



**DATE:** May 26, 2020

**TO:** Mayor and City Council

**FROM:** City Manager

**SUBJECT:** Racial Equity Action Plan: Receive Report on the City of Hayward’s Diversity, Equity, and Inclusion Work and Racial Equity Action Plan

**RECOMMENDATION**

That Council receives this report on the City’s diversity, equity, and inclusion work and reviews and comments on the City’s organizational Racial Equity Action Plan.

**SUMMARY**

At the recommendation of a Community Task Force member, the City joined the Government Alliance on Race and Equity (GARE), a network of local governments working to achieve racial justice and advance opportunities for their community members. Concurrently, the City began working with a diversity, equity, and inclusion consultant team to work with both the GARE team and the City’s Executive Team. As a result of this work, staff has created a Racial Equity Action Plan for the City of Hayward (Attachment II).

The Racial Equity Action Plan is an aspirational roadmap for effecting organizational change and improving services to the community in the City of Hayward. The plan focuses on building capacity to advance racial equity in three key areas – Organizational Change; Hiring, Retention, and Promotion; and Service Provision. This first plan is intended to establish a foundation for sustained and meaningful racial equity work in the City through training, creating organizational infrastructure, making changes to policies and practices, and increasing access to City services.

**BACKGROUND**

On January 17, 2017, the City Council established the Community Task Force to review and update the City’s 1992 Anti-Discrimination Action Plan in response to heightened community concerns about human and civil rights issues occurring throughout the nation and in the City of Hayward. Members of the 21-person task force presented the revised Anti-Discrimination Action Plan, re-envisioned as the Commitment for an Inclusive, Equitable, and Compassionate

Community, to City Council on September 26, 2017. The City Council reviewed and accepted the Commitment document on November 28, 2017.

After the acceptance of the Commitment and recognition of the work the task force had completed, several of the Community Task Force members committed to continuing this work at the Council's request. Over the following year, the volunteer task force members worked with City staff to develop guidelines for a Community Advisory Panel to the Chief of Police, monitor implementation of the Commitment, and identify options for continuing the Community Task Force's work independent of the City. Staff and the volunteer task force members presented the results of this work to Council in a special work session on January 15, 2019.

At the recommendation of a Community Task Force member, the City joined the Government Alliance on Race and Equity (GARE), a network of local governments working to achieve racial justice and advance opportunities for their community members. Through professional development and networking opportunities, GARE helps governments build internal capacity to address racial equity problems, encourages results-based accountability that focuses on moving the needle on racial equity, and provides a forum for local government professionals to share their experiences and support each other's work. GARE offers a racial equity curriculum that guides local government employees to understand racial equity, identify opportunities in their organizations, and create a results-based action plan. Fourteen Hayward employees participated in the 2019 cohort to build internal capacity for racial equity work. A second team of 16 employees will participate in the 2020 cohort.

Concurrently, the City began working with a diversity, equity, and inclusion consultant team to support both the GARE team and the City's Executive Team. Through a series of trainings and retreats, both groups worked to build a shared understanding of the role of government in working to dismantle racial inequity and developed the attached plan for advancing racial equity in the City of Hayward.

## **DISCUSSION**

As stated in the introduction to the plan:

*The Racial Equity Action Plan is an aspirational roadmap for effecting organizational change and improving service to the community in the City of Hayward. This plan is an early step toward intentionally working to address racial inequities in the City and realize the City of Hayward's ideal of being a diverse, equitable, and inclusive community.*

In service of realizing this ideal, and furthering the City's vision for the future, the plan envisions a Hayward community in which race is not a factor in determining the course of one's life and all people are happy, healthy, and safe.

The first City Racial Equity Action Plan is ambitious and aspirational. It is meant to guide the first year of widespread racial equity work in the City organization. The first iteration of the Racial Equity Action Plan outlined in this document focuses on three key impact areas: Organizational Change; Hiring, Retention, and Promotion; and Service Provision. This initial narrow focus on institutional and cultural change within the organization is intentional and intends to create a foundation and internal infrastructure for sustained and meaningful racial equity work in partnership with the Hayward community. Additionally, this year's focus is to identify and benchmark appropriate performance metrics. Some of the performance metrics considered for evaluating the success of the plan include the percentage of staff who have completed implicit bias and racial equity 101 trainings, the proportion of staff reports that incorporate racial equity analysis, and the elimination of geographic inequities in the distribution of City services and infrastructure.

The plan focuses on three core areas:

**Organizational Change** - This section focuses on developing internal capacity and infrastructure for identifying, analyzing, and taking action to rectify racial inequities through training, developing and sharing tools, and institutionalizing racial equity as a practice and goal of decision making.

**Hiring, Retention, and Promotion** – This section focuses on identifying and addressing aspects of the City's hiring, retention, and promotion practices that may perpetuate racial inequities.

**Service Provision** – This section focuses on increasing access to City communications services, including language accessibility (a goal and ongoing challenge identified in the Commitment) and on beginning to understand opportunities to change City policies, practices, and programs that may create, perpetuate, or deepen racial inequities.

The plan is not exhaustive – there is much more work to be done to advance racial equity in Hayward, and many complementary efforts necessary to advance gender equity and equity for LGBTQ+ community members. In future iterations or evolutions of this plan, additional activities and focus areas may be built on the foundation laid out here. Some workgroups and divisions throughout the City have already begun to change their practices to advance racial equity, including: removing names from job applications in the Police Department, revising classification specifications to eliminate unnecessary qualifications that can perpetuate racial inequities, identifying and recognizing disproportional impacts of homelessness on communities of color in the Navigation Center referral policy, and incorporating racial equity analysis into the Community Services grants allocation process.

The plan is meant to be re-evaluated, added to, edited, and iterated upon as the organization continues to grow and change, and as staff work with the community to better understand their needs, experiences, and ideas related to advancing racial equity in the Hayward community.

## **STRATEGIC ROADMAP**

This agenda item supports the Racial Equity section of the Strategic Priority of Improve Organizational Health. Specifically, this item relates to the implementation of the following projects:

Project 2: Develop and implement a racial equity action plan to best serve our community and support our employees (follow up action from the Commitment for an Inclusive, Equitable, and Compassionate Community)

Project 3: Work across Strategic Roadmap priorities to include racial equity lens

Project 4: Continue city participation in the Government Alliance for Race and Equity

### **FISCAL IMPACT**

Continuing the City's diversity, equity, and inclusion work and implementing the Racial Equity Action Plan will require continued investment of City resources, most importantly staff time, into training, staffing, and infrastructure.

### **NEXT STEPS**

Staff will implement and iterate on the Racial Equity Action Plan, work with the community to identify additional opportunities to address racial equity, continue to participate in the Government Alliance on Race and Equity, and work to build additional capacity for racial equity work throughout the City.

One of the first steps in implementation following this work session will include communicating the plan to all City staff and Boards and Commissions.

*Prepared and Recommended by:*

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Approved by:



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Kelly McAdoo, City Manager