



**CITY OF ELK GROVE
CITY COUNCIL STAFF REPORT**

AGENDA TITLE: Receive an update on the City’s Diversity, Equity, and Inclusion efforts for calendar year 2020

MEETING DATE: February 24, 2021

PREPARED BY: Kara Reddig, Deputy City Manager

DEPARTMENT HEAD: Jason Behrmann, City Manager

RECOMMENDED ACTION:

Receive an update on the City’s Diversity, Equity, and Inclusion efforts for calendar year 2020.

BACKGROUND INFORMATION:

The last update to the City Council regarding the City’s Diversity, Equity, and Inclusion efforts was provided on March 25, 2020. This annual report, which is included as Attachment 1, includes efforts during calendar year 2020.

It is important to state from the beginning of this report that while the City has made strides in these areas, there is still more work to evaluate and complete. The City is keenly aware that this work is ongoing, a top organizational priority, and can always be improved.

FISCAL IMPACT:

This report has no fiscal impact to the City.

ATTACHMENTS:

1. Diversity, Equity, and Inclusion at the City of Elk Grove - 2020 Report



Diversity, Equity, and Inclusion at the City of Elk Grove

REPORT TO THE COMMUNITY 2020



Reflection on 2020

While 2020 proved to be a particularly challenging year, I'm pleased to report that citywide efforts around Diversity, Equity, and Inclusion remained top-of-mind and this comprehensive report demonstrates the City's commitment to this work.

This report will share the efforts of the City's Diversity, Equity, and Inclusion Staff Team, the City's Human Resources department, as well as citywide efforts throughout calendar year 2020 to be a city welcome to all.

We recognize that our efforts are ongoing, and we still have a long road ahead. We are making advancements, but we look forward to learning and growing more, with the input of the City Council, City staff, and most importantly, the Elk Grove community.

*Sincerely,
Kara Reddig
Inclusion Leader/Deputy City Manager*



City Staff Diversity, Equity, and Inclusion Team Accomplishments

The City's D,E,I Team worked tremendously hard in 2020 to implement elements from the Inclusion Strategy and ensure that staff throughout the organization were heard. Working together, this team guided the City in new and different paths supporting diversity, equity, and inclusion.

Team Membership in 2020:

Antonio Ablog (Planning)
 Bogdan Kostyuk (Police)
 Carlos Duque (Recycling and Waste)
 Chelsea Mejia (City Attorney)
 Christa Lumry (Public Affairs)
 Haniya Hunt (Police)
 James Fuller (Police)
 Janel Boquiren (Police)
 Jason Reid (Public Works)
 Jennifer Alves (City Attorney)
 Julie Rucker (Human Resources)
 Kara Reddig (City Manager)
 Kara Taylor-Seeman (Finance)
 Kimberly Wasserman (Police)
 Kristin Reichle (Police)
 Lana Yoshimura (District56)
 Luis Aguilar (Economic Development)
 Lupe Murrietta (Public Affairs)
 Rodney Rego (Police)
 Shay Narayan (Finance)



**DIVERSITY
 + EQUITY +
 INCLUSION**
 A CITY WELCOME TO ALL

Some of their major accomplishments included:

- The creation of staff Mission, Vision, and Value statements. In early 2020, in conjunction with Fogbreak Justice, the City cultivated opportunities for staff to create and affirm these important organizational statements:

Our Vision

We envision a workplace that is welcoming to all, where the culture is built on service, integrity, personal growth, valuing our differences, and striving for excellence in everything we do.

Our Mission

To foster a collaborative, engaging, and creative work environment, where our actions align with our shared values in order to provide exceptional service.

Our Values

PERSONAL GROWTH

Commitment to continuous improvement.

SERVICE INTEGRITY

Selflessly working to help others. Being true in word and deed.

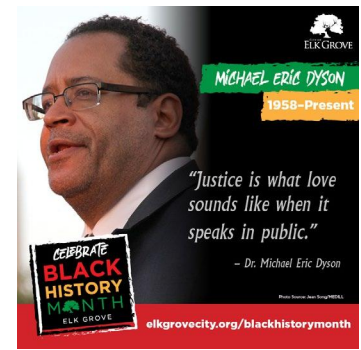
BELONGING

I fit in.

COMMUNITY

Many backgrounds, one organization.

- In conjunction with a Gender Equity Team, the City rolled out Staff Resource Groups (a.k.a Affinity Groups). These groups are a way for staff members who share common interests, issues, and backgrounds, or allies of those groups, to come together and make connections: across departments, divisions, and physical building locations. These groups are open to all staff that are interested in learning about any culture or community. We have one current Staff Resource Group formed and meeting - the Elk Grove Black Professionals (EGBP). Since their formation, the EGBP took the lead in rolling out a Black History Month campaign highlighting notable Black Americans. The campaign is being implemented throughout the month of February 2021.



- Participants in the Government Alliance on Race and Equity (GARE) training introduced an enhanced language interpretation program for residents. The City now contracts with a company to provide over-the-phone, video, and print material translation. This is done in a variety of languages, including American Sign Language. Staff is working to broadly market this resource to residents as well as staff in the office and in the field.



- The D,E,I team continues to lead the effort to incorporate engaging content on the City's social media channels to connect with our diverse community. In 2020, we created and posted 40 observances for various cultures, religions, holidays and/or festivals.



- The Elk Grove City Council presented nine (9) Proclamations to recognize and celebrate people or organizations in the Elk Grove community around D,E,I, which included:

- Black History Month Proclamation - February
- Women's History Month Proclamation - March
- Asian American and Pacific Islander Heritage Month Proclamation - May
- Pride Month Proclamation - June
- Diversity Awareness Month Proclamation - August
- Hispanic Heritage Month Proclamation - September
- Disability Awareness Month Proclamation - October
- White Cane Safety Day Proclamation - October
- Native American Heritage Month - November

City's Response to the Murder of George Floyd

The tragic murder of George Floyd was a turning point for the City in how we engage our employees in the face of tragedy. We learned, through members of our D,E,I Team, that staff needed to talk about and process their own personal hurt over the incident. In order to create a venue where employees could do that, we held two professionally moderated, virtual listening sessions and healing circles. These sessions allowed staff the opportunity to share personal stories and perspectives, learn from each other, and reflect on past and current events. Each session included over 30 participants.



At the conclusion of those listening sessions, many staff members expressed an interest and desire to learn more about historical and systemic racism. To facilitate that learning, the City contracted for an additional four-part webinar series titled “Understanding and Confronting Systemic Racism”. The 33 staff members who attended that webinar had the opportunity to learn about systemic racism, white privilege, allyship, and other related topics.

In addition to the above trainings, the City Manager, City Council, Chief of Police, and Diversity and Inclusion Commission all had active rolls in the City’s response. The City Manager held a citywide all-hands staff meeting to provide staff his own personal outlook and perspective on the event.

The City Council issued the following statement to the community:

Statement on the Killing of George Floyd

The City of Elk Grove rejects, discourages, and condemns racism, discrimination, and any hate-based conduct.

In 2016, our City Council passed a proclamation that declared Elk Grove as No Place for Hate. We stand by that premise today and we stand with our community to affirm that Black Lives Matter.

Over the past several days, Elk Grove has sought ways to express its sadness and anger over the tragic death of George Floyd and countless others across the country victimized by a system intended to protect them. We are grateful to the community members who engaged in peaceful protests in the city this week. Through these protests, our community has been able to meaningfully express their concerns and we have been able to listen.

As an organization, we are committed to continuing to be part of the conversation and to act in a way that reflects a culture based on respect, dignity, and inclusion. On Monday, Chief of Police Timothy Albright announced changes to the Police Department’s use of force policy. This is an important step and part of an ongoing effort to ensure that our policies align with our values. We don’t have all the answers, but we are listening and learning.

Elk Grove does many things that we can and should be proud of. Now is the time to look at what more we can do. Because we know we can always do better and will strive to do so.



The Chair of the Diversity and Inclusion Commission issued the following statement to the Community.

We are deeply saddened and pained by the tragic death of Mr. George Floyd. Our prayers and heart goes out to the family of Mr. George Floyd and countless other African Americans who have lost their lives in senseless acts of racism and injustice. We do understand the pain, anguish and frustration of victims of institutionalized racism that has plagued our society for a number of years. Together we stand in solidarity with African Americans and people of color in the fight against systemic racism and injustice.

The City of Elk Grove is a diverse and vibrant community making Elk Grove welcome to all. There is no place for hate in our community. Our city's Diversity and Inclusion Commission promotes dignity for all its residents, recognizes the diverse contributions of our community, celebrates our city's rich multicultural heritage, and rejects, discourages, and disapproves of any hate-based activity, conduct, or violence.



Let's commit to an intentional and unwavering effort to treat each other with principles of community - kindness, respect, collaboration, compassion and empathy. Let's engage in peaceful dialogue to bring meaningful systemic changes to end prejudice, injustice, and hate.

With Prayers for peace & unity.

Thank you

Bhavin Parikh, MD

Chair, Diversity and Inclusion Commission, City of Elk Grove

The Chief of Police issued the following statement to the Community.

A message to our community from Chief Albright

There are no words to accurately describe the emotions I feel when watching what occurred in Minnesota. I feel frustration, disappointment, and anger. George Floyd's life is important. What led up to the heartbreaking outcome was a lack of empathy and appreciation for the sanctity of life. If you have malice in your heart; no training, no edict, no policy, no law is going to properly orient you. Our law enforcement code of ethics calls for us to "...enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence...(to) maintain courageous calm in the face of danger, scorn or ridicule; develop self-restraint; and be constantly mindful of the welfare of others." There is no excuse for this blatant departure from what we, as proud law enforcement profession, hold dear.

As a law enforcement profession, we are disgusted when the actions of a few tarnish the reputation of those who are centered on providing fair and impartial policing and being one with their community. They make our job exponentially more difficult. We are further frustrated when those actions serve to undermine and erode community relationships and trust. This profession is built upon the pillars of character, professionalism, humility, honesty, respect, and accountability. And while we are also called to keep the peace and arrest those who violate law, that very important part of our job can and should be accomplished with the aforementioned pillars serving as our compass - the concepts of enforcing law and building and fostering relationships are not mutually exclusive. In fact, they can be accomplished simultaneously.

I am incredibly proud of the work we have put toward genuinely bridging to our community and the work of our community to bridge to their police department. I am proud of the special relationship we have built together and take great pride in that precious commodity - a commodity we do not, and will not take for granted. So while this incident causes all of us to pause and reflect, we want you to know that we desire that our strong relationship will serve as an example for others. As many of you have heard me say before, we must continually make deposits into the bank of public trust. Those deposits serve as our genuine and heartfelt desires to be one with our community. We will continue to build trust through being transparent and serve the Elk Grove community with humility, professionalism, and compassion. Our community needs us but needs us with a heart that is oriented to serve. However, for us to be successful we need our community. On behalf of the members of the Elk Grove Police Department, we commit to continue to build, continue to serve, and to do so in partnership with our amazing community.

#BetterTogether



Recruiting and Hiring in Human Resources

It's important to highlight and continually evaluate internal processes for recruiting and hiring staff to ensure City processes are free from bias and barriers and we are reaching a diverse set of qualified job candidates. Throughout 2020, the City's Human Resources Department utilized the following measures:

Worked to ensure a diverse candidate pool.

Each position was evaluated and assessed to determine where to recruit for the position based on the uniqueness of the position, any special association or group, and how to ensure a broad and diverse applicant pool. The City maintains a selection of 38 recruitment sources (see next page) that it typically pulls from, depending on the position. Additionally, the City contracts yearly with the [Professional Diversity Network](#) (PDN) which includes a variety of diverse locations and outlets.

Ad Location
Animal Sheltering
APCO International - Association of Public - Safety Communications Officials
APWA - American Public Works Association
ASCE Careers - American Society of Civil Engineers
CACEO - CA Association of Code Enforcement Officers
Cal Chiefs - California Police Chiefs Association
CalNena - CA National Emergency Number Association
Cosumnes River College - Los Rios Community College District
CPOA - CA Peace Officer Association
CPRA - California Public Safety Radio Association
CPRS - CA Parks & Recreations Society Inc. (North & South)
Crime Scene Investigator Network
CSDIAI - CA State Division of the International Association for Identification



Ad Location
FBINAA - FBI National Academy Associates, INC
Greater Sacramento Urban League (email distribution)
Highlands Community Charter Schools (email distribution)
Hire a Hero USA - Veterans
ImDiversity
La Familia (email distribution)
League of CA Cities/Western City
MMANC - Municipal Managers Association of Northern California
NAACP (national organization)
NAACP Local (email distribution)
NACA - National Animal Control Association
National Minority Update
PERF - Police Executive Research Forum
Police 1
PORAC - Peace Officers Research Association of CA
POST - Commission on Peace Officer Standards and Training
Professional Diversity Net (multiple diversity ad locations)
Recruit Military - Veteran Affairs
Sacramento State University (CSU)
SETA Sacramento Employment and Training Agency (powered by CalJobs)
So. County Career Center - Elk Grove Unified School District (email distribution)
Social media - Facebook, Instagram, twitter (City Accounts)
Society of Animal Welfare Administrators
SWE Career Center - Society of Women Engineers
The EOE & E Journal - Equal Opportunity Employment & Education
The League of Women in Government

Worked to remove bias and/or barriers in the hiring process.

The City utilizes Neogov as its recruiting and hiring software tool. In that program, we are able to redact names on job applications so they are anonymous, up to the point of in-person interviews. It has been well studied and documented in national research that hidden biases can play a role in the hiring process. By removing names, we are removing the ability for a hidden bias to potentially influence whether or not someone advances during a recruitment process.



We also worked to ensure that once we met candidates in-person, those hidden biases were checked at the door. For most of the year, panel interviews were conducted remotely. To help ensure bias training was still at the forefront for panelists during the interview process, Human Resources created a video, [which can be viewed here](#). The video explains how bias can impact judgement and how to ensure that hiring candidates are being evaluated for their Knowledge, Skills and Abilities (KSA's). Throughout 2020, 34 panel interviews were conducted and all panelists were shown the Bias Training video at each panel interview.



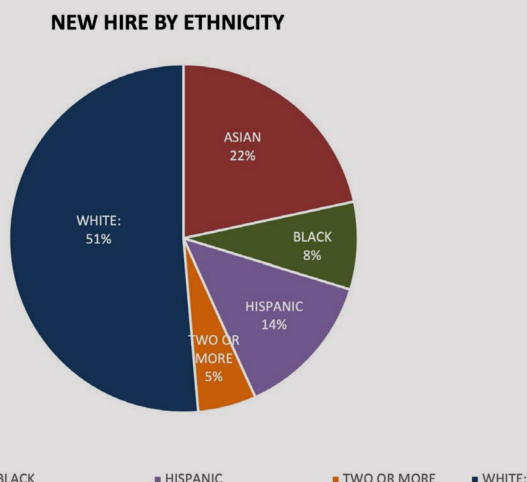
Human Resources also incorporated specific D,E,I questions into candidate interview questions and implemented Panel Composition Guidelines to ensure panels were diverse in nature. The staff Gender Equity Team that focuses on recruitment and hiring helped in both of these areas.

Shared the City's Diversity, Equity, and Inclusion philosophy with new hires and made efforts to ensure they feel included.

We provided 36 new hires a training titled "Diversity in the Workplace" within 30 days of being hired. In the coming year, one of our goals will be to establish either an in-person or customized training with our new staff trainers, CircleUp Education.

We also welcomed all new hires and paired them with an existing City employee through our Diversity, Equity, and Inclusion Buddy Program. This is meant to provide new hires with a warm welcome from someone who can also be an ongoing resource for them as they begin to get to know others in the organization.

CHART A



Evaluated our new hire statistics, turnover ratio, and overall staff diversity ratio to identify areas for concern or course correction.

Staff regularly analyzes data related to our hiring outcomes.

Chart A shows New Hire by Ethnicity in 2020. As shown, the percent of white and non-white new hires is almost even.

Chart B shows New Hire by Gender in 2020. As shown, there was a greater percentage of females hired than males.

As shown in Table A, City staff turnover ratio is very low. Turnover is the act of replacing an employee with a new employee. In 2020, the turnover ratio was 2%. These percentages are critically important when evaluating how new hires, in comparison to staff leaving the organization, impact the overall employee diversity ratio.

CHART B

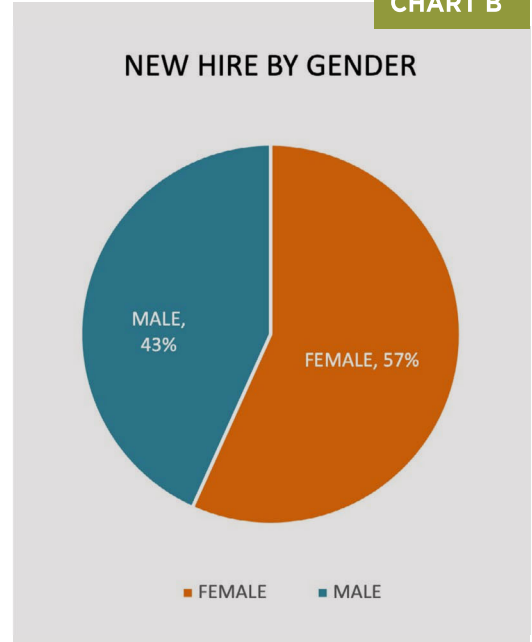


TABLE A - TURNOVER RATIO

YEAR	AVERAGE PER YEAR
2016	2%
2017	1%
2018	3%
2019	3%
2020	2%

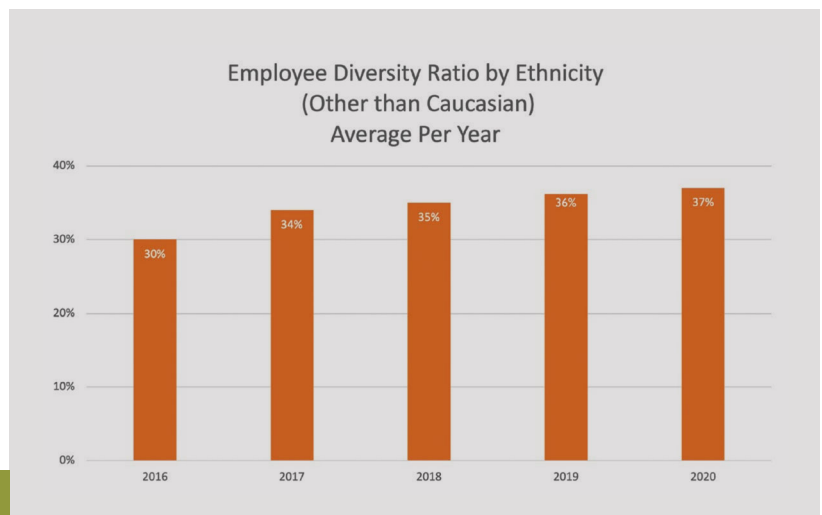
In Table B, the five-year percentage of various races/ethnicities is showing a positive difference in non-white staff. Since 2016, the difference has increased in Asian, Black, and Hispanic nationalities. The percentage of white employees has decreased by 6%. This table is a helpful snapshot of the current staff composition by race/ethnicity.

TABLE B - EMPLOYEE DIVERSITY RATIO BY RACE/ETHNICITY

YEAR	AMER INDIAN/ ALASKAN	ASIAN	BLACK	HISPANIC	NATIVE HAWAIIAN/ PAC ISLANDER	WHITE	TWO OR MORE RACES
2016	0%	8%	7%	15%	0%	69%	1%
2017	0%	8%	9%	18%	0%	65%	0%
2018	0%	9%	8%	18%	0%	65%	0%
2019	0%	10%	8%	18%	0%	64%	0%
2020	0%	10%	8%	18%	0%	63%	1%
Difference	0%	2%	1%	3%	0%	-6%	0%

Graph A shows annual Employee Diversity Ratio by Ethnicity for the past five years. In 2020, 37% of City staff were non-white. In looking at the data since 2016, this percentage has steadily increased.

**Employee Diversity Ratio by Ethnicity
(Other than Caucasian)
Average Per Year**



GRAPH A

Created Pipelines and Pathways Into Local Government Careers

The City is regularly evaluating opportunities to promote career pathways for students by promoting awareness for careers in local government and building relationships with students. In 2020, we participated in:

- **Links to Law Enforcement** - The Police Department participated in the Links to Law Enforcement program in February which included a series of workshops for participants that provided guidance on how to navigate the path to a law enforcement career. The program is designed to advocate diversity in law enforcement and is a collaboration between local agencies and The Greater Sacramento Urban League, Asian Resources, Inc., and La Familia Counseling Center.
- **Civic Summer** - The City continued its partnership with the Elk Grove Unified School District (EGUSD) and hosted its sixth year of the Civic Summer program. The program, which was created in a joint partnership between the City and EGUSD, provides student an in-class learning and internship opportunity in government or non-profit locations. Due to COVID-19, only virtual instruction was provided this year to 35 students. The students still had the unique opportunity to learn about career options and meet real world leaders like members of the City Council, Congressman Ami Bera, City Manager Jason Behrmann, City Attorney Jonathan Hobbs, and many others.
- **Sacramento County District Attorney Youth Academy** - The City participated in a virtual youth academy through the Sacramento County District Attorney's Office. This program is a partnership with various law enforcement agencies throughout the region, including the Elk Grove Police Department, where students actively learn about the criminal justice system, hear from criminal justice partners, and engage in open communication.



Other City Efforts related to Diversity, Equity and Inclusion

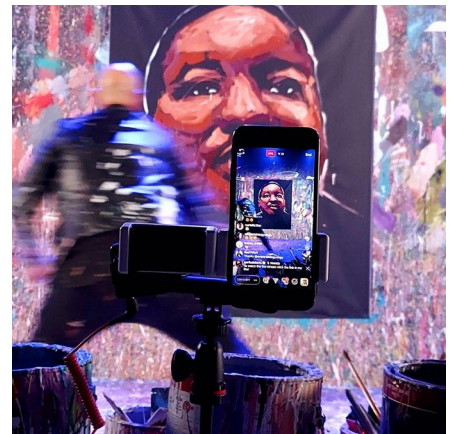
- **Awards Received** - The City Manager accepted a statewide award regarding the Advancement of Diverse Communities from the League of California Cities - City Manager's Department in February 2020. The award honored Elk Grove's efforts to promote the advancement of diversity within the community and in the workplace.
- **Chief's Advisory Board** - the Chief of Police's Community Advisory Board (CAB) continued in 2020 with virtual meetings. The CAB is a resource for the Chief in the formation of strategies, development of community policing concepts, and increasing public awareness. Board members contribute to a forum for discussions concerning community concerns and the goal is to have a broad spectrum of viewpoints represented.
- **Working with Individuals with Disabilities** - The City continued its longstanding partnership with The Fly Brave Foundation, and in particular, the Fly Fit Program. While this proved difficult to accomplish in 2020 due to the pandemic, this program allows Elk Grove Police Department Officers and staff to buddy up with individuals with developmental disabilities (age 5 and over) to work out in a safe environment that encourages physical activity and a healthy lifestyle. This program provides a chance to learn, understand, and appreciate the unique experiences and abilities of all participants.



- **Mental Health Toolkit** - When officers are dispatched to calls for service with individuals who may have sensory sensitivities, are non-verbal, or may be suffering from developmental disabilities, they can utilize a Mental Health Toolkit. The City received these Mental Health Tool Kits from a local non-profit organization, with support from local businesses. These tool kits help bridge the interaction gap when officers go on a call involving autism or mental health.

- **Diversity and Inclusion Commission** - The City continues to oversee the 10-member resident Diversity and Inclusion Commission. While they provided the Council a report on October 28, 2020, a short recap of their accomplishments includes:

- Reimagined and conducted a virtual Diversity Month celebration with 15 virtual event opportunities throughout the month of August, and a drive-thru giveaway event.
- Partnered with the Janta Sewa Group to conduct a virtual Festival of Lights event.
- Provided statements to the community in relation to the murder of George Floyd and the hate crime at the Umai Bar and Grill restaurant.
- They had special guest discussions and/or trainings with:
 - U.S. Attorney's Office
 - Chief of Police
 - American Leadership Forum



- **Disability Advisory Committee** - the City continues to oversee the 5-member resident Disability Advisory Committee. While they provided the Council a report on October 14, 2020, a short recap of their accomplishments includes:

- Provided feedback to City staff on curb ramp standards, Community Development Block Grant (CDBG) projects, Laguna Creek Trail Highway 99 overcrossing, police interactions with individuals with special needs, access and functional needs in emergency operations and more.
- Awarded the yearly Above and Beyond Award to Visions In Motion, an organization devoted to teaching independent living skills to developmentally disabled adults (18 and older) in our community through its adult day program.

- The Public Works Department eliminated all of the gender specific pronouns and replaced them with non-gender pronouns in their standard bid document and construction contract templates that they use when bidding capital projects.
- The City sponsors the Women's Transportation Seminar (WTS), which is an international organization dedicated to building the future of transportation through the global advancement of women. This also allows the City to post job announcements through their website and network.
- Five members (50%) of the City's Executive Leadership Team participated in a virtual training through GARE, which trained on The Role of Government in Racial Equity.

-
- Gender Equity Staff Teams – In summer 2019, staff participated in a meeting regarding Gender Equity at the City. Out of that discussion, five focus areas were established, and staff volunteered to help advance specific issue areas. The groups continued through 2020 and include:
 - Family Work Policies Group - this group looks at existing or new City policies or programs with the focus of creating family friendly policies.
 - Staff Resource Groups (Affinity Groups) – this group researched and created Staff Resource Groups (a.k.a Affinity Groups).
 - Mentorship Program Group – this group is creating an internal Mentorship Program.
 - Leadership Roles – this group looks at the organizational structure of the City and at processes and procedures which may be hindering the advancement of women and/or people of color.
 - Recruiting and Hiring – this group evaluates and make recommendations to Human Resources on the City’s Recruiting and Hiring processes and practices.
 - Desk Audit Review – City staff has been reviewing the current internal Desk Audit process to ensure it is fair, equitable, and bias free. Modifications have included a transparent request process on the City’s intranet as well as a current Request for Proposal process to solicit a firm to outsource all desk audits.

2021 and Beyond Future Initiatives

While 2020 was a productive year, there are items that staff is seeking to further explore and implement in 2021 and beyond. Some of those items include:

- **Improving Recruitment Strategies.** In late 2020, staff in the Police Department and Human Resources started a collaborative research project with Sacramento State’s Department of Public Policy and Administration to review the City’s recruitment and retention efforts specific to women in law enforcement. The hope is to uncover better practices in recruitment and development to attract and advance female candidates in law enforcement positions. The research portion of this work should conclude in Spring 2021.
- **Equity-based research and tools.** Staff plans to research and find ways to implement equity-based research and tools into decision making at the City. While equity is often discussed, additional training around the concepts and tools could be helpful to staff.
- **Roll out the long-term training strategy.** With our new trainers, CircleUp Education, the City plans to offer a variety of classes, for both existing and new employees, centered around the topics of Diversity, Equity, and Inclusion. Trainings will include a combination of mandatory and optional trainings.
- **Citywide Cultural Competency Training.** Staff would also like to roll out a training on cultural competency or cultural awareness for the community with CircleUp Education and the Diversity and Inclusion Commission.