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APPROVED BY: City Manager

RECEIVE REPORT AND PROVIDE DIRECTION ON FRAMEWORK FOR DIVERSITY, EQUITY, AND INCLUSION WORK PROGRAM.

RECOMMENDATION(S)
Receive report and provide direction on framework for Diversity, Equity, and Inclusion work program.

COUNCIL PRIORITIES, GOALS & STRATEGIES

Ongoing Priorities	**2020-2021 Strategic Priorities**
Supporting Our Youth	Community Outreach
Seniors	Engagement and Messaging
and Entire Community	Economic Development
Fostering a Positive Organizational Culture	Fiscal Sustainability
Preserving and Cultivating Public Trust	Affordable Housing and Homelessness
	Transportation

GUIDING DOCUMENTS
Bikeways
Trails
Parks
and Recreation Masterplan
Economic Blueprint
Fire Services Standards of Coverage
Morgan Hill 2035 General Plan
Public Safety Master Plan
Storm Drain Master Plan
Vision Zero
Water System Master Plan
Wastewater System Master Plan

POLICY CONSIDERATIONS:
Should the City develop a work program to address Diversity, Equity, and Inclusion (DEI)?

REPORT NARRATIVE:
At the 2021 Morgan Hill City Council goal setting workshop, the Council amended the Sustainable Morgan Hill framework to include "equitable" in the vision statement and add "Enhancing Equity, Diversity, and Inclusiveness" to the City Council ongoing priorities. The Council also asked staff to bring back a conversation DEI.

With the national reawakening to racial injustice and inequity, including hate crimes that have taken place in Morgan Hill, the need for reinforcement of values around diversity, equity, and inclusion is appropriate. Additionally, the City Council has expressed a commitment to making Morgan Hill a welcoming, inclusive, and safe community for everyone. The City has also committed to promoting free speech, while condemning racism, hate speech, bigotry, violence, and prejudice.

Many communities throughout the nation are reassessing their policies, practices, and procedures to evaluate them against DEI objectives. To that end, the City recently signed up as a member of the Government Alliance on Race and Equity (GARE), a national network of government working to achieve racial equity and advance opportunities for all. GARE focuses on racial equity, assisting organizations identify and fix policies, practices and institutional strategies that are driving the production of inequities.

GARE identifies the following six critical strategies:

1. **Use a racial equity framework:** Jurisdictions use a racial equity framework that clearly articulates racial equity, implicit and explicit bias, and individual, institutional, and structural racism.
2. **Build organizational capacity:** Jurisdictions need to be committed to the breadth and depth of institutional transformation so that impacts are sustainable. While the leadership of elected and top officials is critical, changes take place on the ground, and infrastructure that creates racial equity experts and teams throughout local and regional government is necessary.
3. **Implement racial equity tools:** Racial inequities are not random; they have been created and sustained over time. Inequities will not disappear on their own. Tools must be used to change the policies, programs and practices that are perpetuating inequities. New policies and programs must also be developed with a racial equity tool.
4. **Be data-driven:** Measurement must take place at two levels – first, to measure the success of specific programmatic and policy changes, and second, to develop baselines, set goals and measure progress towards goals. Use of data in this manner is necessary for transparency and accountability.
5. **Partner with other institutions and communities:** The work of local and regional government on racial equity is necessary, but it is not sufficient. To achieve racial equity in the community, local and regional government needs to work in partnership with communities and other institutions to achieve meaningful results.
6. **Operate with urgency and accountability:** While there is often a belief that change is hard and takes time, we have seen repeatedly, that when change is a priority and urgency is felt, change is embraced and can take place quickly. Building in institutional accountability mechanisms via a clear

plan of action will produce results and allow accountability. Collectively, we must create greater urgency and public will to achieve racial equity.

As Morgan Hill begins a DEI process of analysis, dialog, and engagement, it is important to have clarity on the framework and scope of work to ensure the effort is meaningful, successful, and sustainable. It is important to develop a process that clearly defines the scope of inquiry and garners the full commitment of City leadership and a clear understanding of the framework to understand expectations for the process and assist in setting clear guidelines for the work ahead and its opportunities and limitations.

Staff recommends starting the conversation with the following framework:

Phase 1. INTERNAL PROCESS
- Audit existing resources and practices and create dashboard
- Begin conversation around DEI vision and values
- Review Meyer Spectrum Tool
- Discuss GARE model and what other cities are doing
- Hold framing DEI conversations/trainings with staff (i.e., unconscious bias, history of racist land use practices/Color of Law, discussion about who has been/is harmed and who benefits from city services, discussion about power-sharing).
- Conduct a Racial Equity Assessment of City's employees

Phase 2. PUBLIC ENGAGEMENT
- Gather data about community conditions
- Collaborate with service providers to gather feedback about the experience and needs of the community
- Conduct a Racial Equity assessment with community service providers and partner organizations
- Invite community partners to engage in DEI conversation
- Conduct listening sessions centering community voice to understand the range of experiences and lived conditions of Morgan Hill residents
- Hold internal conversations to understand/reconcile inconsistencies between vision and community reality, as well as areas of success that should be replicated
- Identify opportunities for improvement

Phase 3. IMPLEMENTING AND INSTITUTIONALIZING A RACIAL EQUITY FRAMEWORK
- Adopt City's racial equity commitment and DEI's Vision Statement
- Develop DEI Strategic Plan
- Integrate racial equity into City's strategic plans and/or policies

- Complete DEI Audit
- Create DEI Dashboard with metrics for continuous improvement, reporting, and accountability
- Implement a Racial Equity Tool in routine decision making
- Build organizational infrastructure to advance racial equity

It is important to note that to achieve long-term impact, changes must be sustainable. The City has limited staff resources and this work will be integrated into existing work programs and may take time to complete. However, the suggested framework allows for the conversation to start and grow. Through this framework, the City will evaluate its own practices and identify areas for opportunities. At the same time, the public engagement will allow for community partners to collaborate.

COMMUNITY ENGAGEMENT: Inform, Consult, Involve, Collaborate, Empower
The work program for DEI can provide a wide range of opportunities for engagement, pending Council direction. Staff recommends collaborating and empowering the community and partner organizations by providing feedback on the City's effort as well as inviting partner organizations and service providers to also evaluate their own DEI policies and practices.

ALTERNATIVE ACTIONS:
City Council may choose to delay the implementation of the DEI work program until more resources are available and fully dedicated to create a more robust framework.

PRIOR CITY COUNCIL AND COMMISSION ACTIONS:
At the 2021 Morgan Hill City Council goal setting workshop, the Council amended the Sustainable Morgan Hill framework to include "equitable" in the vision statement and add "Enhancing Equity, Diversity, and Inclusiveness" to the City Council ongoing priorities.

FISCAL AND RESOURCE IMPACT:
At this time, the fiscal impact is expected to be limited to a small consultant contract to support necessary analysis and outreach efforts with the proposed framework. Should the Council provide direction to create a more enhanced work program, which could include greater community engagement, then it is possible an evaluation of other projects may need to be reviewed and discussed with the Council.

CEQA (California Environmental Quality Act): Not a Project
This project falls under the organizational or administrative activities of governments that will not result in direct or indirect physical changes in the environment, therefore no CEQA is required.

LINKS/ATTACHMENTS:
1. Diversity, Equity, and Inclusion Spectrum tool (web link)
2. 13 Presentation