

2021 Cal Cities Annual Conference

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Strengthening California Cities
through Advocacy and Education

Advancing Diversity, Equity, and Inclusion

Subtitle

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Why distinguish between Diversity, Equity, and Inclusion?

“Both aspects of [diversity and inclusion] are important — diversity without inclusion can result in a toxic culture, and inclusion without diversity can make a company stagnant and uncreative. Companies are starting to focus more on diversity, but many disregard the inclusion piece of the puzzle. Without a concerted effort towards both inclusion and diversity, your workforce will feel out of place and unsupported.”

(Wong, 2020.)

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Diversity

Everyone is invited.

“Diversity refers to political beliefs, race, culture, sexual orientation, religion, class, and/or gender identity differences. In the workplace, diversity means your staff consists of individuals who bring new perspectives and backgrounds to the table.”

(Diversity and Inclusion in the Workplace: Benefits and Challenges, Kellie Wong, Achievers Blog, September 14, 2020.)

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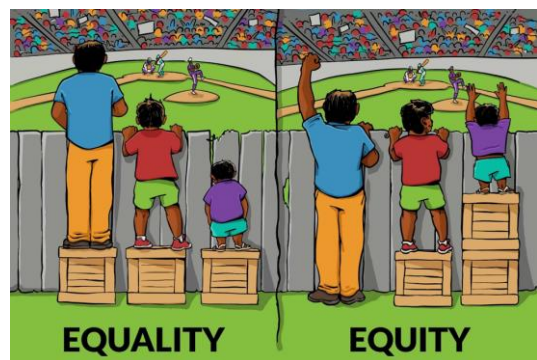
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Equity

Everyone has an opportunity to advance.



Source: Robert Wood Johnson Foundation



Source: Cato Institute

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Inclusion

Everyone gets to participate.

“Diversity is being invited to the party. Inclusion is being asked to dance.” Verna Meyers.

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Distinguishing inclusion from assimilation

- Assimilation is for the benefit of the dominant culture
- Individual will always be “other”
- “Passing” is a form of assimilation

		Inclusion Framework	
		Low Belongingness	High Belongingness
Value in Uniqueness	Low Value in Uniqueness	<p>Exclusion</p> <p>Individual is not treated as an organizational insider with unique value in the work group but there are other employees or groups who are insiders.</p>	<p>Assimilation</p> <p>Individual is treated as an insider in the work group when they conform to organizational/dominant culture norms and downplay uniqueness.</p>
	High Value in Uniqueness	<p>Differentiation</p> <p>Individual is not treated as an organizational insider in the work group but their unique characteristics are seen as valuable and required for group/ organization success.</p>	<p>Inclusion</p> <p>Individual is treated as an insider and also allowed/encouraged to retain uniqueness within the work group.</p>

(Source: Inclusion and Diversity in Workgroups: A Review and Model for Future Research, Lynne M. Shore, Amy E. Randel, Beth G. Chung, Michelle A. Dean, Karen Holcombe Ehrhart, Gangaram Singh, San Diego State University Journal of Management, Vol. 37 No. 4, July 2011, 1262-1289.)

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Benefits of DEI

Profitability

- Companies that have the most gender diversity: 48% more likely to be profitable than companies with the least gender diversity.
- Engagement: 3 key drivers of productivity
 - Psychological meaningfulness; psychological safety; psychological availability.
 - Inclusion is critical to psychological safety. Cannot have safety if pressure from identity threats, inability to be authentic at work

Innovation

The role of unconscious bias in lack of equity

“The beliefs and the feelings we have about social groups that can influence our decision making and our actions, even when we're not aware of it.” -- Elizabeth Eberhardt

Implicit bias affects how people perceive, evaluate, and react to others; it refers to the attributes that we quickly assign to people based on their social categories. Unconscious biases stem from the way our brains work: our bodies send our brains 11 million bits of information per second, but our brain can only process about 40 to 50 bits per second. So the way our brain deals with so much information is by setting up shortcuts, with sometimes serious consequences. These shortcuts influence who we think is likeable, valuable, right, or competent.

How unconscious bias affects hiring and promotion

Gender

Studies have shown that men are promoted on the basis of potential over women with a proven track record.

- Unconscious bias towards men as managers;
- Mistakes by women are viewed more harshly, especially in professions that are typically male-dominated.

Race

As recently as 2017, white applicants received 36% more callbacks than equally qualified Black candidates, while white applicants received on average 24% more callbacks than equally qualified Latinx candidates.

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Creating an inclusive environment

Intersectionality:

- Individuals have multiple identities and may be subject to multiple sources of marginalization or privilege at the same time, and context does make a difference

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Creating an inclusive environment

Microaggressions/micro-affirmations:

- Recognize what constitutes microaggressions and how they operate to inflict identity threats
- Be specific in your positive feedback
- Support individuals who are being interrupted or whose ideas are only heard when made by someone with status

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Things to keep in mind when setting up DEI

- No 1-size-fits-all
- Be prepared to fail and pivot
- Forever effort
- Instill a culture of learning rather than blame or good vs. bad
- Need stakeholders buy-in
- Data gathering: think carefully about how to gather data, and to what end? What are you trying to achieve?
- Persuadables and Detractors (Center for Talent Innovation)
- Suggest that agenda for DEI work be driven by the needs identified in your organization



Source: Brookhaven National Laboratory

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Purpose of Diversity, Equity, and Inclusion Committees

DEI Committee - A committee of members who have a significant role in developing goals and strategies related to the advancement of diversity, equity, and inclusion.



Roles and responsibilities may include the following:

Relating diversity and inclusion to the city's mission, values, and objectives

Gathering information and data that may reveal DEI concerns and opportunities

Outlining key DEI goals and actionable steps to achieve them

Helping institutionalize policies that support equity for all employees

Evaluating the effectiveness of ongoing efforts and adapting as needed



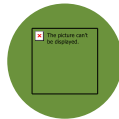
Benefits of DEI



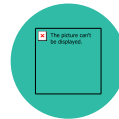
GREATER PRODUCTIVITY AND QUALITY OF WORK



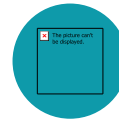
CREATIVITY AND INNOVATION



INCREASED PSYCHOLOGICAL SAFETY



JOB SATISFACTION AND RETENTION



GREATER CIVIC ENGAGEMENT AND COMMUNITY LIFE

DEI Committees in Other Cities

	City of Irvine	City of El Segundo	City of San Luis Obispo
Year Formed	January 2021	July 2020	July 2020
Comprised of	5 members, each selected by a member of the City Council	9 members of the community, selected by the City Council after an outside consultant narrowed it down	11 members, appointed by majority vote of Council
Focus/Goals	<ol style="list-style-type: none"> 1. City employment 2. City contracting 3. Hate crimes/incidents 	<ol style="list-style-type: none"> 1. Enhancing customer service, engagement, and communications 2. Support community safety & preparedness 3. Develop city as choice employer and workforce 	Integrate structural change and opportunities for growth to support the well-being and empowerment of its marginalized communities and the community as a whole
Current Status	Meets monthly	Meets monthly	Provided recommendations to City Council in January 2021

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DEI Committees in Other Cities

	City of Livermore	City and County of San Francisco
Year Formed	June 2020	September 2018
Comprised of	Ad hoc subcommittee consisting of vice mayor and a council member, separate "working group" of up to 18 community members was formed to serve as resource to subcommittee	Human Resources Department and staff
Focus/Goals	Ensure there is diverse community engagement resulting in a welcoming city, exemplified by equity of opportunity and just treatment for all	<ol style="list-style-type: none"> 1. Promoting equity, diversity, inclusion and fairness in its workplaces 2. Hire personnel dedicated to DEI efforts 3. Provide unconscious bias training to staff
Current Status	Provided final recommendations to City Council in July 2021	Ongoing efforts

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Council's Decision Points and Options

1. Who will lead and coordinate the formation of a DEI Committee?

- An outside consultant
- City Attorney's Office with the assistance of City staff
- City Manager

2. Who will the DEI Committee be comprised of?

- Council subcommittee and staff
- Council subcommittee and members of the community
- City staff

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Cal Cities Advancing Equity Advisory Committee

- Formed in February 2021
- Comprised of 25 individuals (Elected Officials and Department Heads)
- Ultimate goal: provide resources to support cities in their efforts to reevaluate operations and services through an equity lens, and reform areas where longstanding racial biases and inequities exist.

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Racial Disparities

From infant mortality to life expectancy, **race** predicts how well one will do.



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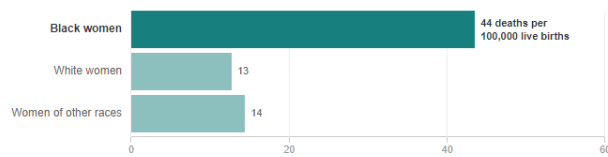


Racial disparity across incomes

In recent years, as high rates of maternal mortality in the U.S. have alarmed researchers, one statistic has been especially concerning. According to the CDC, black mothers in the U.S. die at three to four times the rate of white mothers, one of the widest of all racial disparities in women's health. Put another way, a black woman is 22 percent more likely to die from heart disease than a white woman, 71 percent more likely to perish from cervical cancer, but 243 percent more likely to die from pregnancy- or childbirth-related causes. In a national study of five medical complications that are common causes of maternal death and injury, black women were two to three times more likely to die than white women who had the same condition.

Black women face significantly higher maternal mortality risk

Maternal deaths per 100,000 live births (2011-2013)



Source: Centers for Disease Control and Prevention

Black Mothers Keep Dying After Giving Birth. Shalon Irving's Story Explains Why

December 7, 2017, 7:51 PM ET

Heard on All Things Considered

NINA MARTIN, PROPUBLICA RENEE MONTAGNE

Listen 1:21 Queue Download Embed Transcribe

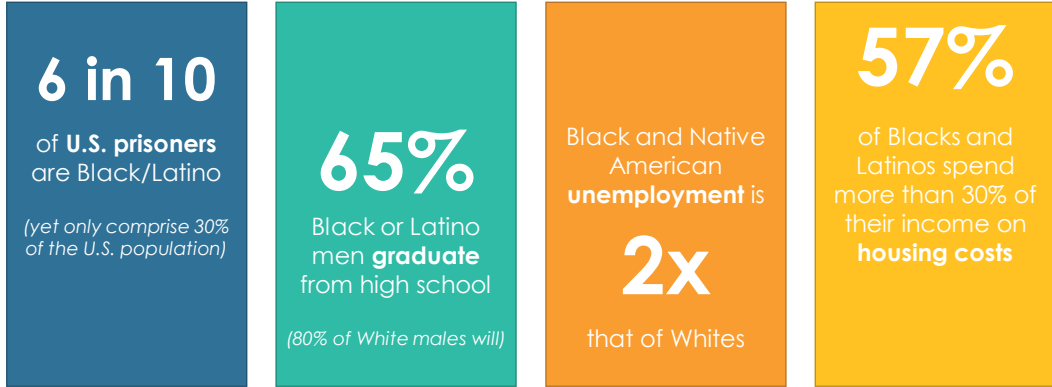


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Racial Disparities



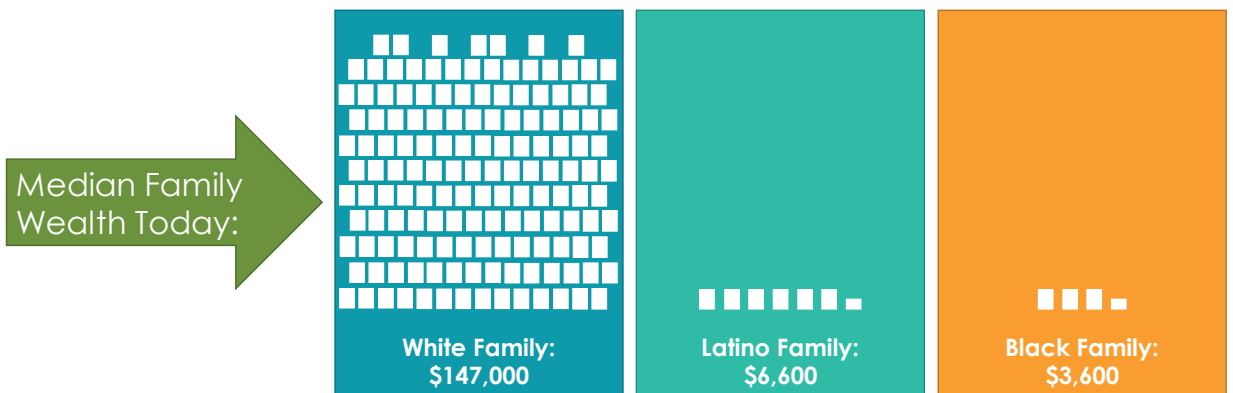
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The Racial Wealth Gap is Stark and Worsening



Report: Dreams Deferred 2019

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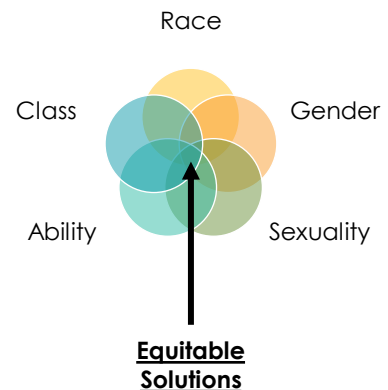
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What Does Racial Equity Require?

- “Closing the gaps” so that race does not predict one’s success, while also improving outcomes for all.
- Targeted strategies to focus on improvements for those worse off.
- Move beyond “services” and focus on root causes by changing policies, institutions, and systems.

Systems of Oppression Overlap to Produce Compound Inequities

- Race is the primary predictor of success in most areas of daily life
- However, racism overlaps with classism, sexism, queerphobia, and ableism to produce **compound inequities**
- Examining the overlap of these inequities is called **intersectionality**



Resources For Developing A Diversity, Equity and Inclusion Program In Your City

- National League of Cities guide “Advancing Racial Equity In Your City” (2017)
- The Government Alliance on Racial Equity (GARE)
- Cal Cities “Advancing Equity” webpage
- *Western City Magazine*, November 2020 Issue

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How To Develop A Diversity, Equity and Inclusion Program In Your City

- 1) Set An Example And Strike The Right Tone
- 2) Observe And Listen
- 3) Make A Public Declaration
- 4) Dedicate Infrastructure To Action
- 5) Commit To Policy And Systemic Change
- 6) Create A Racial Equity Plan

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Preparing for a DEI Community Conversation

Legal issue spotting

- Free Speech Issues
 - Equal Protection
 - Public Forum
- Sunshine Laws
 - Brown Act
 - California Public Records Act
- Personnel & Labor

Preparing for a DEI Community Conversation

Counseling and Tools for Success

- Meeting and parliamentary rules of procedure
- Develop and implement a process that allows everyone the opportunity to speak
- Establish shared expectations for participation

Preparing for a DEI Community Conversation

Recommendations from experience:

- Tools for success should help facilitate the discussion
- Resist the invitation endorse a particular perspective
 - *“Isn’t it true that the law says ….”*

Issue Spotting - Free Speech Issues

Considerations:

- Are you creating a public forum?
- Do you have reasonable time, place, and manner restrictions?
- How will you avoid favoring, or disfavoring, particular speakers or view points?
- What will the Government's response be when a restriction is breached?

Issue Spotting – Sunshine Laws

Brown Act

- Who will engage the community?
 - Full council? Ad hoc or standing subcommittee? Advisory body?
 - How will it be composed?

Why is this important?

- Adherence to meeting agenda and notice requirements
- Achieving a quorum
- Protecting against inadvertent Brown Act Violations
- Employee participation [see *Personnel & Labor issue spotting*]

Issue Spotting – Sunshine Laws

California Public Records Act

- What records will be produced?
- What information will be gathered?
- Cautions:
 - Avoid creating an expectation of privacy
 - Prepare for anonymous participation

Issue Spotting – Personnel & Labor

Employee participation

- Individually, or as a resource provided by the City?
- Paid?
- First Amendment activity?
 - Personal views attributed to the City (positive and negative)
 - Disrepute

Issue Spotting – Personnel & Labor

Harassment and Bullying

- Workplace harassment
- Preventing workplace violence
- Anticipate secondary effects
 - Personal attacks outside organized meetings
 - Criminal activity (hate crimes)

Counseling – Tools for Success

Meeting and Parliamentary Rules of Procedure

- Define purpose and structure for discussion
- Set expectations for participation
- Set expectations for how the City will respond if meeting and parliamentary rules are not followed

Counseling – Tools for Success

Process that allows everyone the opportunity to speak

- Time limits
- Recognizing a speaker
- Relinquishing floor for next speaker

Why is this important?

- Create a safe environment to receive input
- Helps protect against the meeting being seized by an individual for their own purposes

Counseling – Tools for Success

Establish and Implement Shared Expectations for Participation

- Share experience
- Challenge ideas, not people
- Demonstrate respect
- Take responsibility for words and actions

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So I ask you, who do you want to be? Do you want to be a leader motivated by acts of inclusion or defined by measures of exclusion? Dr. Hannah Gatsby



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