SEED COLLABORATIVE

seedcollaborative

CITY OF SANTA ROSA
CITY COUNCIL
STUDY SESSION

City of Santa Rosa

MARCH 15, 2022

(888) 207-9291 | seedcollab.com | 8467 South Van Ness Ave., Inglewood, CA 90305

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Welcome, Seed Team Introduction, and Meeting Intention

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Santa Rosa Seed Team

Seed Collaborative is a people of color-owned and led consulting firm that supports initiatives that advance a more equitable and sustainable world

Seed's two primary practice areas are Equity 2.0 and Organizational Development

Seed consultants have extensive experience working with community-based organizations, as well as local governments

Paul Hudson

Co-founder of Seed & Lead Consultant
Past President & CEO of Broadway Federal Bank, Black bank serving South Los Angeles
BA & JD degrees from UC Berkeley

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Co-founder of Seed Collaborative & Co-Lead Consultant
BA in Rhetoric, Public Discourses from UC Berkeley, MA in Nonprofit Leadership & Management from University of San Diego

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Subject matter expert, marketing research, data analysis
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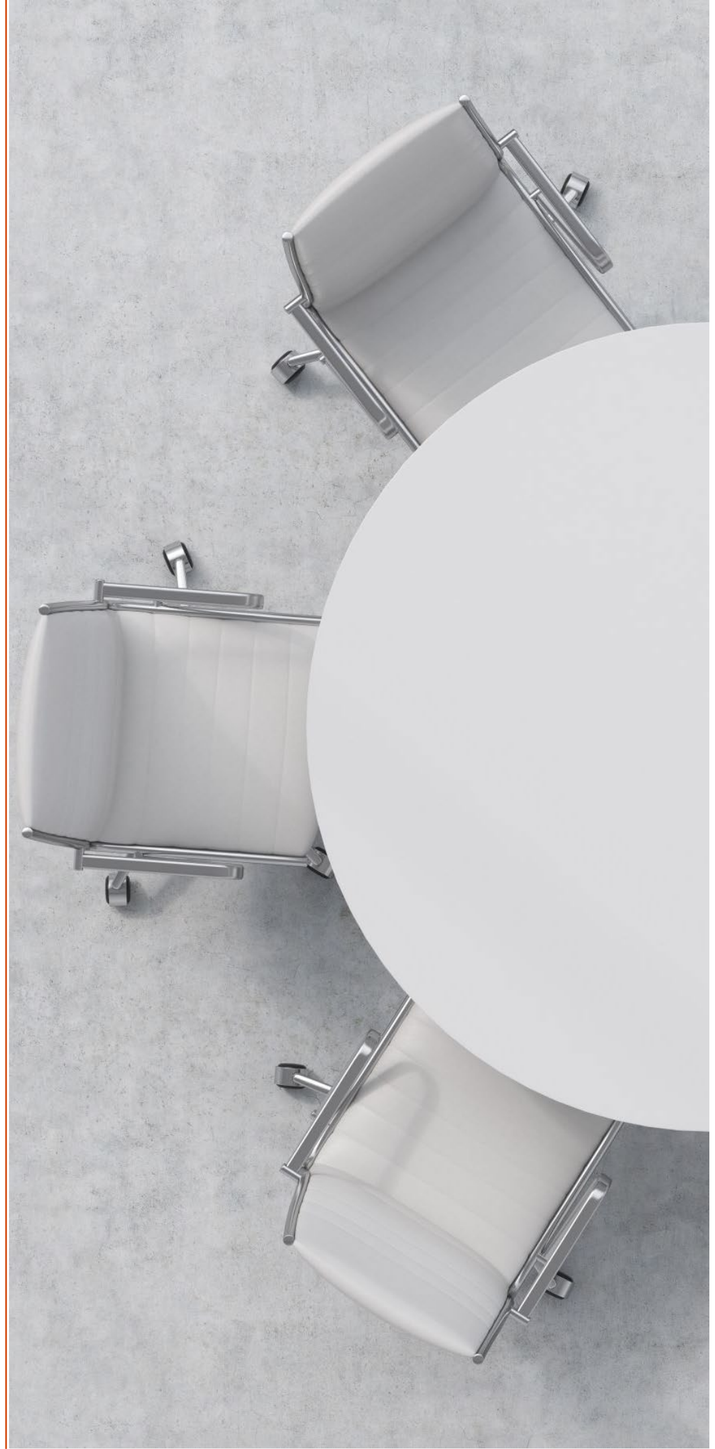
AGENDA



CITY OF SANTA ROSA DEI PROJECT

Topics

1. *Diversity, Equity, Inclusion, Belonging and Targeted Universalism (TU)*
2. *Collaborative Process and Consensus Decisions*
3. *Project Update*
4. *Questions and Answers*

Diversity, Equity, Inclusion, and Belonging (DEIB) & Targeted Universalism (TU)

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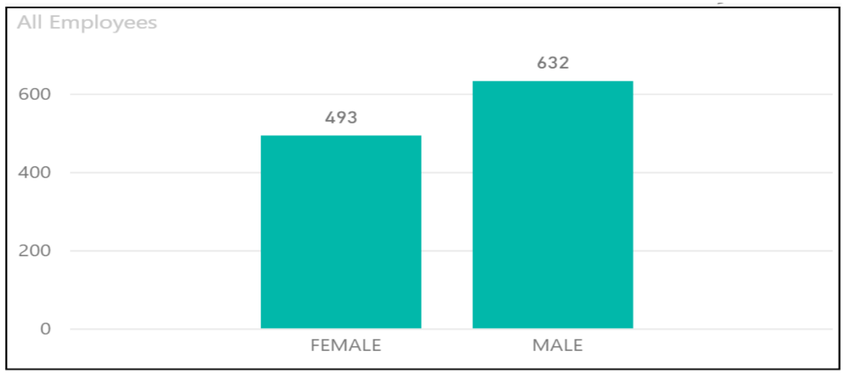
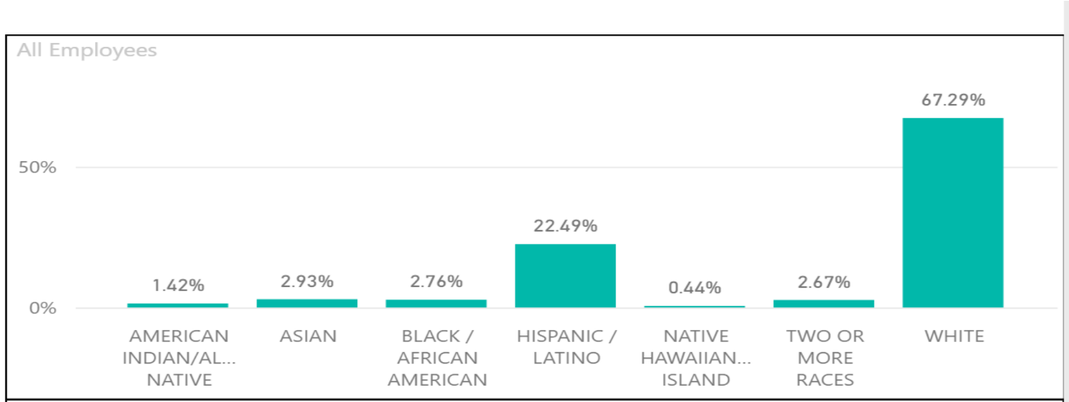
Diversity

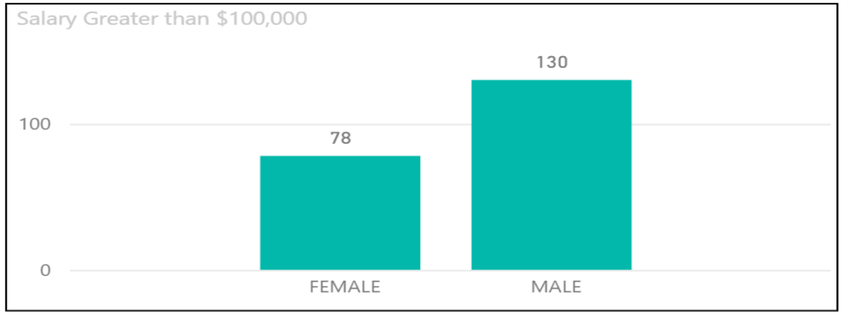
Diversity refers to a broad range of differences and variations of identifying characteristics of individuals, both visible and invisible. Any human dimension which can be used to identify groups of people can be represented in a diverse group. For example, a diverse organization may be comprised of individuals with different and intersecting ***inherent*** *and* ***acquired*** *identities.*

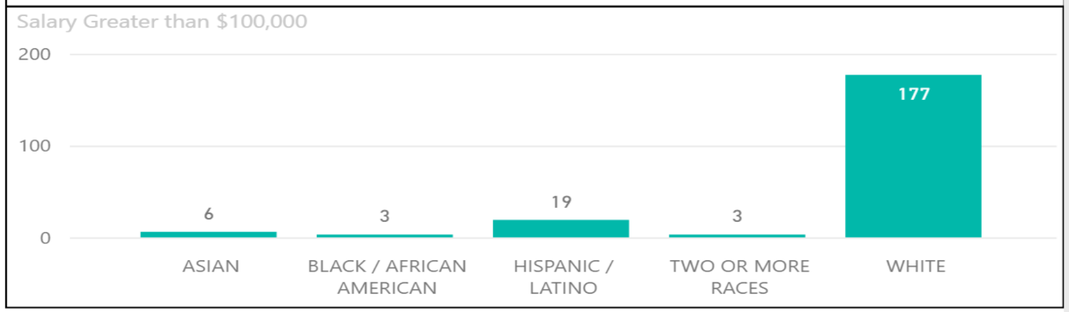
- *Inherent identities: Traits one is born with such as skin color, gender, sexual orientation, and abilities*
- *Acquired identities: Traits gained through life experience such as cultural background, religion, education, citizenship status, and cognitive diversity (political views, perspectives, ideas, etc.)*

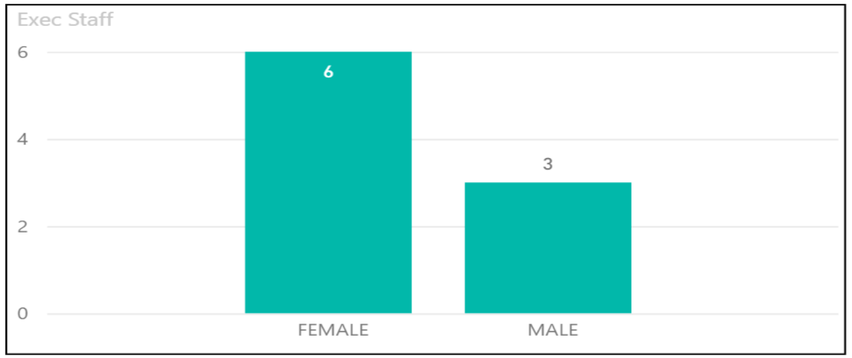
City Staff Demographics

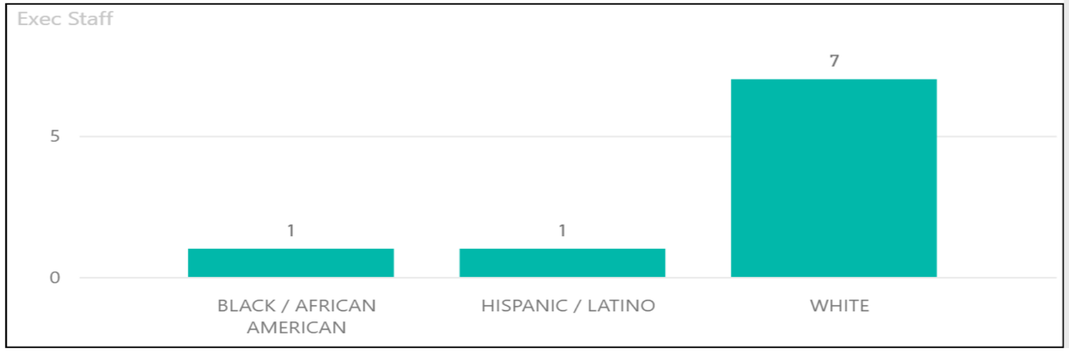




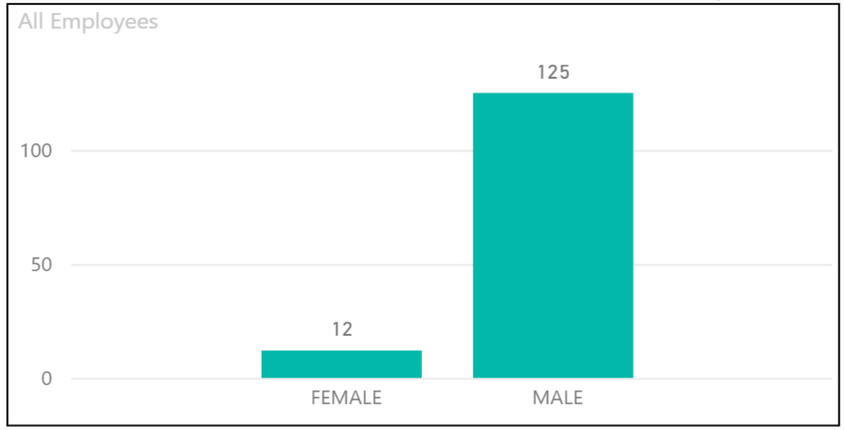


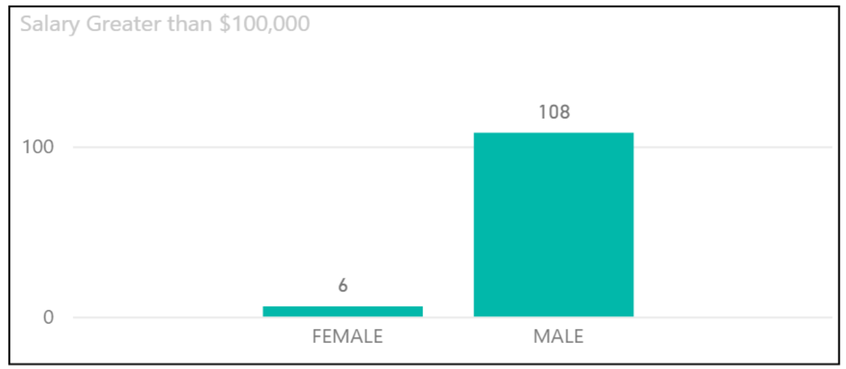


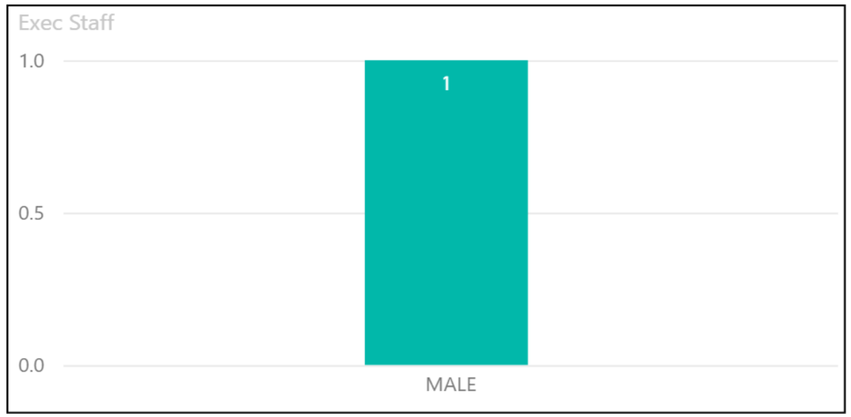


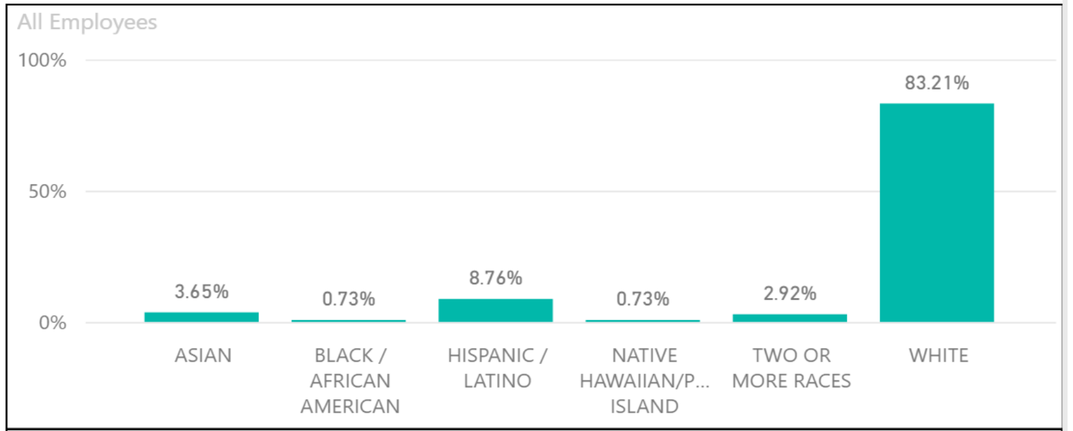


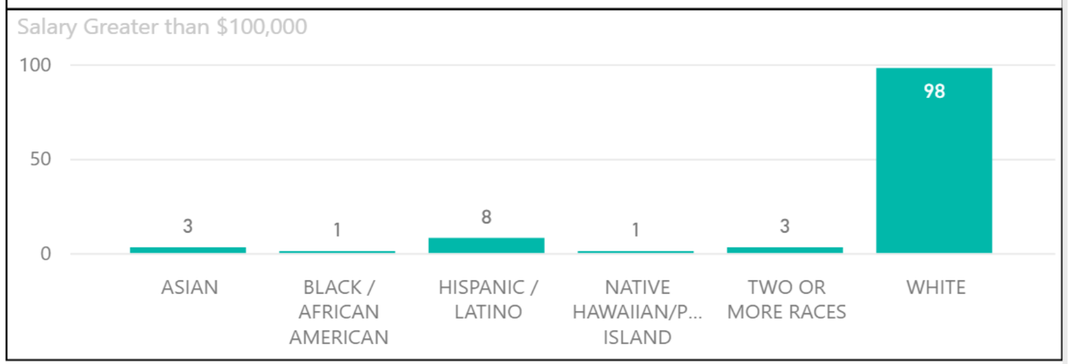
Police Department Demographics

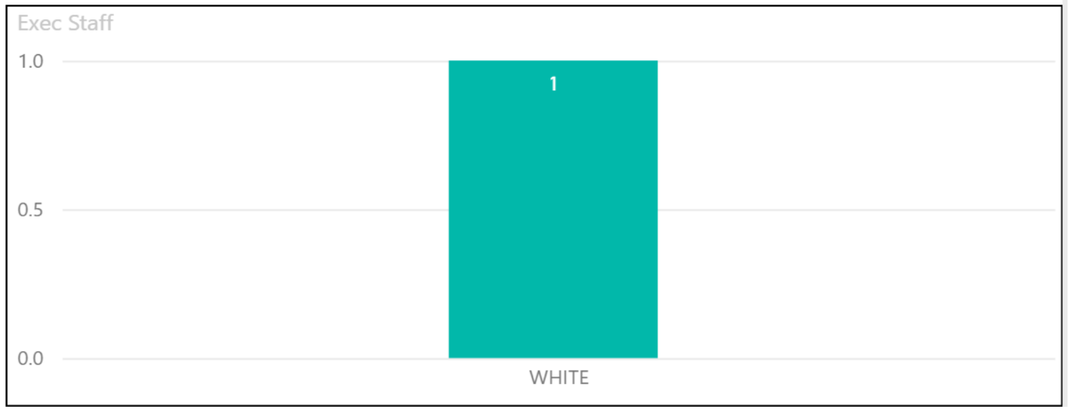




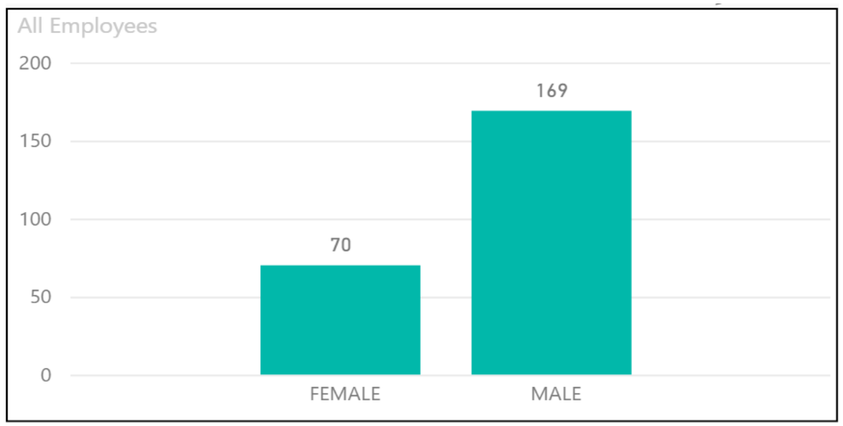


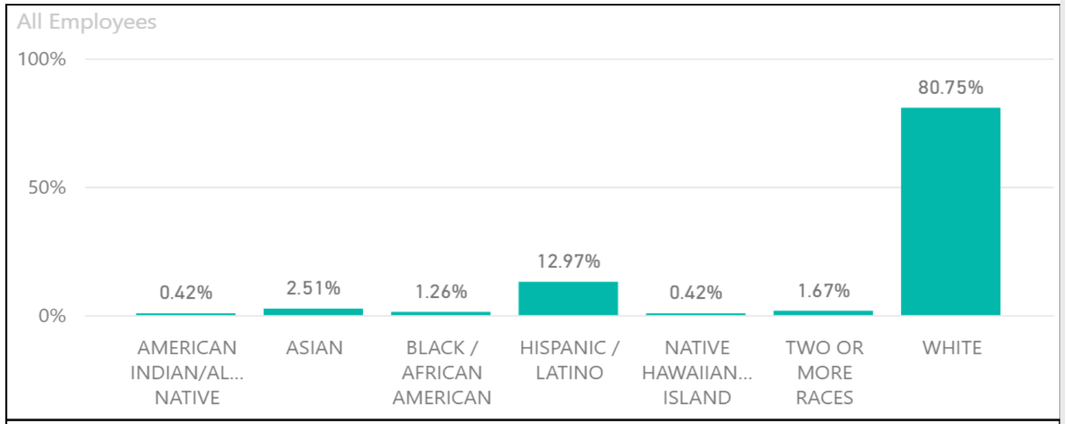


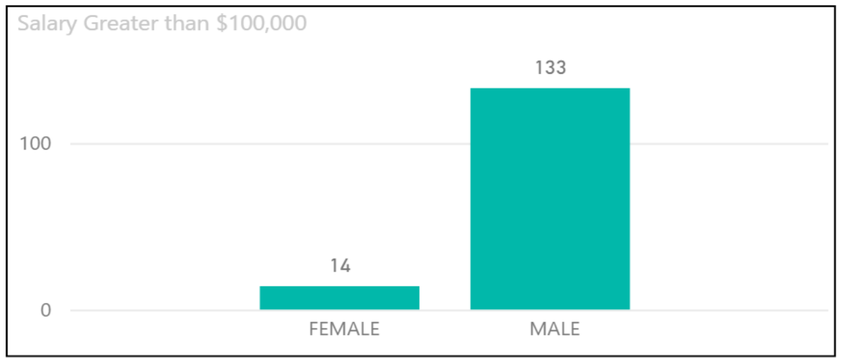


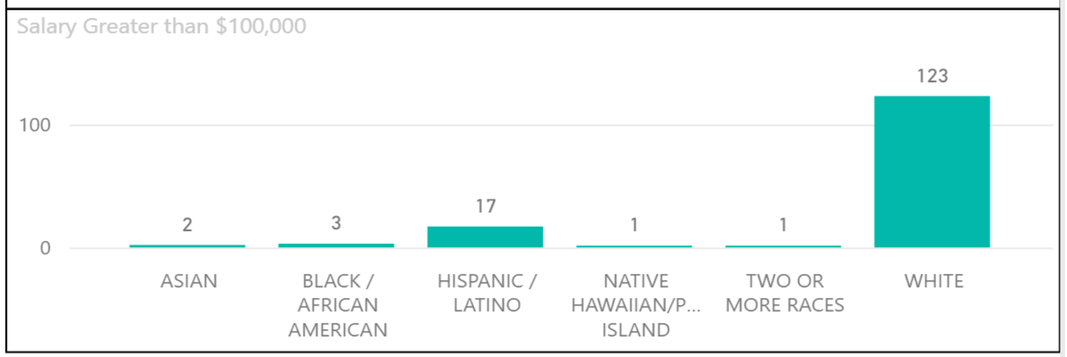


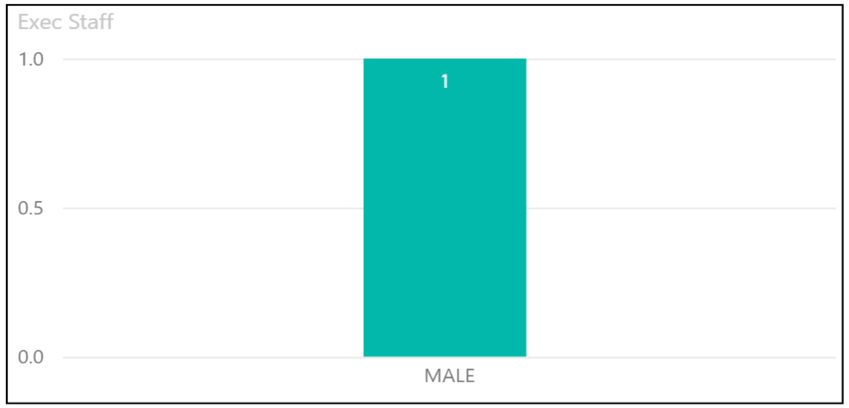
Fire Department Demographics

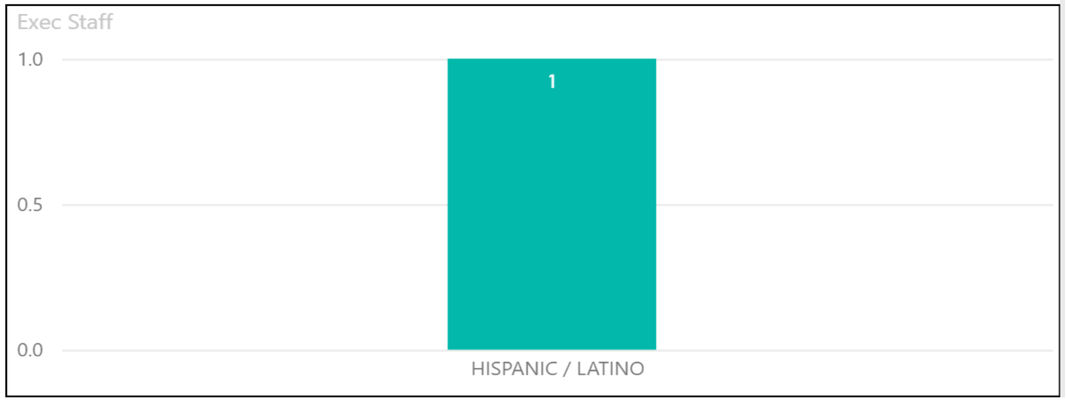












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Diversity can exist without **Equity** or **Inclusion**

Examples:

Workforce can be diverse, but organization still experience:

- *Discrimination – different treatment based on group*
- *Pay inequities*
- *Workforce not included in meaningful ways in organizational decisions*
- *Microaggressions, bullying, and unwanted treatment*

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Equity

*"Equity is **fairness** and **justice** achieved through systematically assessing disparities in opportunities, outcomes, and representation and redressing [those] disparities through targeted actions."**

* Source *Centering equity in collective impact* by Sheri Brady, Junious Williams, Mark Kramer, Paul Schmitz, John Kania
https://philanthropynewsdigest.org/columns/ssir-pnd/centering-equity-in-collective-impact

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Equity Examples

- Developing targeted strategies to reduce COVID infection rates based on how communities are situated differently in relation to health disparities and access
- Consideration of alternative hiring requirements where possible to increase diversity in candidate pools
- Providing childcare to support civic engagement by parents

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Inclusion

Inclusion is the act of being included, e.g., you are invited to participate according to the rules and norms previously set.

You can have inclusion without belonging

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Belonging

Belonging =

inclusion + meaningful participation + co-owning and co-creating new and existing structures + trust

In order to co-own and co-create, individuals need:

- *Dignity and Respect – interpersonal and within group culture*
- *Power – position, structure, hierarchy within the group*

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PATHWAY TO EQUITY AND BELONGING THROUGH

TARGETED UNIVERSALISM

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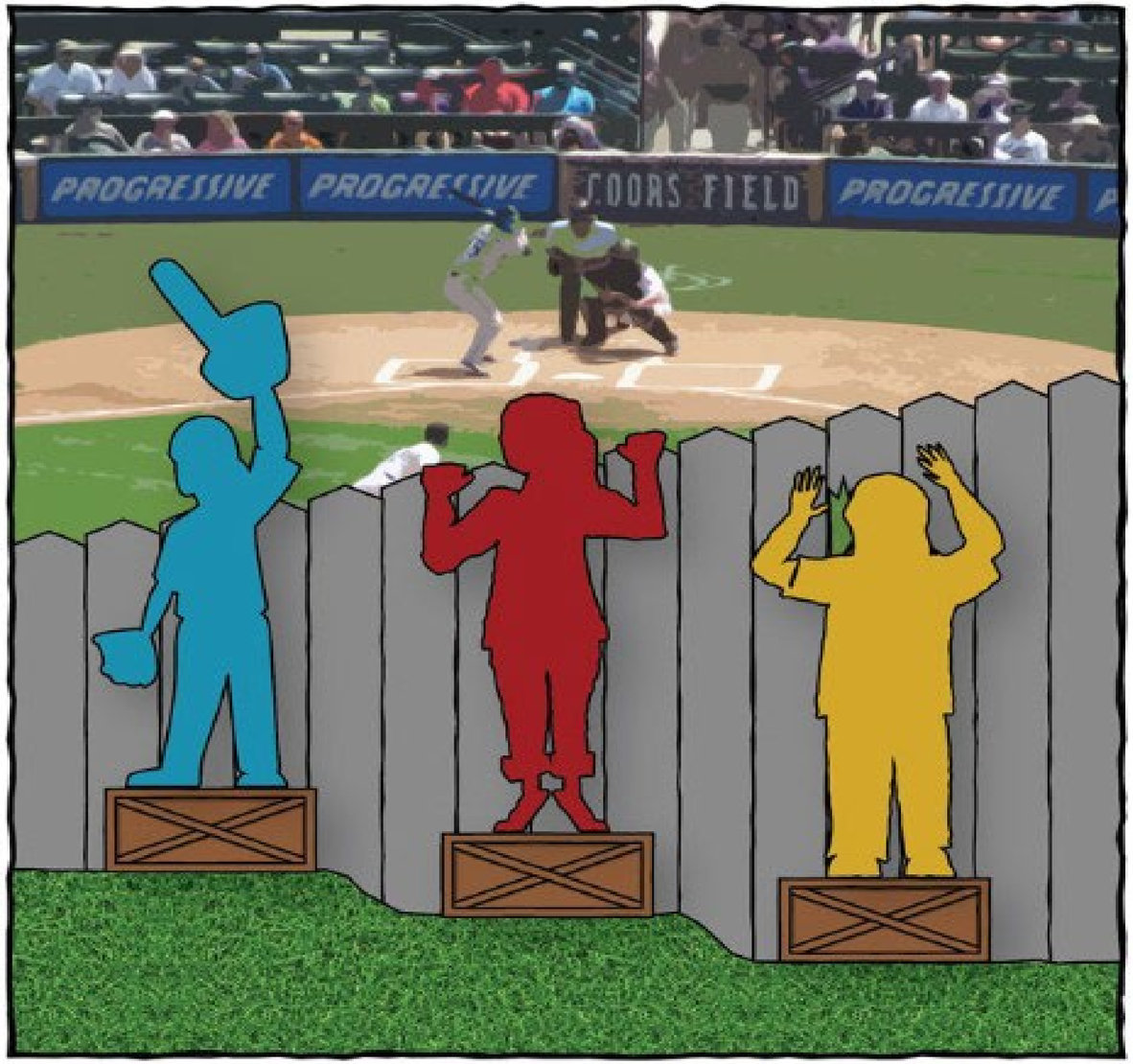
EQUALITY



EQUALITY

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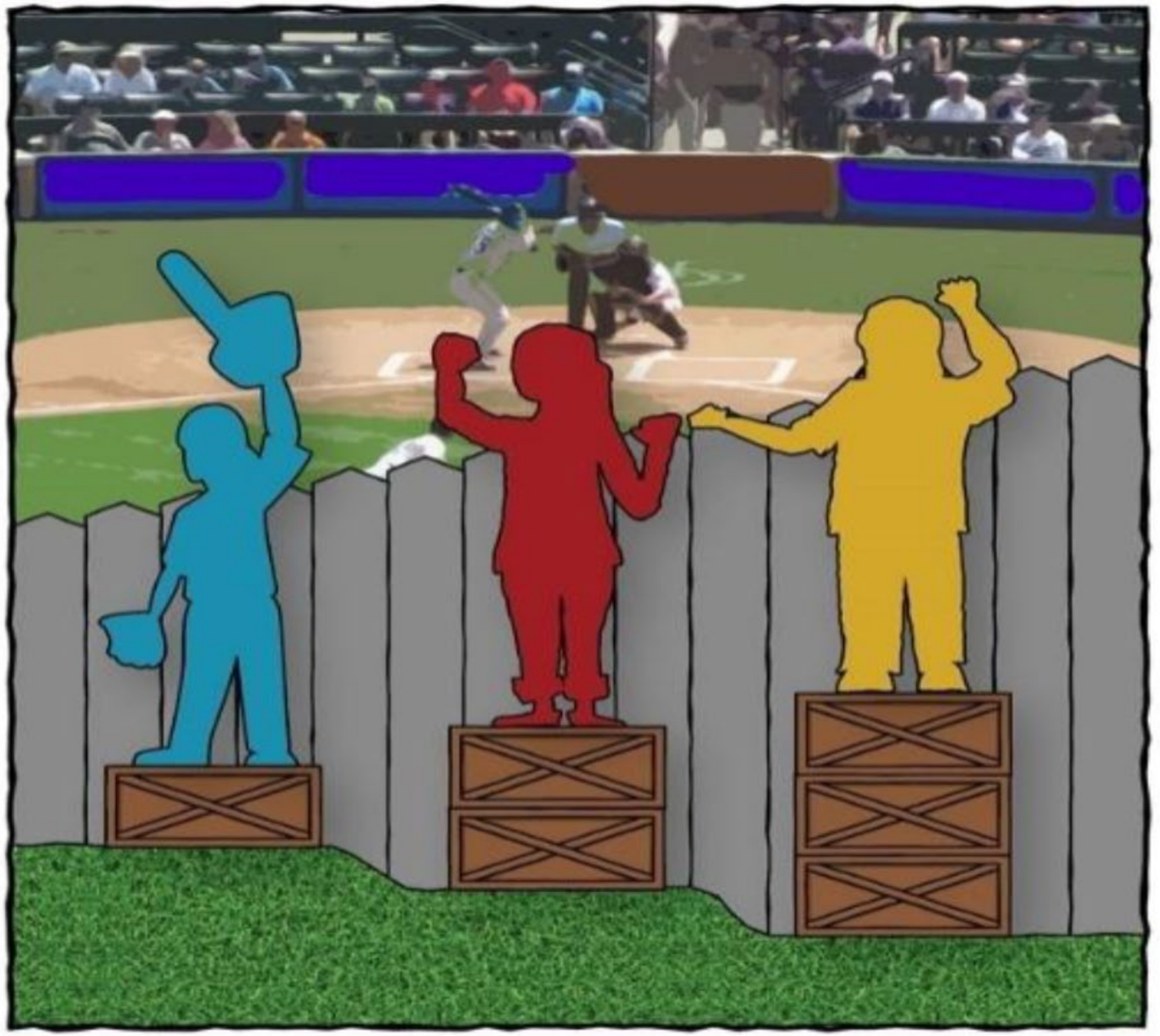
EQUITY



EQUITY

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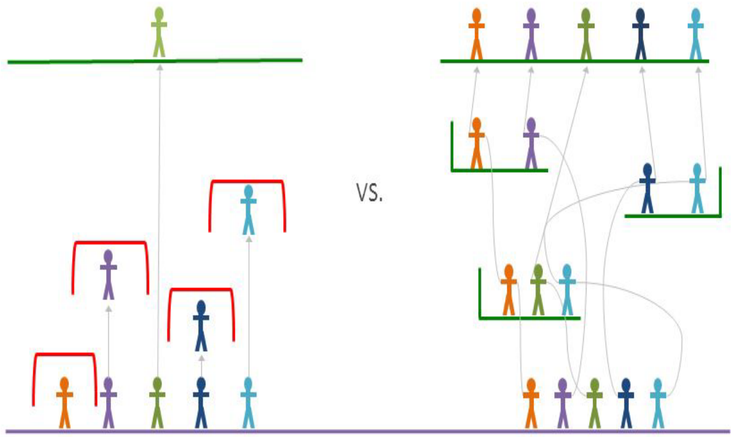
EQUITY 2.0 TARGETED UNIVERSALISM

Targeted Universalism

Structural Inequity produces consistently different outcomes for different communities.

Targeted Universalism responds with *universal* goals and targeted solutions



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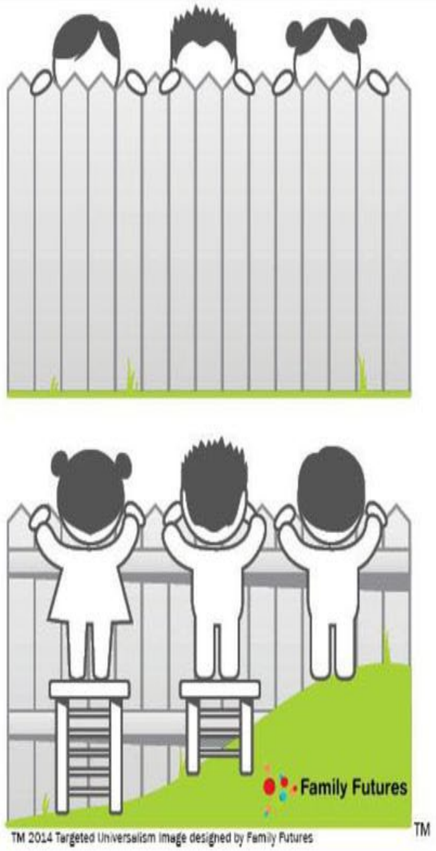
Targeted universalism, or equity 2.0



Targeted universalism creates a universal goal and targets strategies based on where and how people are situated in structures and culture.

Equity focuses on closing gaps.

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TARGETED UNIVERSALISM EXAMPLE

Federal Housing Authority

Federal program designed to provide housing financial assistance to promote home ownership.

- Equality - program open to all and qualification criteria same for all
- Equity – addresses disparate outcomes due to appraisal disparities, bank redlining, and realtor discrimination
  - Strategies developed to close disparities for communities of color
    - Minority banks
    - Developments targeted to people of color
- TU/Equity 2.0 – addresses structural barriers to equity
  - Legal challenges to restrictive covenants
  - Federal prohibition of bank redlining (CRA-Community Reinvestment Act)
  - Federal legislation prohibiting housing discrimination

Questions and Reflections

Collaborative Process and Consensus Decisions

COLLABORATIVE PROCESS

Purpose

Seed facilitates and encourages collaborative group process as a structure to advance DEI

- Diverse and inclusive leadership model
- Builds internal ownership and advancement for DEI transformation
- Builds trust and buy-in for the process and the outcome
- Provides a platform for feedback and collective decisions by consensus
- Establishes a structure that can advance DEI work beyond the consultant contract period supporting lasting change

Process Principles, Norms, Values

Seed's facilitation process is grounded in the following principles, norms and values.

1. Collaboration
    a. The process encourages interaction and collaboration between taskforces and taskforce committees and subcommittees, and supports participants working together to solve problems and identify opportunities
    b. The process supports engagement and collaboration through seeking advice and counsel from co-workers

Process Principles, Norms, Values

a. The agreed group norms include:
   i. Seeking common ground and leaning into consensus and collaboration
   ii. Being open to changing your mind in view of new information and perspectives
   iii. Bridging diverse opinions and viewpoints
   iv. Building trust and rapport among participants and in the process, which includes:
      a) Build trust through engagement, sharing and being vulnerable
      b) Respect each other and the facilitators, listen deeply, and value the experience and intuition of others
   v. Embrace transparency, hold safe spaces and communicate honestly

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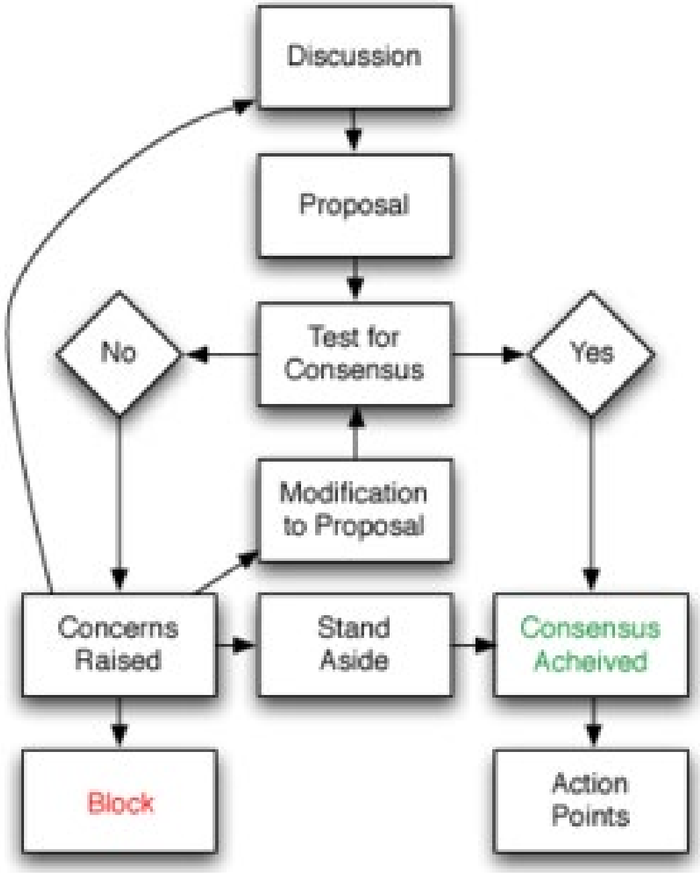
Governance Board Decision-Making

Consensus Decision-Making Process

Consensus Decision-Making is a process for groups to generate widespread agreement in a way that respects the contributions of all participants. **Consensus decision-making is a collaborative process**. All members of the group contribute to a shared proposal and shape it into a decision that meets all the concerns of group members as much as possible. It leans on thinking that prioritizes what is important and good for the group.



- Discuss the topic in question
- Identify emerging themes and throwlines
    1. Emerging proposals
    2. Unsatisfied concerns
    3. Emerging agreements
- Collaboratively modify and agree on a proposal
- Assess degree of support
- Come to agreement/unanimous agreement

The Santa Rosa's taskforces are using a consensus decision-making process to develop recommendations for consideration.

Questions and Reflections

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Project Update

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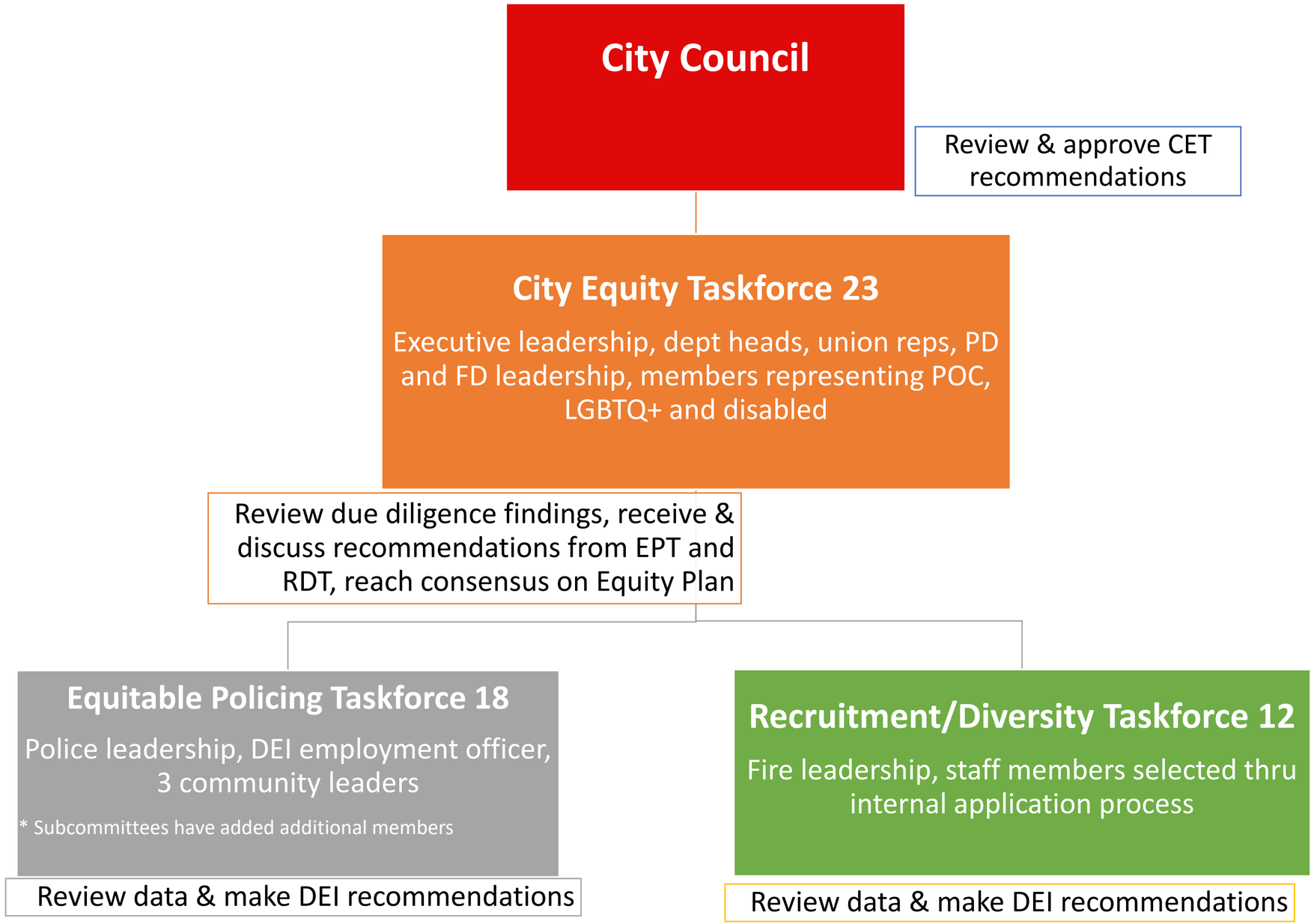
FACILITATION PROCESS



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Taskforce Responsibilities

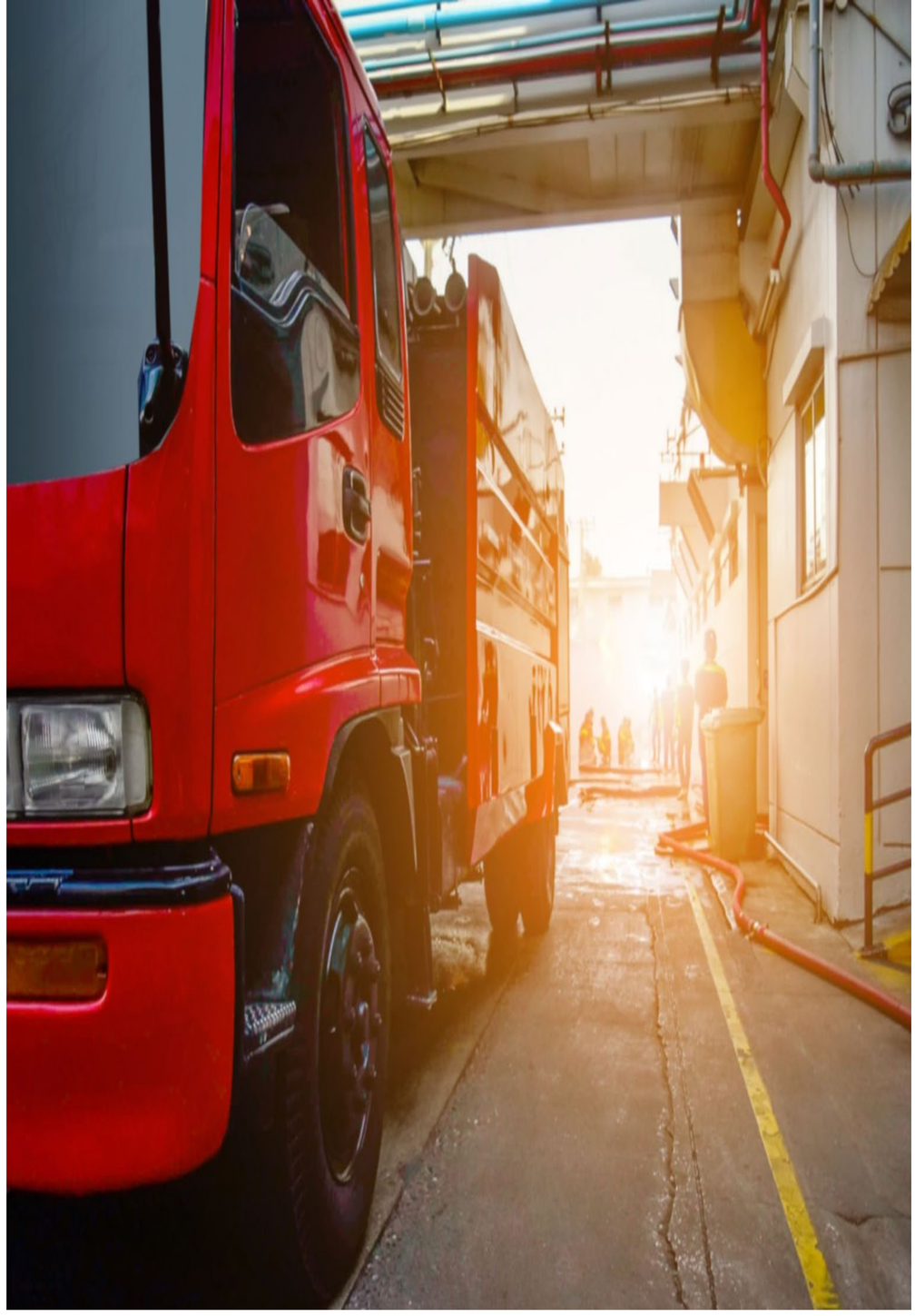
- ✓ *Review/discuss Seed due diligence findings and analysis*
- ✓ *Uplift questions, additional data requests, review best practices research*
- ✓ *Review/discuss/analyze current strategies and initiatives*
- ✓ *Develop recommendations*
- ✓ *Reach consensus decisions on diversity, equity, inclusion, and belonging recommendations*

FIRE DEPARTMENT
Recruitment/Diversity Taskforce

RTD has held 4 meetings and formed 2 committees that have met 5 times

Internal Subcommittee

1. Selection/Hiring
   - Testing/Interviews
   - Background checks/Credit
   - State/Federal/Santa Rosa requirements
   - Applicant perceptions
2. Culture
   - Institutionalizing culture change
3. Data Analysis



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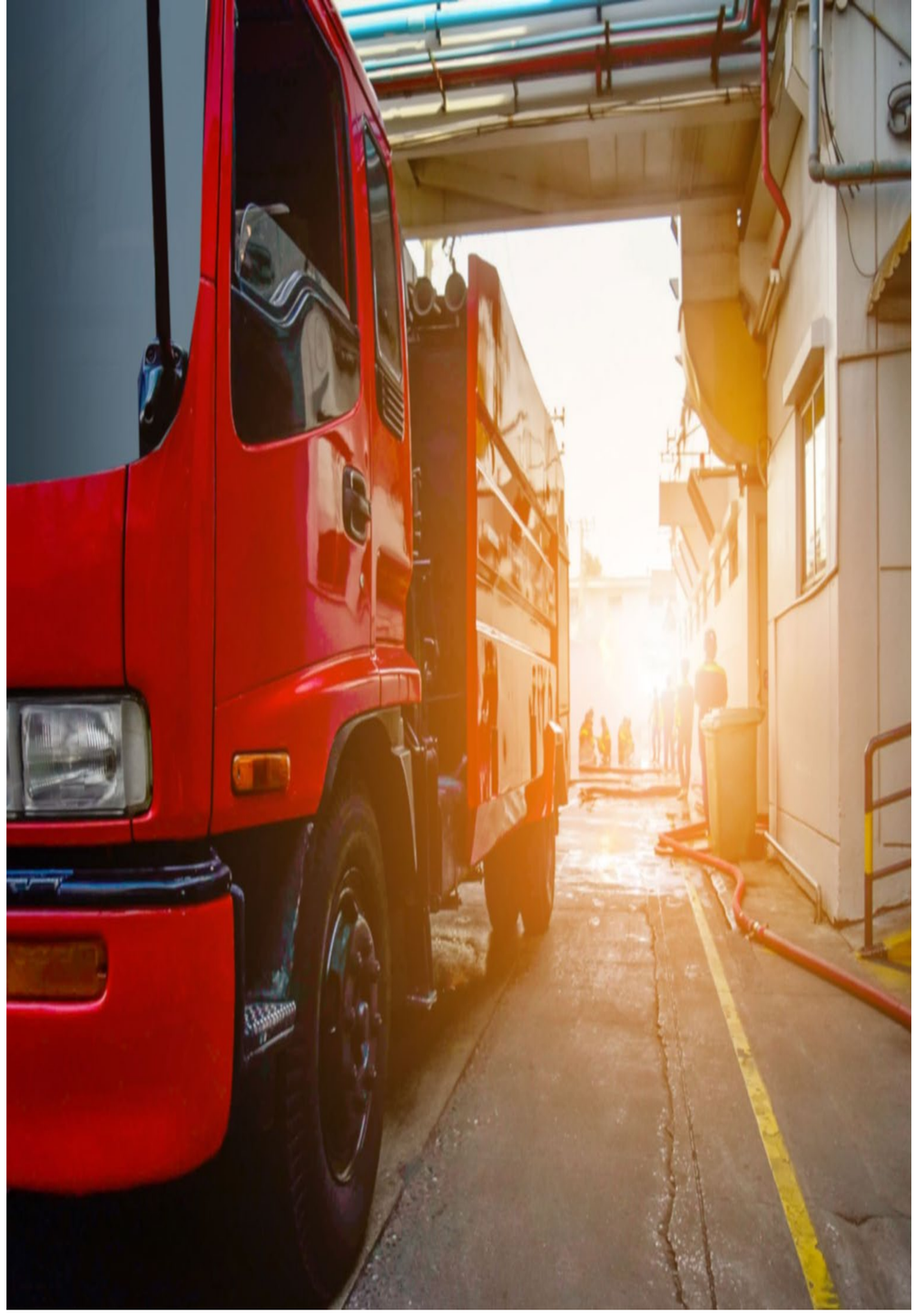
FIRE DEPARTMENT
Recruitment/Diversity Taskforce

External Subcommittee

1. Community Outreach/Relations
   - Partnerships – Example - InResponse
2. Communications
   - Social Media Marketing
   - Updated Website
3. Recruitment Programs
   - Community Outreach
   - Youth Explorers
   - Mentorship
   - Educational Partnerships
   - Events (Women in Fire Service, Veteran's Day, etc.)



POLICE DEPARTMENT
Equitable Policing Taskforce

EPT has held 6 meetings and formed 2 committees that have met 5 times

Internal Subcommittee

- Selection/ Promotions/ Mentorship
- Culture- Belonging
- Policies/Practices/Procedures
- Communications/ Resources

External Subcommittee

- Community Relations and Engagement
  - Understanding local cultures/historical overview
- Recruitment/ Partnerships
- Partnerships/Mobile Crisis Teams
- Understanding of local cultures

CITY
Equity Taskforce

Equity Taskforce held 5 meetings and formed 3 committees

1. **Culture, Inclusion, Belonging, Internal Communications**
    - Focus on understanding the current culture within the City and how it needs to shift towards greater inclusion and belonging
    - Consider data findings regarding staff moral, exclusion and organizational culture
    - Develop recommendations that shape the City's stated and lived DEIB values
    - Internal communications

CITY
Equity Taskforce

2. Recruitment, Hiring, Retention, Professional Development, Harm Prevention

- Focus on recruitment and hiring strategies that contribute to a diverse workforce
- Consider data regarding hiring, promotions and retention, as well as staff perspectives on DEIB and how to institutionalize DEIB through policy and practice
- Consider how communications contribute to transparency, trust and belonging
- Develop recommendations that promote a sense of belonging for all staff

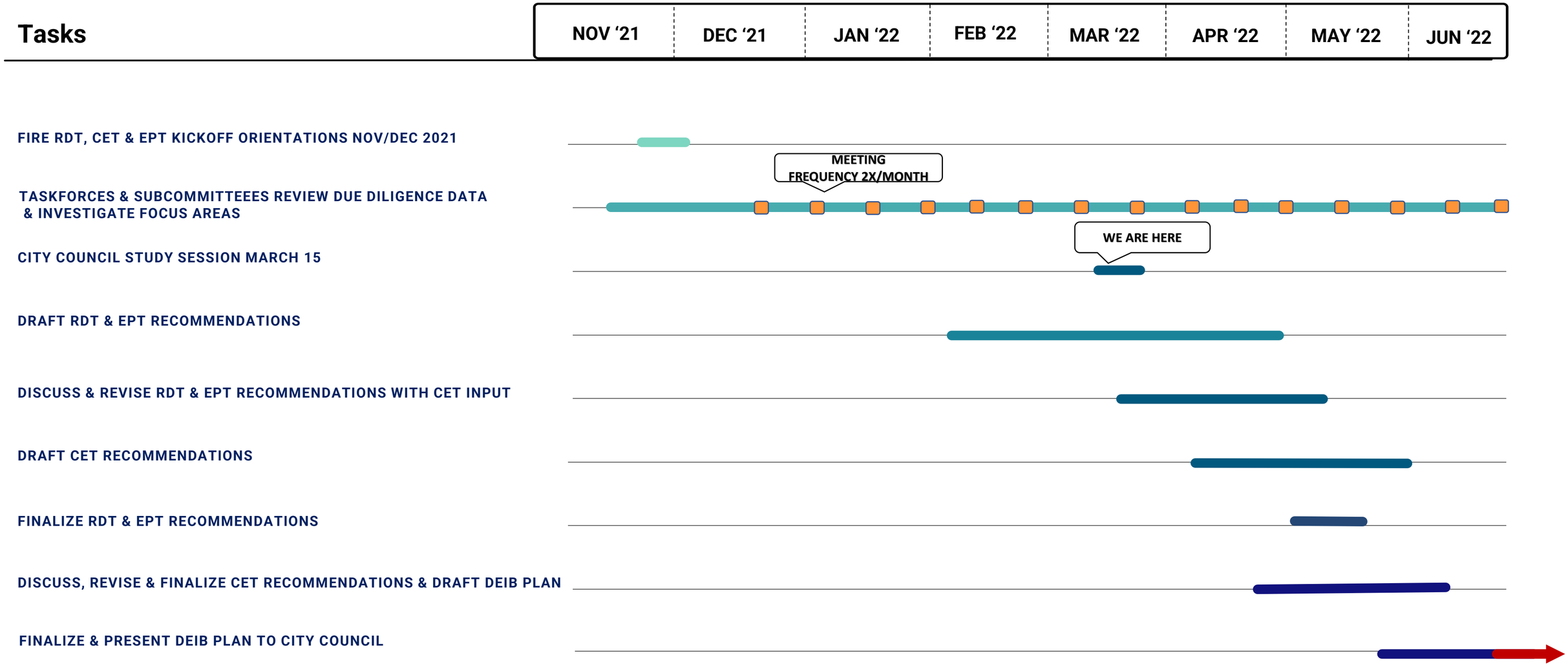
CITY
Equity Taskforce

3. Communications, Community Engagement

- Focus on understanding the City's relationship with different communities and how to shift those relationships to be more equitable and inclusive, consider how to make the City of Santa Rosa a place where all feel they belong
- Consider the history of communities within Santa Rosa and data regarding access to services, staff capacity's impact on communications and engagement, and models of engagement that are grounded community care, bridging, and belonging
- Develop recommendations that support the City engaging with communities in ways that center belonging

City of Santa Rosa DEI Project

PROJECT WORK PLAN



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QUESTION AND ANSWER

To the City of Santa Rosa

Thank you

We would like to thank you for your commitment to making Santa Rosa a more equitable and belonging place to live and work.

CONTACT INFORMATION

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