

So you say you have DIVERSITY! Now what?

What will it take for a public agency to be successful in implementing DEI programs?



Presented By



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CalCities Conference

September 9, 2022 11:30AM - 12:30PM
Long Beach California



WHAT IS IT EXACTLY?

Diversity can stem from a wide range of factors including gender, ethnicity, personality, cultural beliefs, social and marital status, disability, or sexual orientation...



DIVERSITY MANAGEMENT EFFICACY AND COGNITION



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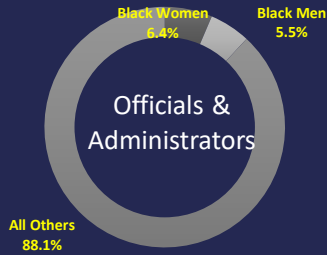
LIMITED RESEARCH

	2014 Survey	2012 Survey
Who	221,479 Employees	500 State and Local Agencies
What	Perception: diversity management programs work?	Effective diversity management program?
Findings	Minority workers not convinced programs are fair and genuine	25% have programs 33% track progress 23% include in org strategic plan

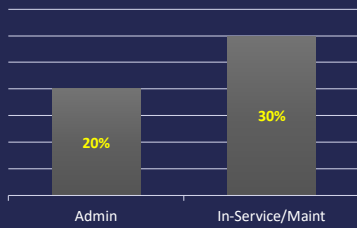
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AFRICAN AMERICAN REPRESENTATION

EEOC 2011 - 12.6% of the general population



...in Support Roles



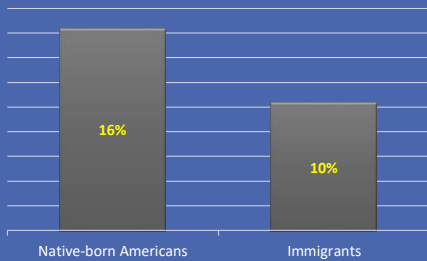
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Immigrant Representation

US Census 2000, 2009 - 2011



...in Government Employment



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Where is the Human Capital?

Shortfalls in Municipal Leadership Diversity

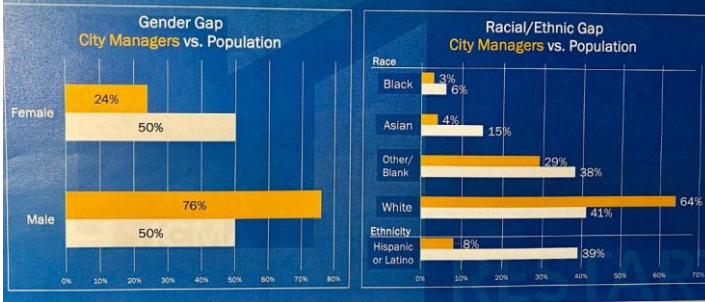
	2019 Survey	2010 Survey
Who	2,500 Managers 500 Cities	102 Cities
What	Management Executives Positions	Manager Roles
Findings	25.8% Female 16% People of Color	0% Latinas



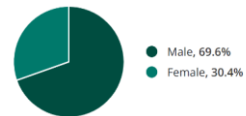
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City Manager Demographics in California

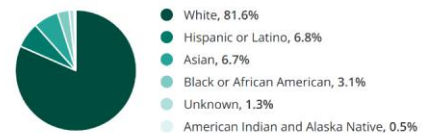
Source: ICMA Membership Data (September 2021) and U.S. Census 2020 (August 2021)



Nationally (Zippia.com, 2020)



City Managers By Gender



City Manager Race

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Diversity Management Matters?

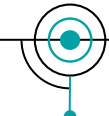
How do they Lead? What do they value?

	2017 Survey	2016 Survey	2014 Survey	2012 Survey
Who	1,538 Managers 545 Agencies	2,500 Managers	221,479 Employees	500 State and Local Agencies
What	Decision making: Traditional or Social Equity Values	Perception: impact of race on advancement opportunities?	Perception: diversity management programs work?	Effective diversity management program?
Findings	Whites = exclusively traditional Minorities = both traditional and social equity	7% Whites – not important 25% minorities - important	Minority workers not convinced programs are fair and genuine	25% have programs 33% track progress 23% include in org strategic plan

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Why Does it Matter?

Representation



- ✓ Bureaucratic influence
- ✓ Voice in decision making
- ✓ Political power

- ✓ Career advancement
- ✓ Pay equity
- ✓ Fair treatment

Equality



Job Satisfaction



- ✓ Workforce morale
- ✓ Increase public service motivation
- ✓ Employee retention

Diversity Management



- ✓ Balanced traditional and social equity values
- ✓ Proactive recruitment goals
- ✓ Broad perspectives in service development

Past & Future



- ✓ Decades of oppression
- ✓ Future generations
- ✓ Balancing societal wealth

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Diversity, Equity & Inclusion Case Study: The City of Chula Vista

Presented By: Glen R. Googins, City Attorney

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Chula Vista

City Profile: History



Incorporated in 1911

Early Years: "Lemon Capital of the World"



World War II: The advent of Rohr Industries; 10,000 Employees



Starting in the 1980's: Extraordinary Growth with the Master Planning and Development of the "Eastern Territories"

Otay Ranch Annexation in 1992

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City Profile: Today

- Population 277,000 (2020 Census)
 - Diverse community; 80% people of color
- Full-service, Charter City with City Council-City Manager Form of Government
- West-Side/East Side dynamic
- Moving beyond "bedroom community" status
 - **West Side:** Bayfront Redevelopment Lead for 1,600 room Marriot/Gaylord Resort Convention Center
 - **East Side:** Millenia and the 383-acre University-Innovation District Community



Above: The 1,600 room Gaylord Pacific Resort Hotel and Convention Center on the Chula Vista Bayfront



Above: The 168,000 sf Cinematic Arts Academic Center & Library in Millenia which will jumpstart the first phase of the University

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Chula Vista

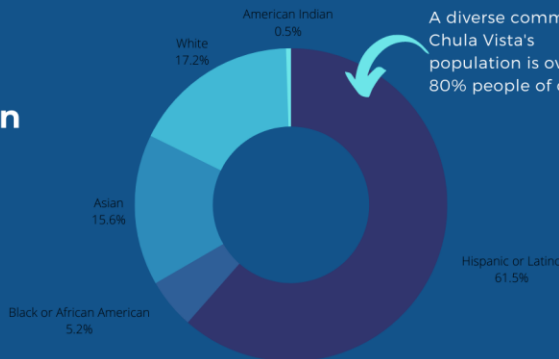
Our Community & DEI Environment



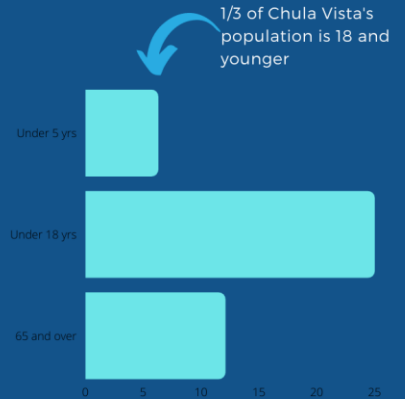
Population
277,220



Veterans
17,437



A diverse community: Chula Vista's population is over 80% people of color



1/3 of Chula Vista's population is 18 and younger

Source: U.S. Census Quick Facts July 2021 estimates

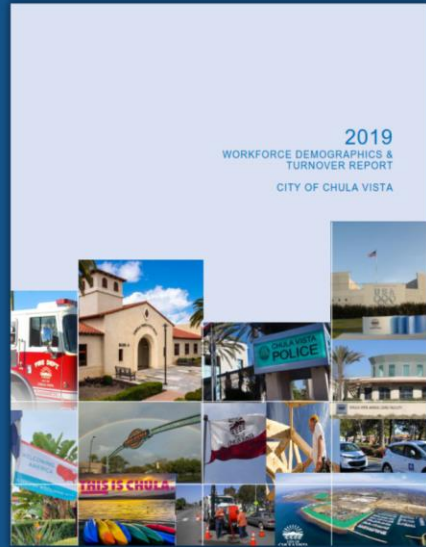
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Our Workforce & DEI Environment

- Report prepared by HR with findings on:
 - Total Workforce
 - Demographics
 - Gender
 - Age
 - Race
 - Job Category
 - Length of Service
 - Turnover
 - Projected Retirements



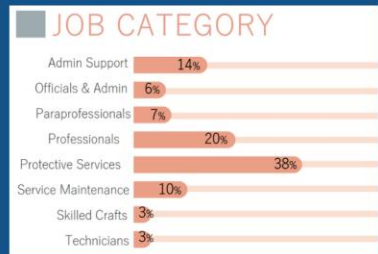
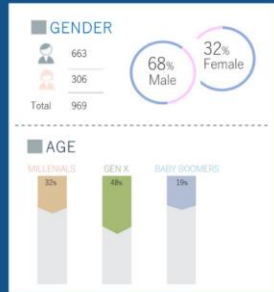
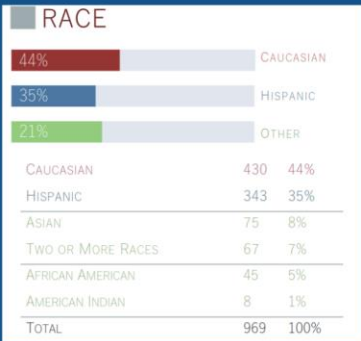
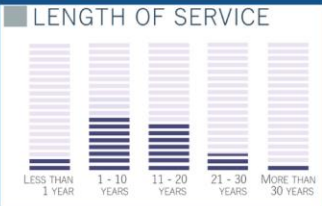
2019 report completed with 2021 data forthcoming from Human Resources

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Our Workforce & DEI Environment



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Examples of Our Equity & Inclusion Efforts

- Certified Welcoming City
- Adopted Digital Equity and Inclusion Plan
- Developed Climate Equity Index
- Veteran's Park inclusive playspace
- Additional efforts (e.g., inclusive economic development work with Harvard Bloomberg and elimination of library fines)
- ARPA Spending Plan allocated funds for this effort

CHULA VISTA
DIGITAL EQUITY AND INCLUSION PLAN
JUNE 2020

10 CERTIFIED WELCOMING:
CHULA VISTA, CA

Ranked as the 2nd best city in country for immigrants by the New American Economy in 2019.

The only Certified Welcoming border community

Chula Vista
Climate Equity Index

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Chula Vista

Certified Welcoming City

WELCOMING AMERICA

10 CERTIFIED WELCOMING:
CHULA VISTA, CA

Ranked as the 2nd best city in country for immigrants by the New American Economy in 2019.

The only Certified Welcoming border community

Chula Vista is the first City in CA to earn the designation as a Certified Welcoming City

Awarded to local governments that meet the rigorous Welcoming Standard requirements for immigrant inclusion

Only Certified Welcoming border community in America

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Chula Vista

Adopted Digital Equity and Inclusion Plan

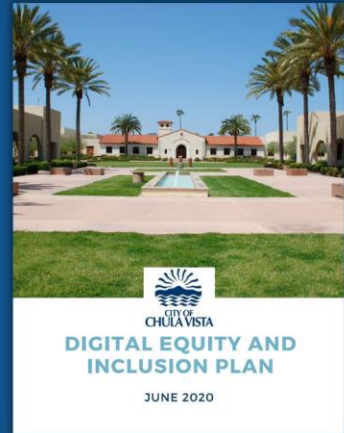
- Three core foundations of digital equity:
 - Access to Internet
 - Access to Devices
 - Digital Literacy
- How do we bridge the digital divide in our community when:



30,800 residents (11.4% of population) do not have access to an internet subscription



12,700 residents (4.7% of population) do not have digital devices



The 3 goals, 8 objectives, and 38 strategic actions in the DEIP are the foundation to implement the plan. The three central goals of the plan include:

- Be Data Driven
- Institutionalize Digital Equity and Inclusion
- Connect, Equip, and Train the Underserved

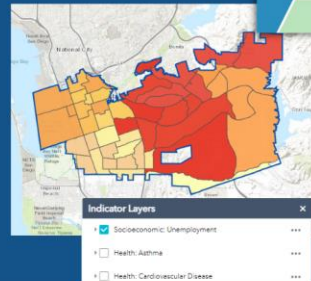
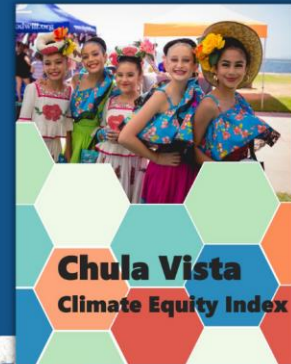
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Climate Equity Index, Part of the City's CAP


- Acknowledges as cities developed, not all residents were treated fairly by institutions (e.g., governments, banks, businesses, fellow residents, etc.)
- Acknowledges that historical inequities have impacted some communities/census tracts by:
 - unequal economic participation
 - land-use planning with negative health impacts
- This study produced a tool (shown right) to spatially identify census tracts most impacted by climate and pollution burdens.
 - Much more detailed than existing CalEnviroScreen



The Climate Equity Index produces scores for each census tract in the city in 48 different indicator layers to show areas vulnerable/at-risk to certain threats (e.g., unemployment, food access, asthma, digital access, poverty, vehicle ownership, etc.).

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The JEDI Journey...

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The slide features a dark background with a central point from which numerous colorful light trails (red, orange, yellow, green, blue, purple) radiate outwards, creating a starburst or tunnel effect.

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Our Why

- Communication and civic engagement
- Digital equity and inclusion
- Education
- Employment
- Health
- Housing and land use
- Inclusive economic development
- Internal practices
- Mobility and transportation
- Public safety
- Racial and social justice
- Sustainability and environmental justice

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The slide has a solid blue background.

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Our Why

Internal: Operational

- Foster an inclusive workforce to create an environment where all employees are welcomed and comfortable in who they uniquely are
- Leads to better collaboration, engagement, morale, diverse perspectives for improved outcomes, increased productivity resulting in better service to the community and all customers working with the City

External: Community-serving

- Understand the diverse needs and perspectives of all members of our community so that we are better able to serve them, leading to better relationships/trust and improved quality of life
- Inequities are addressed and responded to in order to improve outcomes and quality of life for underrepresented populations

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Short Term Goals

- Organizational assessment and baseline report
- Outreach and focus groups with staff and community
- Collaborate to create a statement of intent and unifying definitions
- Identification of appropriate metrics & KPIs
- Develop a five-year JEDI Action Plan
- Implement JEDI best practices in local government

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Long Term Goals




- Organization-wide commitment to sustain the JEDI strategy
- Embed the JEDI lens into the culture and function of the City
- Develop a sustainable training strategy
- Long term monitoring and evaluation measures

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Selected Consultant

-  Tribesy is a women-owned general partnership firm with Reena Doyle and Gail Watts as co-founders and the firm's primary consultants.
-  30 years experience in diversity, equity and inclusion working for city governments and nonprofits
-  Tribesy has impacted 20 million people through their work with government agencies, the education industry and nonprofits

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Scope of Work

Key Deliverables



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Scope of Work

Project Phases

Based on effective organizational change models, the City will create a cross-departmental JEDI team of volunteers to drive and sustain the effort



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LEGAL FIELD AS A WHOLE

source: NALP 2021 DIVERSITY REPORT ON U.S. LAW FIRMS
Associates

The percentage of associates who were Latinx women in 2021 grew to 3.25%, surpassing the share of Black women associates (3.17%) for the first time.

% of Black associates overall increased by 1/10th of a % point to 5.22%, the rate of growth in the proportion of associates who are Black lags behind that of Latinx and Asian associates.

Partners

In 2021, there were modest improvements in the representation of women, people of color, and women of color at the partner level; however, all remain markedly underrepresented within the partnership ranks. Women experienced the largest year-over-year gains, increasing by approximately 0.9 % points from 25.05% of all partners in 2020 to 25.92% in 2021.

Despite slight gains in 2021, just over 4% of all partners are women of color. Black women and Latinx women each continued to represent less than 1% of all partners in U.S. law firms.



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LEGAL FIELD AS A WHOLE

source: NALP 2021 DIVERSITY REPORT ON U.S. LAW FIRMS

Equity and Non-Equity Partners

Equity partners in multi-tier law firms continue to be disproportionately white men. In 2021, 22.0% of equity partners were women and only 9.0% were people of color.

Overall, the share of partners who are equity partners increased from 55.8% in 2020 to 57.2% in 2021. Nearly 61% of men partners in multi-tier firms were equity partners in 2021, compared to just 48% of women partners, and 50% of partners of color.

Among non-equity partners in 2021, 67.5% were men, 32.5% were women, and 12.0% were people of color.



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LEGAL FIELD AS A WHOLE

source: NALP 2021 DIVERSITY REPORT ON U.S. LAW FIRMS

Lawyers with Disabilities

The reporting of lawyers with disabilities (of any race or gender) has been increasing over the past two years, but remains limited, both at the associate and partner levels. For office firms reporting these data, lawyers with disabilities represented 1.22% of all lawyers.

LGBTQ+

LGBTQ+ lawyers overall grew by approximately 1/3 of a % point from 2020 to 2021, the % of LGBTQ+ summer associates continued to grow at a more accelerated rate, climbing 0.7 % points to 8.41% in 2021. Overall, 3.67% of all lawyers identified as LGBTQ+.

LGBTQ+ summer associates has increased by almost 4 % points since 2017. This expansion in representation in the summer associate ranks suggests that there is still the potential for additional growth in the presence of LGBTQ+ associates at these firms.

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ROLE OF CITY ATTORNEY'S OFFICE IN DEI

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Advice and Training Regarding Discrimination

High quality, regularly scheduled trainings in this area have always been a good idea

Now legally required

As of January 1, 2021 SB 1343 requires that private California employers with five or more employees, and all public employers regardless of size, provide interactive sexual harassment training and education to both supervisors and nonsupervisory staff.

Benefits of proper advice and training

Better work environment

Higher productivity

Risk management

Promote the “rule of law”



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Be a Role Model

A healthy DEI culture must be modeled and encouraged

Should at a minimum provide active and conspicuous support of city-wide DEI efforts

Ideally, develop and implement your own DEI program



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Examples

Community Outreach

- School presentations (with a focus on schools in disadvantaged neighborhoods)
- Community Forums (especially when focused on fair housing or policing)

Internship/Fellowship Opportunities

- Include outreach to groups/clubs representing minority/marginalized communities

Hiring Practices

- Include outreach (described above, and to minority bar associations)
- Go beyond “traditional” indicators of qualifications

Retention/Administration

- Active mentorship
- Emphasize career development/opportunities
- Spread out “plum” assignments
- Develop of mechanism for input and improvement of office DEI culture

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Legal Limits and Best Practices for DEI Programs

Clear/non-discriminatory communication of policy objectives

Avoid quotas and explicit preference statements in hiring policies

Okay to use metrics to identify “imbalance in traditionally segregated job categories”

Outside consultant analysis can add value/independence/accepted methodologies to findings/objectives

Protect/use data without violating privacy rights

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So you say you have DIVERSITY! Now what?

What will it take for a public agency to be successful in implementing DEI programs?

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Q&A

Thank You!