



# City Council Equity Plan Implementation Presentation



2025

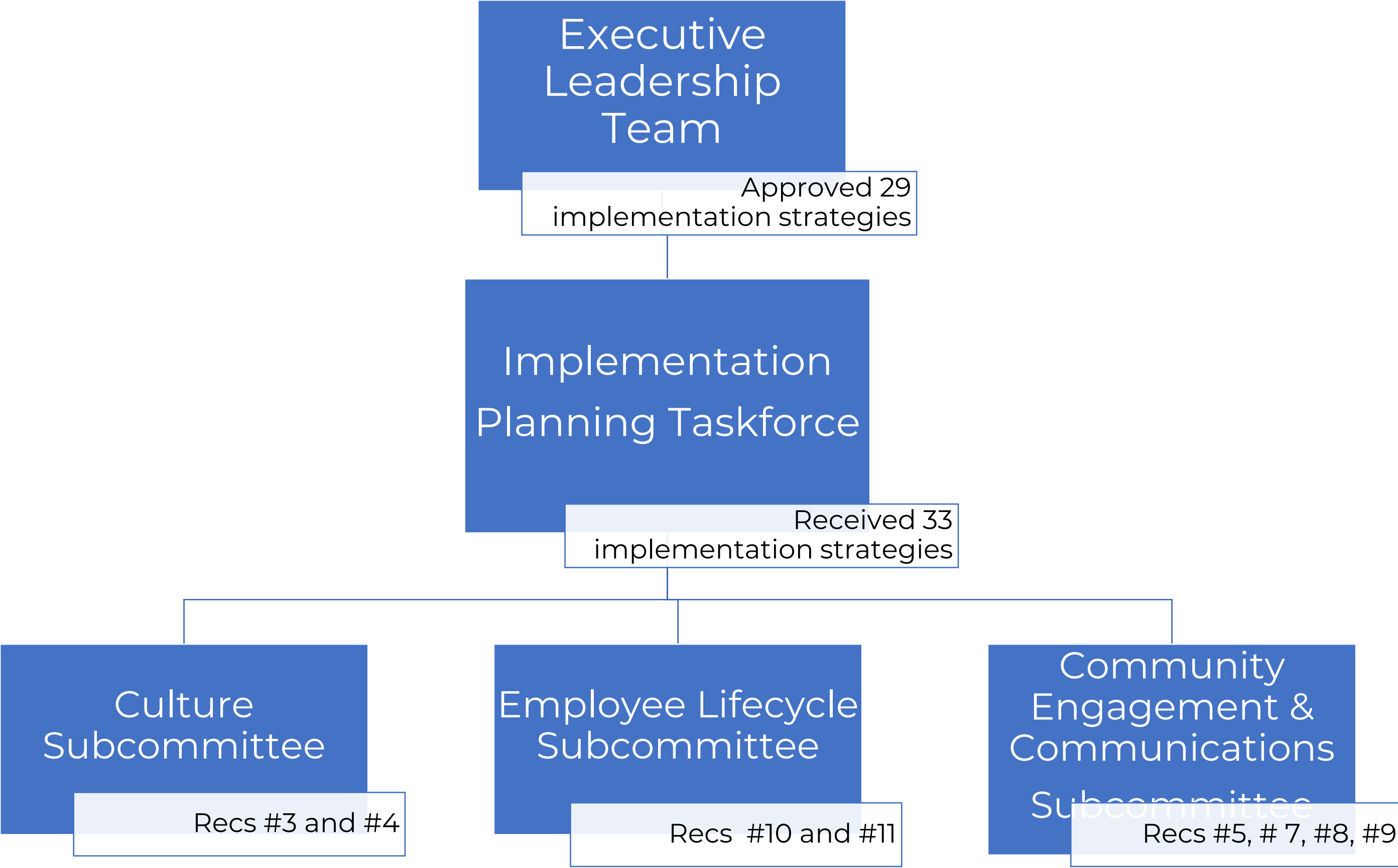
# Presentation Topics

- **Implementation Strategy Approval Structure and Process**
- **Approved Implementation Strategies**
- **Implementation Guidance**
  - Proposed Implementation Structure
  - Proposed Next Steps with Implementation

# Approval Structure & Process



# Approval Structure





# Implementation Strategy Approval Process

ELT prioritized 5 Equity Plan recommendations for review by ELT, Rec #1, #2, #6, #12 and #13, and delegated 7 recommendations to IPT

IPT approved 33 implementation strategies

12/04/23

01/10/24

6/20/24

7/12/24

IPT ultimately responsible for 8 Equity Plan recommendations #3, #4, #5, #7, #8, #9, #10, #11

Final approval from ELT for 29 implementation strategies

**APPROVED**

**Equity Plan  
Implementation Strategies**

# Approved Implementation Strategies

	Recommendation	Strategy
<b>Rec #1</b>	Create the VIBE.	1.1 VIBE has already launched.
<b>Rec #2</b>	City Manager may want to consider making changes to the organizational structure such that the DEI/ EEO Officer 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.	Recommendation is under consideration by the City Manager.
<b>Rec #6</b>	Foster a culture of employee well-being, transformation, and belonging.	<p>6.1 Establish Training Program for Managers as resources allow and as a part of current training program refinement.</p> <p>6.2 HR + DEI/ EEO Officer to create “Collaboration/ Co-creation” Toolkit, check list, or set of metrics and reflection questions.</p> <p>6.3 Conduct all Employee Survey a minimum of every 2 years to learn employees’ experience of organizational culture.</p>

# Approved Implementation Strategies

	Recommendation	Strategy
<b>Rec #12</b>	Strive for belonging in onboarding new hires.	<p>12.1 Share organizational mission, vision, and diversity, equity, inclusion, and belonging values.</p> <p>12.2 Share organizational initiatives to advance a culture of belonging.</p> <p>12.3 Establish employee communication feedback loops.</p>
<b>Rec # 13</b>	Strive for equity, transparency, and a sense of belonging for promotional hires.	<p>13.1 Establish mentor program to support employee's preparation for promotion.</p> <p>13.2 Create career pathways and ladders for employees.</p>



# Approved Implementation Strategies

	Recommendation	Strategy
<b>Rec #3</b>	City resources will be distributed in ways that are equitable, fair, and transparent both internally and externally.	No strategies were approved by the ELT. Recommend that ELT consider alternative strategies to achieve recommendation #3.
<b>Rec #4</b>	The City will align its mission, vision, and values to include principles of Diversity, Equity, Inclusion/Transformation, Bridging, and Belonging (DEI/TBB).	<p>4.1 DEI /EEO Officer to form a working group to create an internally focused draft Staff Mission Statement that aligns with DEI/TBB for ELT review and approval.</p> <p>4.2 DEI /EEO Officer work in collaboration with Department Directors or their designees to develop Department mission statements that align with principles of DEI/TBB.</p>
<b>Rec #5</b>	Develop communications that are transparent, uniform, consistent, timely, accessible and equitable for all employees.	<p>5.1 Monthly City Manager updates.</p> <p>5.2 Quarterly newsletter for staff.</p> <p>5.3 Brown bag lunches on different topics for staff.</p> <p>5.4 Use existing intranet to tailor content to staff needs.</p> <p>5.5 Train staff on how to use the Intranet, SharePoint, Teams, etc.</p>

# Approved Implementation Strategies

	Recommendation	Strategy
<b>Rec #7</b>	Foster a culture of language access and justice in communications and public participation in decision-making processes.	7.1 Conduct a community survey to assess language access needs that are not currently being met.
<b>Rec #8</b>	Implement, external communication and engagement to promote legitimate, transparent information and participatory processes.	8.1 Create an inventory of the tools and processes that are already in place. 8.2 Develop a citywide Community Engagement Strategic Plan outlining definitions, standards, strategies, methods, and metrics. 8.3 Develop consistent external and internal guidelines and methods of communication. 8.4 Train staff and educate the public to assure consistent and transparent implementation of communications and community engagement plans and methods.
<b>Rec #9</b>	Respond to individual and community needs, complaints, and systematic challenges through listening, empathy, honesty, and collaboration.	9.1 Create an inventory of the tools and processes that are already in place. 9.2 Train staff and educate the public to assure consistent and transparent implementation of outwardly facing complaint - community needs process.

# Approved Implementation Strategies

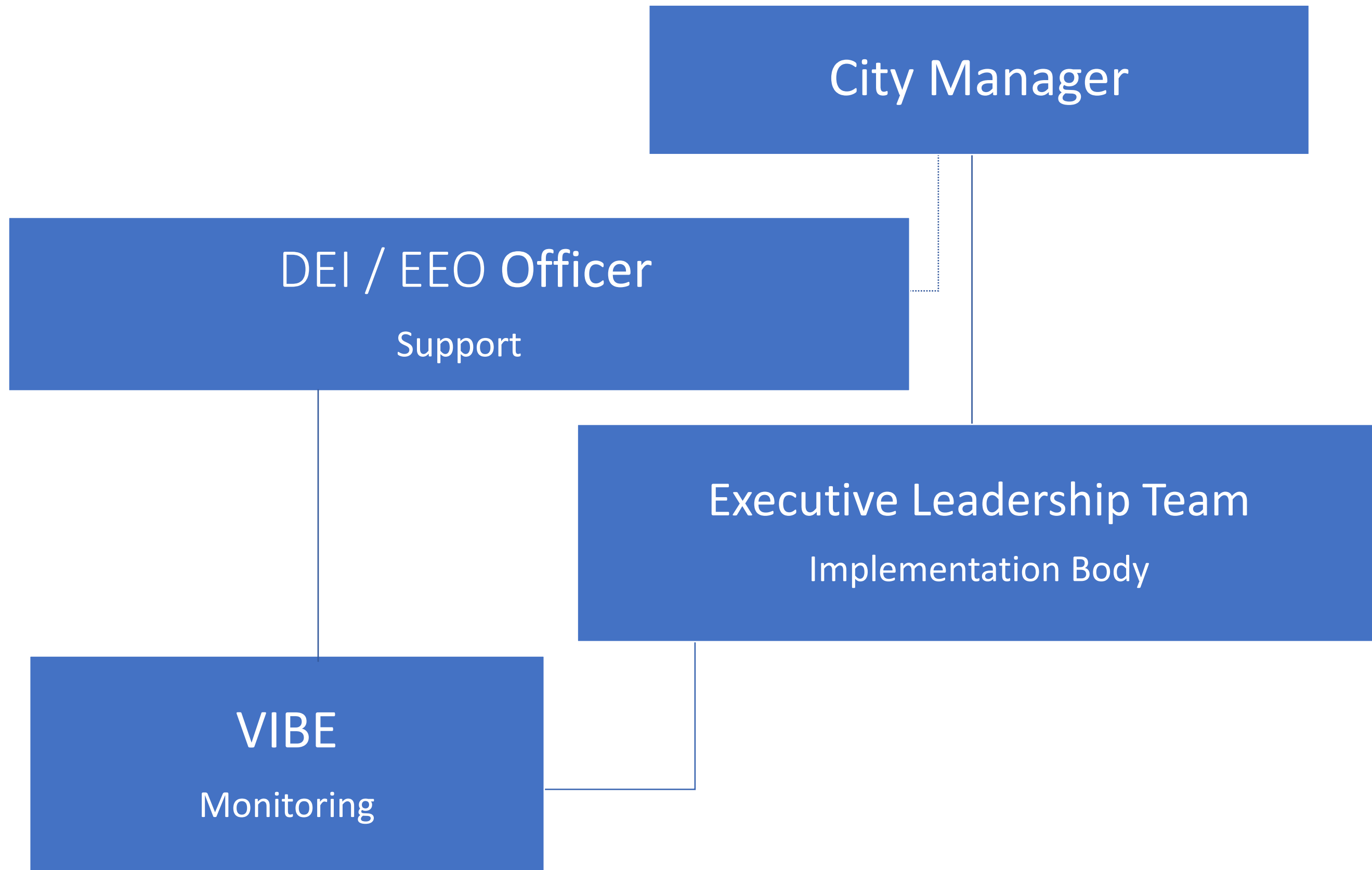
	Recommendation	Strategy
<b>Rec #10</b>	The City will increase workforce diversity.	<p>10.1 Review outreach and hiring processes in collaboration with the DEI / EEO Officer to ensure equity and belonging.</p> <p>10.2 Improve marketing and promotion of job opportunities by uplifting the benefits of City employment and the diversity of city workforce.</p> <p>10.3 Incorporate the city's value statements regarding culture, diversity, equity, and belonging in outreach and hiring.</p>
<b>Rec #11</b>	Create a transparent and inclusive public data dashboard for recruitment and hiring statistics.	<p>11.2 Report total compensation on public dashboard job postings including the value of Santa Rosa's benefits and retirement plans.</p> <p>11.3 Conduct annual citywide climate/culture survey to establish comparative data analysis over time.</p> <p>11.4 HR should analyze employee benefits use data, such as mental health benefits, veterinary coverage, and other negotiated benefits, to see which ones are most valued/used to better promote them to applicants and staff.</p> <p>11.5 Collect and analyze demographic hiring data to support achievement of DEIB goals.</p>

# Human Resource Equity Recommendation

	Recommendation	Strategy
<b>Rec #14</b>	Increase opportunities for employee development, training, and career growth, and implement strategies to create a culture where everyone belongs.	<p>Human Resources Director is handling strategy development. Strategies may include:</p> <ul style="list-style-type: none"> <li>• Departments conduct a training needs assessment survey and offer to open their training sessions to all city employees.</li> <li>• Encourage employees to take ownership of their career development and work with their management to develop skills and growth plans.</li> <li>• In the next 3 years, Human Resources will analyze and create implementation plans for soon to be released city-wide classification and compensation study, which emphasizes career progression and having job class series.</li> </ul>



# Implementation Structure





# Equity & Belonging Implementation

## Suggested Next Steps



EHS Daily Advisor

# Suggested Next Steps

- **Assign DEI /EEO Officer implementation management** with responsibility for monitoring and reporting on implementation progress and helping with implementation strategies.
- **Develop Implementation Work Plans** - Department/person responsible for strategy to develop an implementation work plan that includes but is not limited to:
  - Prioritization of strategies
  - Steps, activities, actions, approvals necessary to implement strategy
  - Timeline to implement strategy
  - Costs to implement, e.g., staff time and other resources
  - Metrics for determining that strategy contributed to achieving related equity recommendation

# Suggested Next Steps

- **Establish Implementation Norms** – [suggested norms]
  - Directors share what works/best practices during ELT meetings
  - Embrace 3 “Cs” – collaborate, co-create, and communicate
  - Celebrate accomplishments (big and small)
  - Exercise patience and grace - culture change is a marathon not a sprint
- **Implement Work Plans**
  - Conduct quarterly progress check ins
- **Implementation Accountability**
  - Develop reporting protocols to:
    - VIBE
    - City Manager
    - City Council

# Contact Information

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