style="list-style-type: none">High-income tract in 2000 and 2018Affordable to high or mixed high-income households in 2018Marginal change, increase, or rapid increase in housing costs



Data Analytics Subcommittee

Capital Improvement Program

Citywide Prioritization Factors and Weighting System



EQUITY Invest in priority communities (16 pts.)



HEALTH & SAFETY

Creates a safer and healthier community for everyone in the City of Oakland
16 pts.



EXISTING CONDITIONS

Addresses issues with City property and reduces future repair costs
13 pts.



ECONOMY

Helps local businesses thrive and improves access to economic opportunities
13 pts.



ENVIRONMENT

Prepares for climate change and improves air and water quality
11 pts.



REQUIRED WORK

Address and meets the City's codes and regulations
10 pts.



IMPROVEMENT

Builds or provides upgrades to city facilities (streets, sidewalks, libraries, etc.)
8 pts.



COLLABORATION

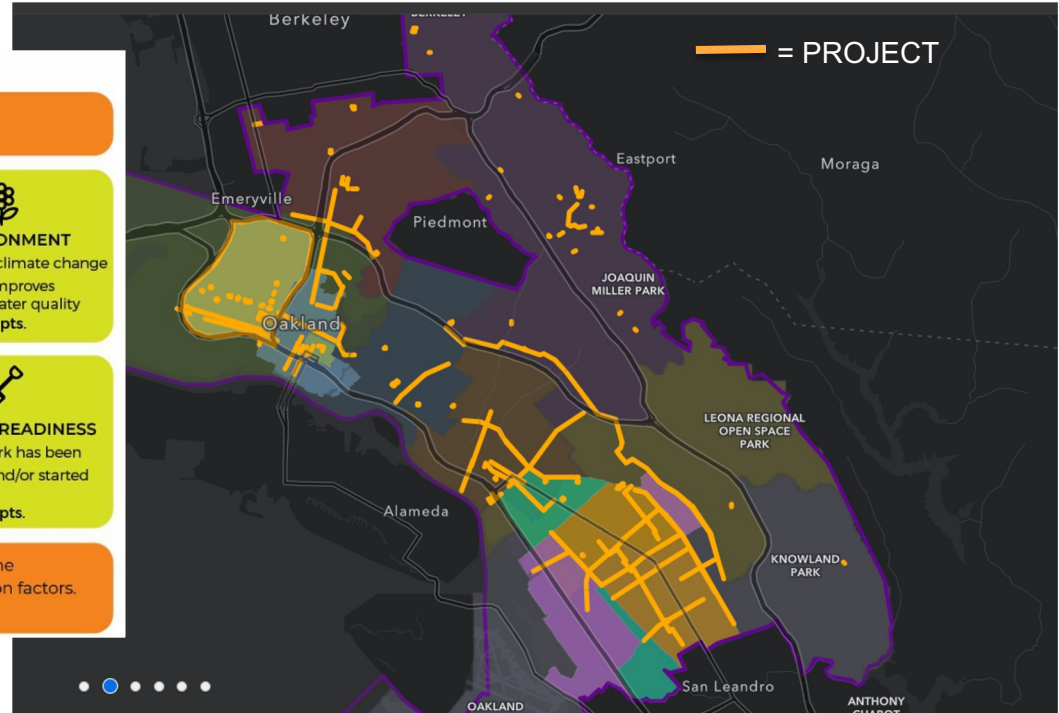
Driven by communities and/or involves community groups or other agencies
8 pts.



PROJECT READINESS

Some work has been planned and/or started
5 pts.

EQUITY is also considered by identifying projects that **address disparities within** the Health/Safety, Existing Conditions, Economy, Environment, Improvement and Collaboration factors. These subfactors vary within Capital Assets as appropriate.



<https://www.oaklandca.gov/topics/capital-improvement-program>

Data Analytics Subcommittee

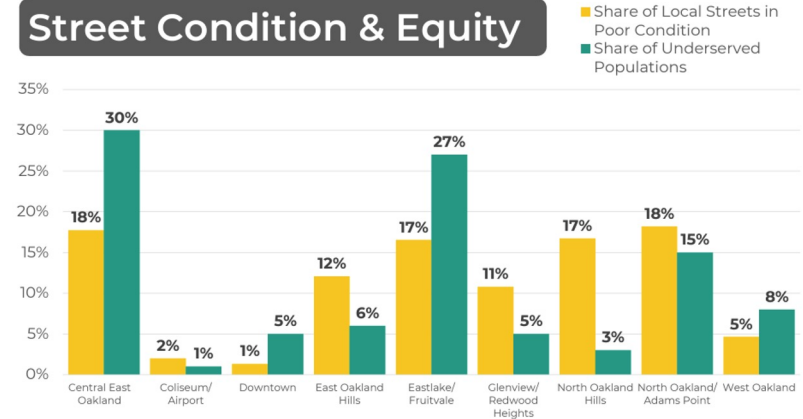
Planning Areas



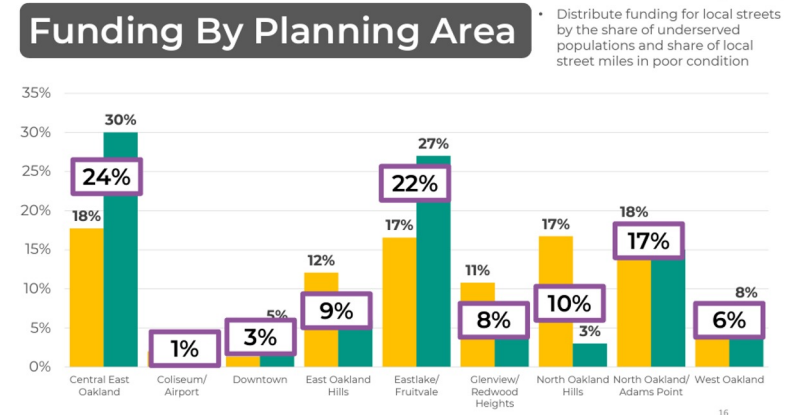
2022 5 Year Paving Plan

<https://www.oaklandca.gov/projects/20225yp>

Street Condition & Equity



Funding By Planning Area



Community Engagement Subcommittee



The mission of the Community Engagement Subcommittee is to increase our department's commitment to and **investment in robust public engagement that prioritizes Oakland's most underserved communities.** By establishing transparent and equitable standards, working with our leadership and staff to **provide the necessary resources to meet those standards, and holding our leadership accountable for sustained commitment to this work.**

Standard
Operating
Procedure

Community
Based
Organizations

Project
Advising &
Tracking

Community Engagement Subcommittee



Let's Bike Oakland
NEXT STEPS

Principles of Community Collaboration

STEP

1

Prepare an Engagement Plan that identifies desired outcomes and measures for engagement efforts

- ☒ Follow guidelines in the Department of Race and Equity's Inclusive Public Engagement Planning Guide and Operationalizing Equity Worksheet
- ☒ Identify and contact existing residents, employees, business and property owners, neighbors, and other stakeholders
- ☒ Engage the City's Race and Equity Department to review and provide feedback on the proposed plan

STEP

2

Partner with a community-based organization that has experience working with community members in the proposed project area

- ☒ Compensate partnering organization for their time and energy on the project, and for their local expertise
- ☒ Work with partnering organization early in the process to shape the engagement efforts and build shared understanding, accountability, and a sense of value in the project outcomes

STEP

3

Implement an inclusive outreach process

- ☒ Use a variety of outreach methods including pop-up or mobile workshops, design charrettes, regular standing Community-Based Organization meetings, focus groups, and online engagement tools
- ☒ Collect demographic data of outreach participants related to the geographic area, policy, program, or project to understand who is not being reached and tailor remaining engagement accordingly
- ☒ Designate an OakDOT staff member that will act as a community liaison to regularly update stakeholders on the project pipeline as part of their work plan

STEP

4

Evaluate the impact of engagement efforts during and after the process

- ☒ Share and learn from the results

2019 Bike Plan

OakDOT is committed to sustaining the inclusive engagement that went into this Plan as bikeways move from ideas into engineering designs and eventually built infrastructure. OakDOT will consult the following community engagement process when making major bicycle infrastructure decisions:

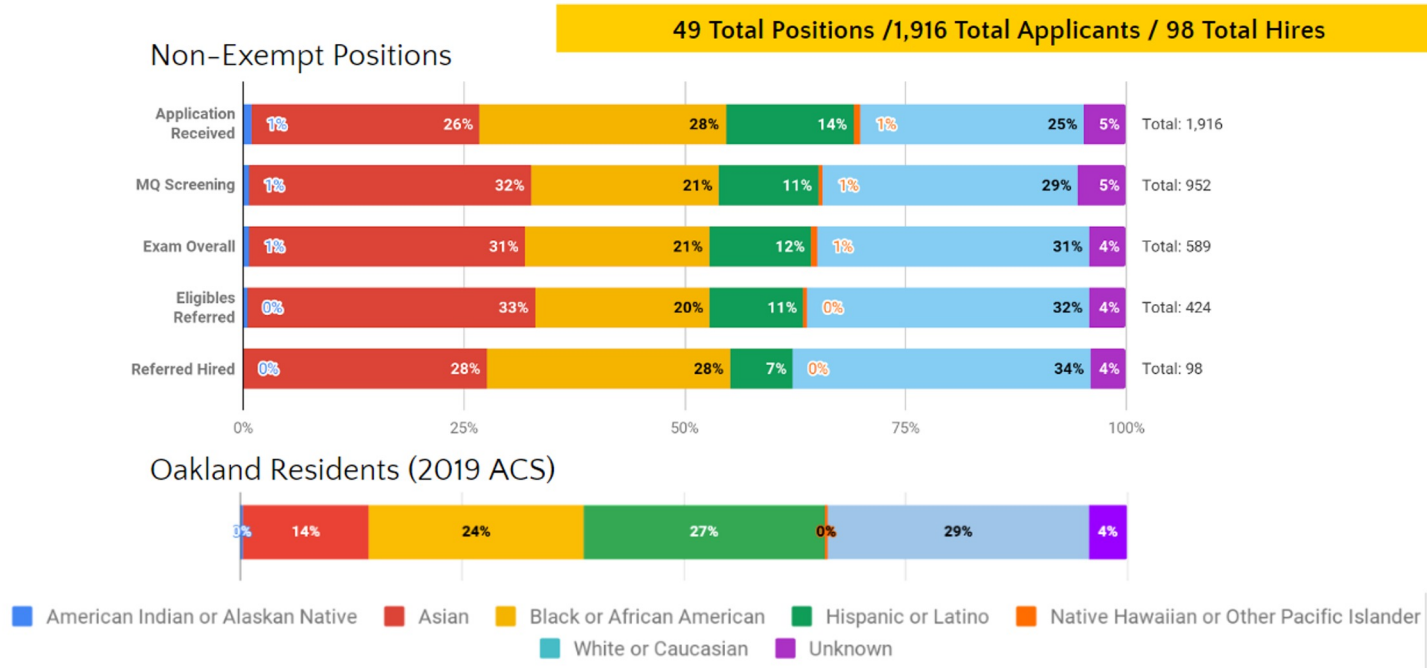


Recruitment and Retention Subcommittee

The mission of the Recruitment and Retention Subcommittee is to adopt and adapt **equitable policies** that result in a **diverse staff reflective of the community we serve.**

Recruitment & Retention Subcommittee

2017-2020 Recruitment



- The percentage of Hispanic/Latinx applicants (14%) is much lower than the proportion of Oakland residents (27%).

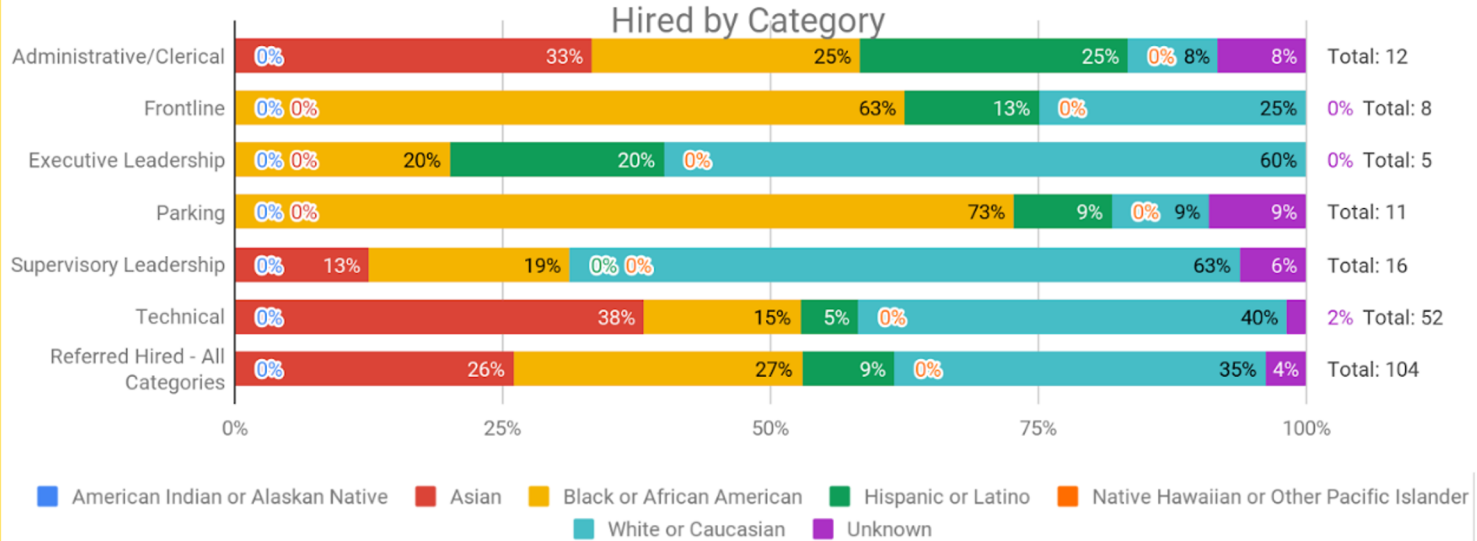
- The percentage of Hispanic/Latinx applicants decreases throughout the process to 7% of those hired.

- The percentage of White applicants grows 9% from 25% of applicants to 34% of those hired, more than any other racial/ethnic groups.

Recruitment & Retention Subcommittee

2017-2020 Recruitments

55 Total Positions / 2,329 Total Applicants / 104 Total Hires



- Over half (54% and 60%) of those hired into the two leadership categories identified as White/Caucasian.

- 63% and 73% of Frontline and Parking hires identified as Black or African American respectively.

- There is a correlation between categories with higher salaries and higher proportions of people hired who identified as White.

- Hispanic/Latinx hires are underrepresented in every job category.

Hurdles/Strategies

- Frontline staff participation
 - Overtime for frontline staff to participate
 - Meetings with frontline supervisors
- Burnout of engaged RET members
 - Rotate leadership
- Buy in across the department
 - Trainings for new staff/leadership
- Funding/staffing
 - Work with management on codifying work time for RET
- Permission to do the work (from leadership, supervisors, having enough time, fear of backlash etc.)
 - Work with management for leadership to understand importance

Tips



- Anyone can be a race & equity leader!
- There are 100 different ways to do equity work and no one right way
- You don't need a department you can start small but it's good to get leadership support
- You can start by finding a few collaborators - start small with easy wins
- Training is important for common shared understandings
- Keep work bottom-up led by staff of all levels and community members not top down
- Value AND results driven
- You will make mistakes and there will be disagreements! That's ok. It's important to keep thinking and re-strategizing rather than avoid the difficult topics, especially for allies, but for everyone doing this work.



**2023 Equity Summit:
Building Blocks for Equity:
Crafting and Implementing
Your DEI Team**

March 15, 2024





IDEAL RWC

*Prioritizing diversity,
equity, inclusion,
and accessibility*



Elizabeth Meeks
Library Division Manager
RWC Public Library



Gabi Morales (she/her)
Equity and Inclusion Fellow
RWC City Manager's Office

IDEAL RWC

Redwood City

- San Mateo County
- 85,784 residents

Focus Areas:

Community Power
Policing & Public Safety
Economic Mobility
Workforce Belonging
Data-based decision-making

IDEAL RWC

- Inclusion
- Diversity
- Equity
- Accessibility
- Leadership in Redwood City

How did IDEAL get started?

In 2020, the wake of George Floyd's death and amid national and local protests against racism, Redwood City initiated a series of steps to reflect on its own work, hear from community members about the city government's impact, and further improve our services for all.

That October, City Council updated the strategic plan to include a Foundational Guiding Principle of Equity: *Redwood City will put equity first, urging a collective restart so that policies serve the entire community.*

The City hired its first Equity & Inclusion Officer, Briana Evans, to support this commitment Citywide.



Staffing

Consulting Support (2019-Present)

- Part Time
 - Internal

Equity and Inclusion Officer (2020-Present)

- Full Time, 2 year Contract -> Regular
 - Internal and External

Equity and Inclusion Fellow (2021-Present)

- Full Time, 2 year (+ Extension)
 - Internal and External

*** Equity and Inclusion Fellow**

- Part Time (Remote), 1 year -> Full Time (Hybrid), 2 year
 - Internal and External (as needed)



Funding:

- City Manager's Office Funds
- General Funds
- Grant Funds
- IDEAL Team Budget
- One Time Funds

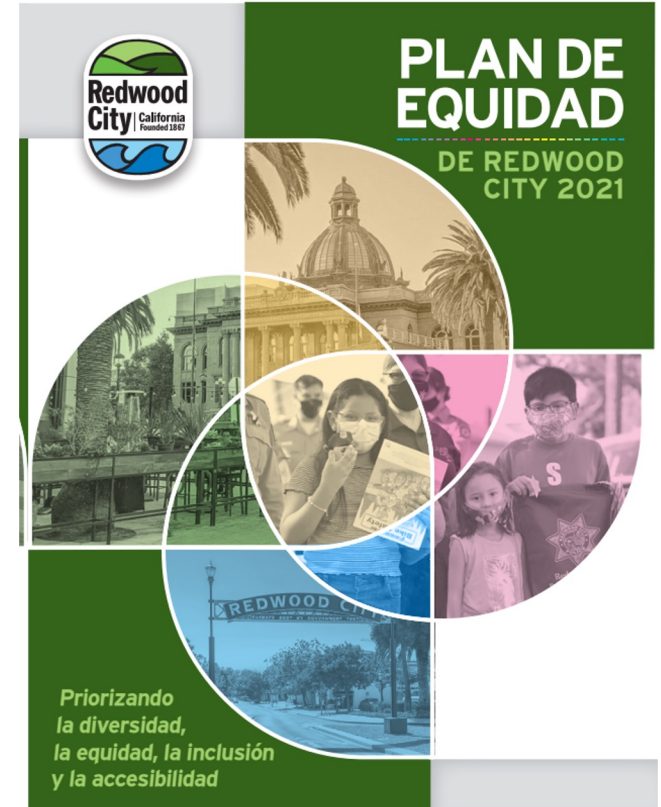
2021 Equity Plan

This first iteration of a citywide equity plan strives to make tangible the City's foundational guiding principle of equity.

The [2021 Equity Plan](#) (also [available in Spanish](#)) was crafted by the City's Equity and Inclusion Officer and City Council's Equity and Social Justice Sub-Committee after detailed review of national best practices and extensive research on community engagement conducted in this city for other projects with adjacent goals.

The plan has 3 Directives for Staff:

- Apply equity lens
- Use geographic equity index
- Conduct equity policy review



2022 Departmental Equity Commitments

Department	Commitment
Admin. Services	Implement utility bill forgiveness program that prioritizes equity
City Attorney's Office	Advise on equity-related policies and implementation of departmental equity commitments and add an equity lens to legal advice
Clerk's Office	Diversify board, commission, and committee recruiting to encourage representative participation from Redwood City Community
City Mgr's Office	Develop Anti-Displacement Strategic Plan to advance affordable housing for all
Comm. Dev. & Transportation	Center equity in Housing Element planning and engagement
Fire	Update recruiting requirements and practices to diversify workforce
Human Resources	Begin update of hiring and promotion practices
Library	Pilot equity budgeting tool for library materials, programs, activities, and events
Parks, Recreation, and Comm. Svcs	Amplify the diverse voices of the next generation of leaders through the Teen and Youth Advisory Boards
Police	Conduct collaborative evaluation of Community Wellness and Crisis Response Team pilot
Public Works	Update 50/50 sidewalk repair program to account for the different needs and resources of community members

DEI Committee

The DEI Committee was established in 2021. At first, the committee met monthly and has now moved to meeting once every 2 months for 90 minutes.

Every department has 1-2 staff members participating in the committee.

Departments Participating:

Administrative Services
Division (IT, FIN, HR)
Attorney's Office
Communications
Community Development
and Transportation
Fire Department
Library
Parks, Recreation, and
Community Services
Police Department
Public Works



Redwood City Public Library has been actively immersed in racial equity work for our community since the *fall of 2019*, when we were selected through a competitive application process to be one of the pilot libraries for **California State Library's California Libraries Cultivating Race, Equity and Inclusion (CREI)** Initiative.

Our diverse staff team participating in CREI has given itself the name **RCPL CARES - Cultivating and Advancing Racial Equity Systemically**.



Redwood City Public Library cultivates community and advances equity by welcoming all people to experience the shared joys of literacy and learning.

Started with 5 staff members -> 6 members presently

Group is made up of library staff who informally volunteer, the only requirement is that they are interested in DEI work

Regular and casual employees attend to ensure that everyone has the same culture and the same knowledge

Library RCPL Cares Initiatives

**It's important to be reflective
of our community!**

Equity audit of all library policies

RCPL listens & service priorities

We think about various cultural events throughout the year and make it a goal to target them through displays, library materials, or story times.

Other initiatives:

Bilingual staff

Freedom Lifted training

Translated library policies and materials into Spanish

Pride Center partnership

2022 Department Commitment regarding equity budget tool for programs

2023 Department Commitment regarding language access



RCPL Listens Community Engagement

- 190 individuals participated in 16 focus groups
 - Over 50% of participants were youth
 - Over 50% of participants were Latinx, 1 focus group was primarily Chinese
- Specific partner conversations
- Targeted listening sessions for historically marginalized groups
- Identified four community aspirations: Access, Inclusion, Safety, and Health
- Library Service Priorities support these aspirations



2022 Library Equity Commitment

- **Beginning in FY2021-22, Library staff members review equity impacts of proposed programs before annual budget proposal to Friends of the Redwood City Public Library.**
- **Key questions utilized so far:**
 - Does this idea increase or decrease programs or opportunities that are vital to communities of color and other historically marginalized populations?
 - For the populations impacted by each idea, what are the benefits (positive impacts) and burdens (negative impacts) that result?
- **In December 2021, ESJ Committee adopted a list of 26 annual Acknowledgements, Recognitions, and Cultural Celebrations**
 - Library expanded list to 36 recognitions to honor with reading lists, social media posts, book displays, and themed storytimes – all 36 were completed last year
 - Library identified 27 of these to honor with dedicated programs and activities, 19 (70%) were completed last year
 - These 19 events were attended by over 5,000 people.



2023 Library Equity Commitment

- **Conduct a comprehensive review of the Library's activities, services, and physical and online collections to identify and implement more equitable access to Library resources for Spanish-speaking communities by March 2024**
- **Progress so far:**
 - All four regular employee vacancies at the Library in 2023 have been filled by Spanish speakers
 - Reviews of physical and digital collections were offered in fall of 2023
 - Four additional weekly Spanish Language Makerspace programs have been added: Open Makers (2), Sewing, and Crafty Wednesdays, as well as a monthly Vida y Cultura program
- **Bienvenidos interpretation initiative launched in October 2023**



THANK YOU MMANC

Questions and Discussion



Elizabeth Meeks
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RWC Public Library

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RWC City Manager's Office

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Questions/Discussion



Thank you!

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npond-danchik@oaklandca.gov; jpomar@oaklandca.gov

“The arc of the moral universe may bend toward justice, but it does not bend on its own.”

-President Barack Obama

Questions



1. How does this relate to your own work?
2. What strategies could you implement to affect change in your institution/organization?
3. What strategies are you already using to advance racial equity in your organization/institution?
4. What challenges have you faced in achieving your racial equity goals?
5. Do you have a department, internal group, or resource on equity?
6. How do you sustain through staff changes/burnout?