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**CITY EQUITY TASKFORCE**

FINAL RECOMMENDATIONS

SANTA ROSA DIVERSITY, EQUITY &INCLUSION INITIATIVE

City of Santa Rosa

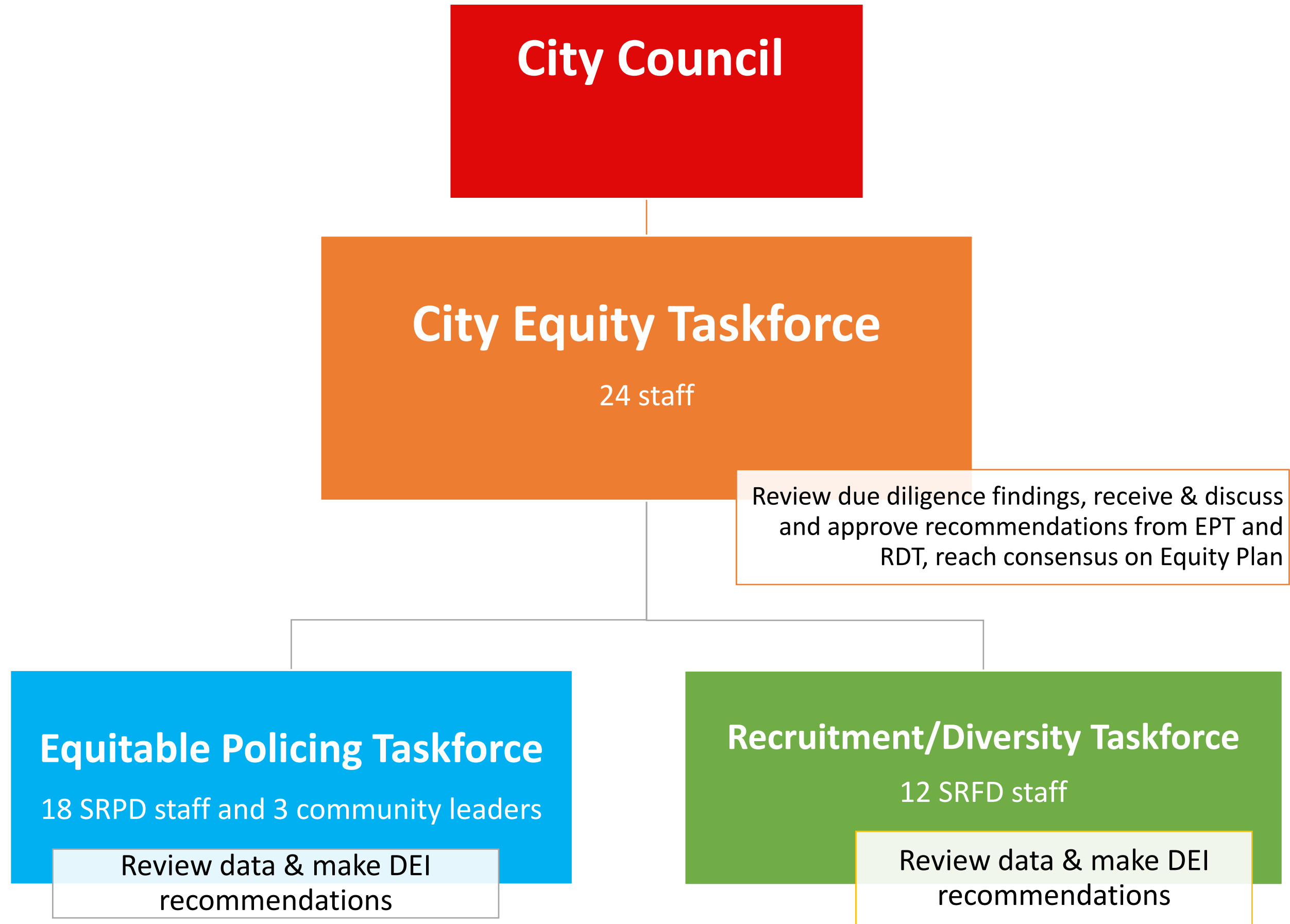January 10, 2023
PRESENTATION

# AGENDA

*Approval of Taskforce Recommendations*

# Group Process
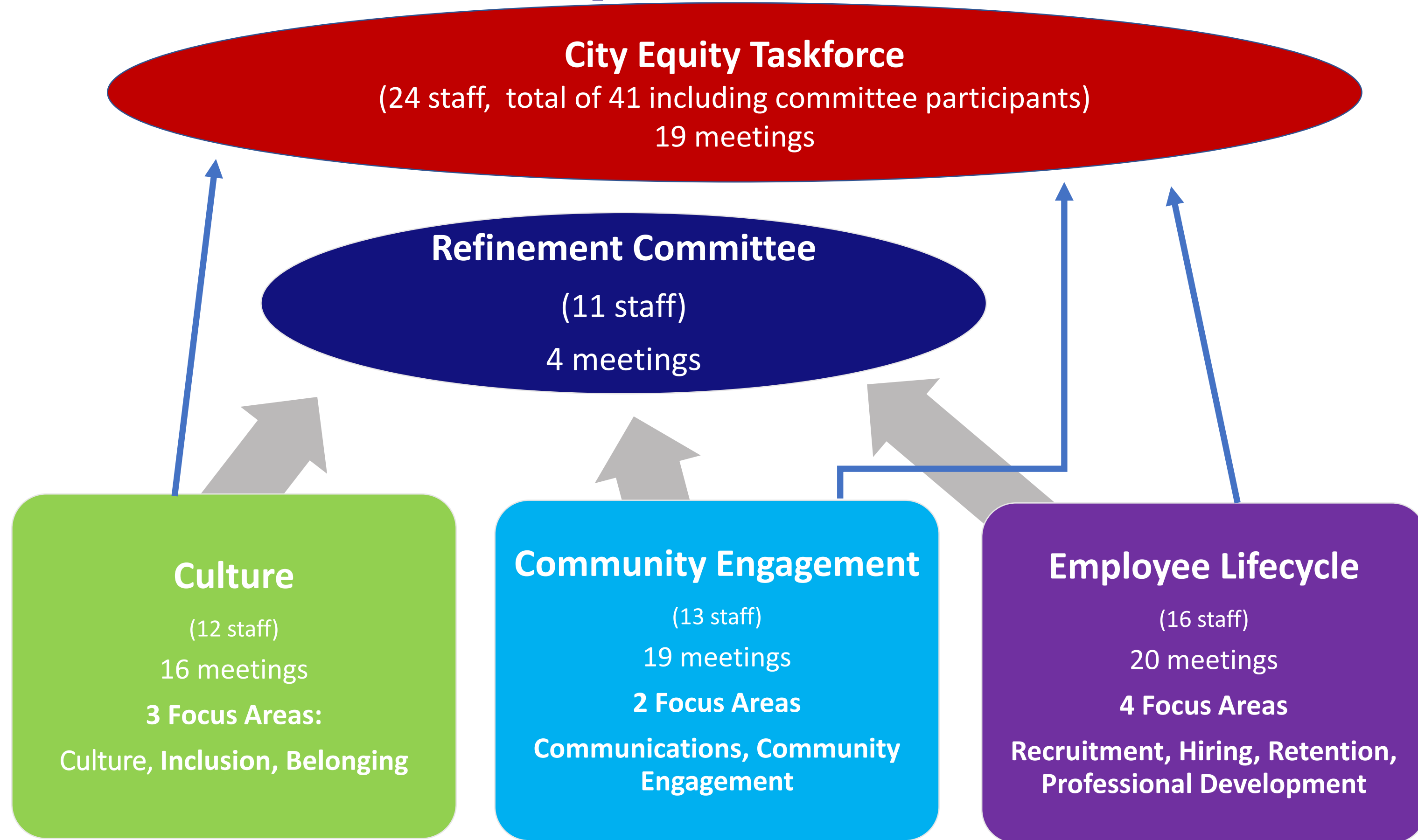
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**City Equity Taskforce**
(24 staff, total of 41 including committee participants)
19 meetings

**Refinement Committee**
(11 staff)
4 meetings

**Culture**
(12 staff)
16 meetings
**3 Focus Areas:**
Culture, **Inclusion, Belonging**

**Community Engagement**
(13 staff)
19 meetings
**2 Focus Areas**
**Communications, Community Engagement**

**Employee Lifecycle**
(16 staff)
20 meetings
**4 Focus Areas**
**Recruitment, Hiring, Retention, Professional Development**

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*City Equity Taskforce*

**RECOMMENDATIONS**

# CULTURE, INCLUSION, AND BELONGING

**Guiding Statement:** The City has an opportunity to increase resource allocation and enhance organizational structure to foster belonging, maintain a vibrant culture of DEI/TBB, and to ensure accountability to those values over time.

"DEI/TBB" – Diversity, Equity, Inclusion/Transformation, Bridging, and Belonging

**Recommendation:** Establish a standing committee (VIBE Committee) to monitor the implementation of the City Equity Plan (Plan) across the City that fosters and maintains a vibrant culture of DEI/TBB and ensures accountability to those values over time. VIBE will have a formal connection with the SRFD and the SRPD Standing Committees.

VIBE will work collaboratively with the SRFD and SRPD Standing Committees to monitor the implementation of the RDT and EPT equity plans and report to Executive Staff.

"VIBE" – Voices for Inclusion, Belonging, and Equity

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# CULTURE, INCLUSION, AND BELONGING

**Guiding Statement:** The City has an opportunity to implement organizational structure best practices to ensure the implementation and success of DEI/TBB initiatives.

**Recommendation:** The City Manager may want to consider making changes to the organizational structure such that the Diversity, Inclusion, and Equal Employment Officer (DI/EEO) position reports directly to the City Manager's Office to ensure the position has the support needed to effectively shepherd implementation of the Plan across the City or consider alternate means and measures to institutionalize structural best practices.

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# CULTURE, INCLUSION, AND BELONGING

**Guiding Statement:** The City has an opportunity to improve the equitable and transparent distribution of resources both internally and externally.

**Recommendation:** City will identify distribution gaps and provide and distribute internal and external City resources that are equitable, fair, just, and transparent.

# CULTURE, INCLUSION, AND BELONGING

**Guiding Statement:** The City's Mission, Vision, and Values can be enhanced by inclusion of principles of DEI/TBB.

**Recommendation:** The City will align its mission, vision, and values to include principles of DEI/TBB.

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# CULTURE, INCLUSION, AND BELONGING

**Guiding Statement:** The City has an opportunity to enhance transparent, uniform, consistent, timely, accessible, and equitable communication for all employees at all times.

**Recommendation:** The City will develop communication policies, protocols, and procedures that ensure internal city communication is transparent, uniform, consistent, timely, accessible, and equitable for all employees.

**CITY EQUITY TASKFORCE RECOMMENDATIONS**

# CULTURE, INCLUSION, AND BELONGING

**Guiding Statement:** The City has an opportunity to improve the well-being and morale of employees, foster a culture of belonging, and bridge the cultural, physical, and logistical barriers that can create isolation of individuals, teams, divisions, and job classes.

**Recommendation:** The City will develop and implement standards, policies, strategies, and practices that value and foster a culture of employee well-being, transformation, and belonging throughout the organization, and to implement wellness strategies and trauma informed care programs to support physical, mental, and emotional health.

# COMMUNITY ENGAGEMENT & COMMUNICATIONS

**Guiding Statement:** The City can improve equitable access to information with intentional processes to fill in the information and language diversity gaps, and meaningfully engage the community in City projects, programs, and services. This includes providing opportunities to participate, educate, and empower community members to be a part of decision-making that impacts their lives, health, and their community.

**Recommendation:** Develop and implement structures and standards, including policies, processes, and procedures to foster a culture of language access and justice in communications and public participation in decision-making processes by using the most accessible language possible and addressing the language diversity and rights of Santa Rosa residents, defining, and focusing on specific strategies for the unique needs of districts, vulnerable populations, and Equity Priority Communities.[1]

[1] https://mtc.ca.gov/planning/transportation/access-equity-mobility/equity-priority-communities - census tracts that have a significant concentration of underserved populations, such as households with low incomes and people of color.

# COMMUNITY ENGAGEMENT & COMMUNICATIONS

**Guiding Statement:** The City of Santa Rosa can build trust and enhance relationships with its residents by becoming more effective, accountable and transparent, and responsive to serve all residents, including the unique needs of districts, vulnerable populations, and Equity Priority Communities.[1]

**Recommendation:** Implement, reexamine, and empower equitable and effective citywide external communication and engagement standards and policies using best practices to promote legitimate, transparent information and participatory processes.

[1] https://mtc.ca.gov/planning/transportation/access-equity-mobility/equity-priority-communities - census tracts that have a significant concentration of underserved populations, such as households with low incomes and people of color.

# COMMUNITY ENGAGEMENT & COMMUNICATIONS

**Guiding Statement:** The City can enhance its user experience to better meet the needs of its stakeholders or any person interacting with the City—whether online, digitally, in-person or over the phone. Residents should feel understood and treated with empathy and respect when interacting with the City.

**Recommendation:** Proactively identify and respond to individual and community needs, complaints, and systematic challenges through listening, empathy, honesty, and collaboration; then build, assess, and reassess how to structure citywide responsive customer service framework, systems, and principles (people, processes, procedures, training, etc.) to meet Santa Rosa residents' needs and challenges.

# RECRUITMENT, HIRING, RETENTION, PROFESSIONAL DEVELOPMENT

**Guiding Statement:** The City has an opportunity to increase diversity through the recruitment of diverse candidates and equitable hiring and selection processes.

**Recommendation:** The City will increase diversity through the recruitment of diverse candidates and equitable hiring and selection processes.

# RECRUITMENT, HIRING, RETENTION, PROFESSIONAL DEVELOPMENT

**Guiding Statement:** The City has an opportunity to improve data collection and publishing of recruitment and hiring statistics.

**Recommendation:** City will create a transparent and inclusive public data dashboard to publish recruitment and hiring statistics.

**CITY EQUITY TASKFORCE RECOMMENDATIONS**

# RECRUITMENT, HIRING, RETENTION, PROFESSIONAL DEVELOPMENT

**Guiding Statement:** The City has an opportunity to adopt onboarding processes, procedures and practices that create a sense of belonging for new hires.

**Recommendation:** City will improve and implement policies, procedures, access, and engagement to strive for belonging in onboarding of new hires.

# RECRUITMENT, HIRING, RETENTION, PROFESSIONAL DEVELOPMENT

**Guiding Statement:** The City has an opportunity to improve promotional hiring processes, procedures, and practices to increase transparency and equity and enhance a sense of belonging.

**Recommendation:** City will improve and implement policies, procedures, access, and engagement to strive for equity, transparency, and a sense of belonging for promotional hires.

**CITY EQUITY TASKFORCE RECOMMENDATIONS**

# RECRUITMENT, HIRING, RETENTION, PROFESSIONAL DEVELOPMENT

**Guiding Statement:** City has an opportunity to improve professional development, career growth, and retention.

**Recommendation:** Increase opportunities for employee development, training, and career growth, and implement strategies to create a culture where everyone belongs.

*Recruitment & Diversity Taskforce*

RECOMMENDATIONS

# INTERNAL COMMITTEE

**Guiding Statement:** Incorporate a structure into Santa Rosa Fire Department (SRFD) to manage the implementation, monitoring, and evaluation of the Recruitment and Diversity Plan (RDT Plan) or a structure that incorporates principles of co-creation and inclusive consensus decision-making.

**Recommendation #1:** SRFD will form a Diversity, Equity, Inclusion and Belonging (DEIB) standing committee (Standing Committee) composed of firefighters from all ranks and seniority, prevention and administration personnel, leadership, and the City's DI/EEO, and to include representation from SRFD personnel with diverse cultural, ethnic, gender, and sexual orientation backgrounds.  The Standing Committee to be facilitated by a SRFD Community Outreach Specialist (COS) or another designated person.

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# INTERNAL COMMITTEE

**Guiding Statement:** Increase the diversity of the SRFD workforce.

**Recommendation #2:** SRFD to increase workforce diversity by improving the percentage of diverse staff hired by 2025.

# INTERNAL COMMITTEE

**Guiding Statement:** SRFD has an opportunity to improve hiring and selection processes, procedures, and practices to prevent bias.

**Recommendation #3:** SRFD to improve equitable policies, processes, procedures, practices, and structures in the hiring and selection of candidates for employment.  The Standing Committee to review, at least annually, SRFD hiring and selection processes, procedures, practices, and structures to evaluate for fairness, to identify potential barriers to employment, and analyze metrics to increase the diversity of applicants and new hires.

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# INTERNAL COMMITTEE

**Guiding Statement:** Without data, it is more difficult to identify barriers, track what works and what does not, and monitor the accomplishment of targeted goals.

**Recommendation #4:** SRFD will continue to track data relevant to recruitment, selection, hiring, and retention.  The Standing Committee will partner with Human Resources to develop a data dashboard comprised of critical data necessary to evaluate the Department's progress toward diversity, equity, inclusion, and belonging.

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# EXTERNAL COMMITTEE

**Guiding Statement:** Given the competitive employment market and Santa Rosa's demographics and cost of living, SRFD can improve outreach and recruitment efforts to generate a sufficiently diverse candidate pool.

**Recommendation #5:** The Standing Committee will ensure that SRFD recruitment efforts include outreach to a diverse pool of applicants for employment, with the goal of hiring staff in each cohort who represent diverse backgrounds by 2025.

**RECRUITMENT & DIVERSITY TASKFORCE RECOMMENDATIONS**

# EXTERNAL COMMITTEE

**Guiding Statement:** Diverse candidates are less likely to be aware of or be exposed to the pathways, processes, and requirements for a career with the fire department.

**Recommendation #6:** Recommend the funding for up to two full-time SRFD Community Outreach Specialist (COS) positions, with a preference for bilingual candidates, to conduct community outreach, and manage communications and recruitment efforts. At least one should have experience in Fire prevention, suppression, or operations. COSs to collaborate and coordinate with the City's Community Engagement Division to ensure shared understanding and alignment of strategies.

**RECRUITMENT & DIVERSITY TASKFORCE RECOMMENDATIONS**

# EXTERNAL COMMITTEE

**Guiding Statement:** Without comprehensive community outreach and communications, SRFD will not generate a sufficiently diverse applicant pool.

**Recommendation #7:** The Standing Committee, in partnership with the City's Communications Department, will develop an Outreach and Communications Plan with targeted strategies and actions designed to reach potential applicants from diverse backgrounds.

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*Equitable Policing Taskforce*

**RECOMMENDATIONS**

**EQUITABLE POLICING TASKFORCE RECOMMENDATIONS**

**Guiding Statement:** Improve Santa Rosa Police Department (SRPD) structures to center DEIB initiatives, manage implementation of DEIB recommendations, and monitor and evaluate success of DEIB initiatives.

**Recommendation #1:** Creation of a permanent Standing Committee within the structure of SRPD to review and monitor implementation, assess success, and ensure accountability for Plan recommendations modeled on inclusive representation, shared leadership, and consensus decision-making.

# INTERNAL COMMITTEE

**Guiding Statement:** SRPD to continue to improve the diversity of its workforce.

**Recommendation #2:** SRPD will implement policies, procedures, practices, structures, and targeted strategies to annually improve diversity, equity and inclusion in recruitment, selection and hiring.

**EQUITABLE POLICING TASKFORCE RECOMMENDATIONS**

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**Guiding Statement:** Public safety has a culture influenced by trauma and isolation due to the exposures of the job, recent events, and national narratives.

**Recommendation #3:** The Standing Committee will develop and monitor implementation of targeted strategies to build a culture of belonging within SRPD.  SRPD will continue to implement wellness strategies and trauma informed care programs to support physical, mental, and emotional health.

**EQUITABLE POLICING TASKFORCE RECOMMENDATIONS**

**Guiding Statement:** Equitable and timely access to information and transparency need to be enhanced to foster belonging within the Department.

**Recommendation #4:** SRPD will implement targeted communication strategies designed to improve transparency, timeliness, and equitable access to information and resources for all sworn and professional staff.

**EQUITABLE POLICING TASKFORCE RECOMMENDATIONS**

**Guiding Statement:**. SRPD policies and procedures will be evaluated and revised to comprehensively incorporate recently agreed upon Departmental values of diversity, equity, inclusion, and belonging.

**Recommendation #5:** The Standing Committee shall periodically review current policies and monitor changes to policies, procedures, and practices to advance equitable policing and transparency.

**EQUITABLE POLICING TASKFORCE RECOMMENDATIONS**

**Guiding Statement:** The Department will work to improve promotional opportunities, mentorship, career development, and special assignments for professional and sworn staff.

**Recommendation #6:** The Standing Committee will monitor SRPD's implementation of equitable access and belonging values to promote policies, practices, procedures, and structures that incorporate professional development, mentorship, and promotion of sworn and professional staff.

# INTERNAL COMMITTEE

**Guiding Statement:** Without data, it is more difficult to identify barriers, track what works and what does not, and monitor accomplishment of targeted goals.

**Recommendation #7:** SRPD will continue to track relevant data, including but not limited to recruitment, selection, hiring, promotion, retention, community-police relations, complaints, and other relevant data. The Standing Committee will develop a data dashboard comprised of critical data necessary to evaluate the SRPD's progress towards diversity, equity, inclusion, and belonging.

**EQUITABLE POLICING TASKFORCE RECOMMENDATIONS**

**Guiding Statement:** Community partnerships allow for collaboration and bridging with community organizations.

**Recommendation#8:** SRPD will continue creating and deepening significant collaborations with organizations that support comprehensive wellness services for students, the unsheltered population, recently incarcerated youth or gangs and advance alternatives to incarceration.

**EQUITABLE POLICING TASKFORCE RECOMMENDATIONS**

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**Guiding Statement:** SRPD will center and uplift the values of equity and belonging with the diverse communities of Santa Rosa and measure, monitor, support, and boost the expectation for the use of unallocated time for community policing activities.

**Recommendation #9:** SRPD to strive to increase the use of unallocated time for community policing activities.

**CITY EQUITY PLAN RECOMMENDATIONS**

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# QUESTIONS

# CITY EQUITY PLAN RECOMMENDATIONS

## APPROVED

*To the City of Santa Rosa and most especially to the participants and members of the Taskforces and subcommittees who shared their ideas, gave of themselves and their time and for their commitment to improving equity and belonging for staff and residents alike.*

# *Thank you*

*- Paul Hudson, Evan Holland, Shana Aelony and the whole Seed Collaborative team*