



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

AGENDA TITLE: Receive an update on the City’s Diversity and Inclusion efforts for calendar year 2019

MEETING DATE: March 25, 2020

PREPARED BY: Kara Reddig, Deputy City Manager

DEPARTMENT HEAD: Jason Behrmann, City Manager

RECOMMENDED ACTION:

Receive an update on the City’s Diversity and Inclusion efforts for calendar year 2019.

BACKGROUND INFORMATION:

The last update to the City Council regarding the City’s Diversity and Inclusion efforts was provided on April 10, 2019. This report, which will be prepared and provided on a calendar year basis, will cover all of 2019 and the beginning of 2020. It is important to state from the beginning of this report that while the City has made strides in the area of diversity and inclusion, there is still more work to evaluate and complete. The City is keenly aware that diversity and inclusion work is ongoing, is a top organizational priority, and can always be improved.

In support of the City’s efforts this past year, 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.

City Recruiting Processes

The City’s recruitment departments, which include Human Resources and the Police Department, are focused on casting a wide recruiting net to ensure diverse candidates apply at the City. Attachment 1, Advertisement Locations,

lists the 48 ad locations the City has used during 2019. While not every location is utilized for each recruitment, they have all been used and are customized for the job.

Staff also implemented the removal of all applicant names throughout the employee recruitment process within the City's recruiting software Neogov so first level screeners and identified Subject Matter Experts (SME) only see applicant numbers. All interview panel members also undergo *Bias Training* for all interview panels prior to interviewing job candidates.

To complement the locations where advertisements were placed, staff also held or attended 25 recruiting fairs throughout the year. The Police Department utilizes an internal 11-member Police Recruitment Committee focused on recruiting efforts, increasing diversity outreach and attending as many events as possible throughout the year. The dates and locations of Recruiting Job Fairs attended or held in 2019 is included as Attachment 2.

Inclusion Strategy

Many efforts continued with the internal Inclusion Strategy, which is driven by internal staff, that included:

- Continued with the 18-member internal team of diverse cross-departmental staff; which meets two times per month. Just recently, the team decided to change its name from the Diversity and Inclusion team to the Diversity, Equity, and Inclusion Team to expand the scope of the group.
- Continued to utilize the City's social media outlets in more diverse and inclusive ways. The goal of the messaging is to connect with the diverse Elk Grove community. Created the hashtag *A City Welcome to All* #acitywelcometoall.
- Facilitated meetings to create employee-focused Mission, Vision, Values, and Behavior statements, as listed in Attachment 3. To ensure all staff interested in participating were able to do so, these meetings were done in person, via a live webinar, an e-mailed edited version of the "live" webinar, and a survey.
- Continued with the City's new employee "Buddy" program to encourage new and existing staff to get to know each other better and build bridges between Police and City Hall staff.

- Created a City lapel pin in celebration of diversity that was rolled out in January 2020 representing staff's outward expression of the City's internal commitment to diversity.

Training

- For non-Police staff, mandatory trainings were hosted regarding *Procedural Justice and Implicit Bias* with the City's training consultants Fogbreak Justice. These trainings were conducted on April 29 and 30, 2019, as well as on May 22 and 23, 2019, and included 154 staff members.
- Held a brown bag meeting on *Gender Equity at the City*. The purpose was to listen to staff and hear any feedback, positive or negative, regarding gender equity at the City. Out of this meeting, five subgroups were established that are focusing on the areas of: recruiting and hiring, creating a mentorship program, establishing Employee Resource Groups, looking at family-work policies, and overall leadership.
- Specific to the Police Department, Police Officer Standards and Training (POST) mandates Racial Profiling training every five years. There were nine trainings held, which included 155 participants (113 sworn staff, 42 professional staff).
- Police Department staff trained on Principled Policing/Biased Based Policing. POST does not mandate this, but it is a City requirement for new Police employees. There were two separate trainings held in 2019, which included 33 participants (21 sworn staff, 12 professional staff). There have been two additional trainings in 2020, which included 26 total staff (8 sworn staff, 18 professional staff). All staff within the Police Department have now received the Principled Policing/Biased Based Policing training.

Community Involvement

- On July 10, 2019, the City Council dissolved the Multicultural Committee and established the Diversity and Inclusion Commission. This occurred because of the shifted community conversation related to diversity and inclusion. The Commission's new scope is to provide education and promotion, be community diversity ambassadors, and provide feedback to the City Council. Since July, the Commission has been refining its scope and working with the American Leadership Forum – Mountain Valley Chapter to have discussions on how to dialogue with individuals facing racism/bias, as well as next steps.

- At the request of the Diversity and Inclusion Commission, the City declared June 2019 as LGBTQ+ Pride Month. The City also participated in the SacPride March on Sunday, June 9.
- The City sponsored the inaugural Dr. Martin Luther King Jr. Legacy Pancake Breakfast on January 19, 2019, as well as the second annual event held on January 20, 2020.
- The City proclaimed February as Black History Month during February 2019 and 2020. In 2019, the City presented a proclamation to Irene B. West recognizing her trailblazing efforts as the first black teacher in Elk Grove.
- Participated in the regional MLK 365 March in downtown Sacramento on January 21, 2019, and again on January 20, 2020. At this event, the City hosted a booth at the beginning of the march, promoted Elk Grove's diversity with t-shirts and march banners, and hosted a booth at the diversity expo at the conclusion of the march.
- The City hosted the Festival of Lights on October 22, 2019, in conjunction with the City's Diversity and Inclusion Commission. Celebrated by Hindus, Jains, Sikhs and Buddhists, the Festival represents the symbolic victory of light over darkness, knowledge over ignorance, and good over evil (although for each faith it marks different historical events and stories).
- Hosted the first Lunar New Year event on February 1, 2019. This time-honored celebration was a time to bring together family and expose residents to the many cultures that celebrate Lunar New Year in the Elk Grove community. The 2020 event was scheduled for January 31 but was subsequently canceled due to community and performer concerns with COVID-19.

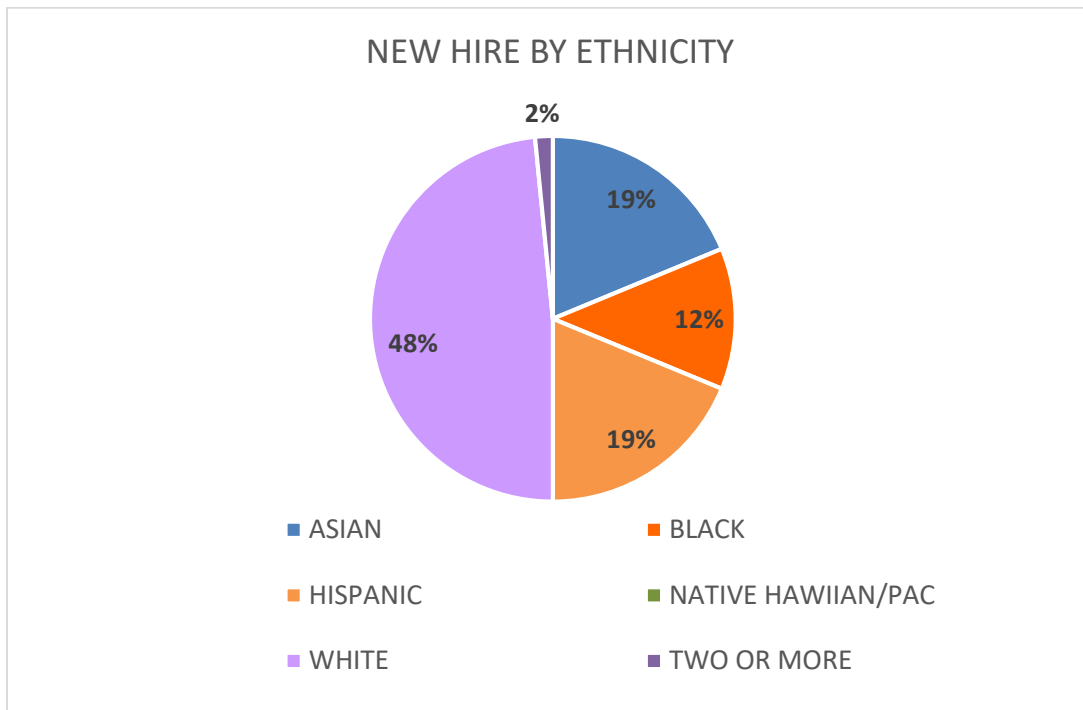
Statistics

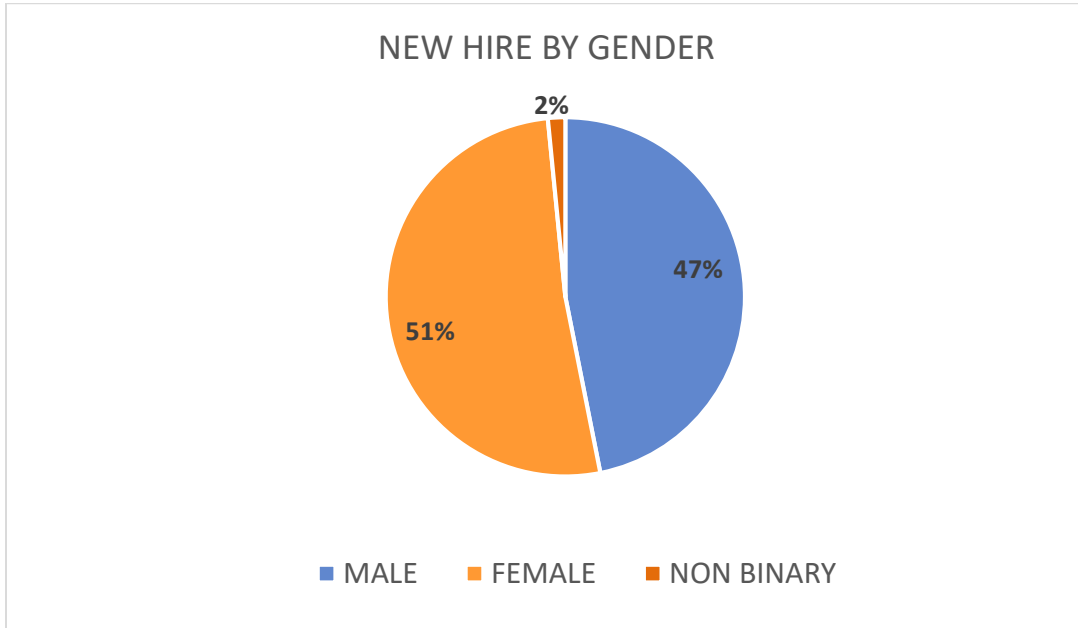
An update on the City's diversity efforts would be incomplete without showing some employee race/ethnicity figures. Staff works to cast a wide recruitment, attend fairs to attract candidates, and eliminate any implicit bias/barriers in the recruitment/hiring process, but the end result is always hiring the candidate with the best knowledge, skills, and abilities to do the job.

As statistical data is evaluated relating to diversity ratios, it is important to look at a variety of factors, with one being the staff turnover ratio. As shown in Table A, historically the City has had very low turn-over ratios. With low turnover ratios, it takes time to make considerable changes in staff diversity composition. An average industry government turnover ratio standard is 5%.

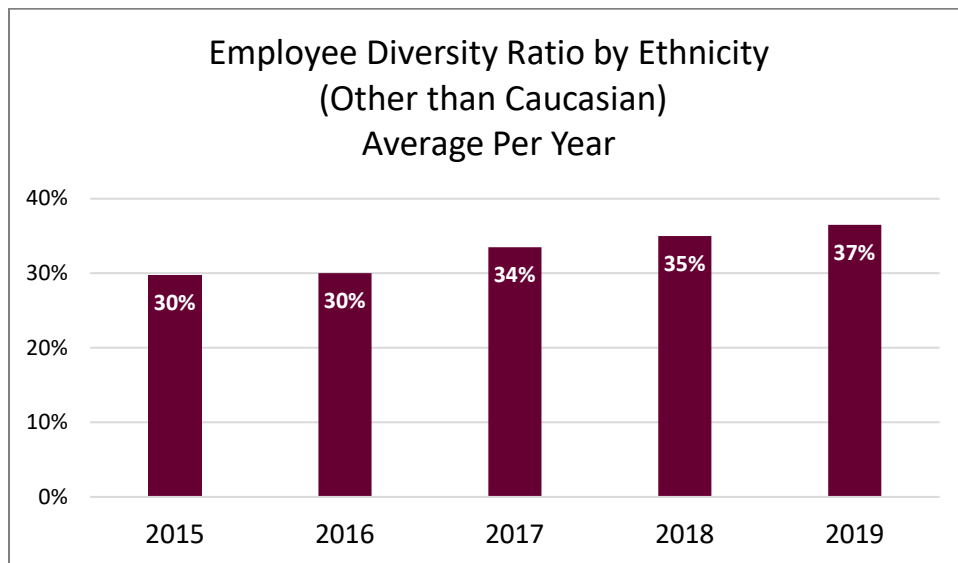
TABLE A – TURNOVER RATIO	
YEAR	AVERAGE PER YEAR
2015	3%
2016	2%
2017	1%
2018	3%
2019	3%

The following charts show the City’s 2019 new hires by ethnicity and gender. As shown in the pie charts, people of color were hired 52% of the time as compared to 48% for white employees. Additionally, women and non-binary staff were hired 53% of the time as compared to 47% for male employees.





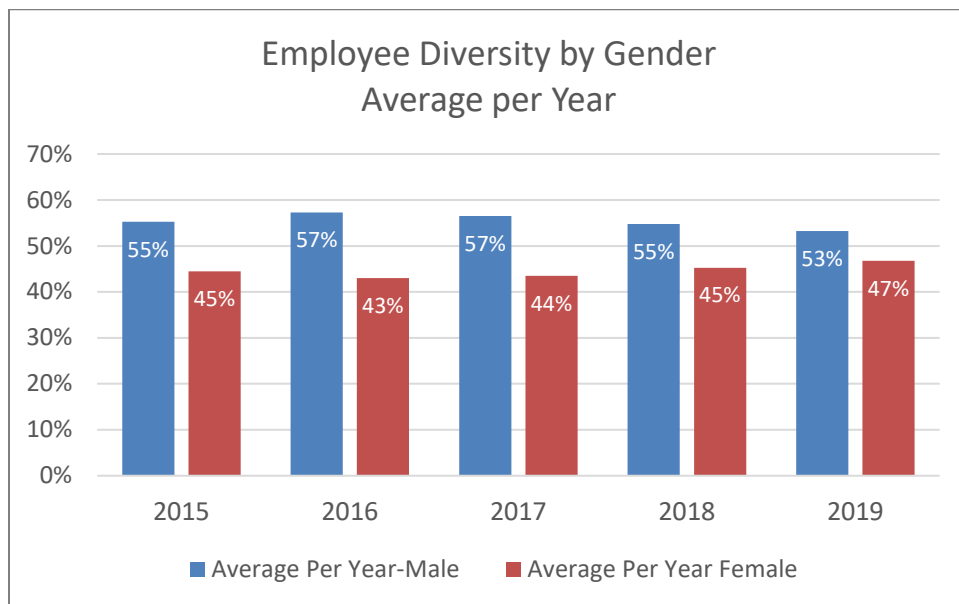
One of the City's performance measures is the *Employee Diversity Ratio by Ethnicity (other than Caucasian)*. While this measure fluctuates with each new employee and each employee that has left employment, the below chart shows the City's progress in this area over the last five years:



The below chart shows a five-year snapshot of City employees' race/ethnicity and the difference between the 2015 measure as compared to 2019. Essentially, this chart demonstrates that in all non-white categories, the hiring percentage of people of color is increasing, while the hiring percentage for whites is continually decreasing.

YEAR	AMER INDIAN/ ALASKAN	ASIAN	BLACK	HISPANIC	NATIVE HAWAIIAN/ PAC ISLANDER	WHITE	TWO OR MORE RACES
2015	0%	8%	6%	15%	0%	70%	0%
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%	1%	62%	0%
Difference	0%	2%	2%	3%	1%	-8%	0%

The below chart also shows the Employee Diversity by Gender (Average per Year), which shows that organizationally, there are slightly more men in the organization than women. However, the figures are more closely aligned in 2019 than in 2015. Please take into consideration that this is merely an average based on one point in time per year.



Next Steps

As evidenced by the foregoing items, all levels of the organization have been making diversity and inclusion a high organizational priority. However, there are several tasks over the near and long-term that staff will continue to address. The City will continue to prioritize this work, as it is important for internal staff as well as the overall community.

Long-Term Training – there is a subcommittee of the internal Diversity, Equity, and Inclusion Team that is preparing a Request for Proposals (RFP) for the City’s long-term training strategy. The long-term training strategy will include new employee training as well as refresher courses for current staff. The RFP is anticipated to be released in summer 2020.

Social Media Outreach – the Police Department has a goal to create a new recruitment page within the department’s website that is enticing and showcases everything the department has to offer.

Military – staff plans to work closely with programs such as Work for Warriors, Military OneSource, Military Readiness Programs, Hire a Hero and other military veteran programs to partner with them in their recruiting efforts. The Police Department receives several calls from military personnel or veterans wanting to get into law enforcement. Partnering directly with the Military Reserves and Active Duty programs would provide the opportunity to join their job fairs and distribute information about the City of Elk Grove and Police Department job opportunities and answer questions that potential candidates may have.

The City is looking into offering a Veterans preference program and the Police Department is also evaluating waiving the 60-college credit requirement for military veterans that have been honorably discharged and have served at least four years in the military. Several local law enforcement agencies are waiving this requirement. Some qualified candidates are being lost that have served in the military but have not had the opportunity to complete college credits.

Community Service Officer/Recruit Program – the Police Department would like to create CSO/Recruit positions that are specifically for candidates that are interested in becoming Officers. Individuals would work as a CSO initially, and if qualified, would move to a Police Recruit position and be sponsored by the department to go through a police academy. This will be presented as part of the upcoming budget process.

Colleges – Continue to grow the City’s relationships with the local colleges and extend campus visits outside of our area. Staff would like to reach out to specific groups on campuses and attend their events/meetings.

High Schools and Jr. High Schools – Continue efforts with youth that include Civic Summer and Youth in Government Day, and conduct classroom visits at schools within the Elk Grove Unified School District. These different experiences help expose students to different career opportunities that are available in government, as well as introduce youth to pipeline programs such as the Explorer Program, Volunteer Program, and the City’s Ambassador Program.

FISCAL IMPACT

This staff report has no financial impact.

ATTACHMENT:

1. Advertisement Locations
2. 2019 Recruiting Job Fairs
3. Staff Mission, Vision, Values

ATTACHMENT 1

2019 Advertisement Locations	
1	Animal Sheltering
2	American Planning Association - Intl. (APA)
3	American Planning Association – CA (APA)
4	American Society of Civil Engineers (ASCE Careers)
5	CA Association for Coordinated Transportation (CalAct)
6	California Animal Control Directors Association (CACDA)
7	California Transit Association
8	CalJOBS in collaboration with Sacramento Employment Training Agency (email distribution)
9	Careers in Government
10	City of Sacramento Internal Job Opportunities
11	Parks & Recreation Profession-Northern CA (CPRS)
12	Parks & Recreation Profession-Southern CA (CPRS)
13	California Society of Municipal Finance Officers (CSMFO)
14	California State University Sacramento (CSUS)
15	ELGL-Engaging Local Gov. Leaders (innovation)
16	Elk Grove City Website/Government Jobs/Indeed
17	Giscareers
18	GISjobs (www.gisjobs.com)
19	Greater Sacramento Urban League - Job Center (email distribution)
20	Hireahero (military)
21	Humane Network
22	IMDiversity
23	International Public Management Association for Human Resources (IPMA-HR)
24	IMSA Traffic/Safety (PW)
25	Indeed
26	Jobs Available
27	La Familia (email distribution)

28	LinkedIn (City account)
29	Los Rios Community College District (CRC)
30	Sacramento State University
31	Municipal Managers Association of Northern California (MMANC)
32	NAACP - National Association for the Advancement of Colored People
33	NAACP Sacramento (local email distribution)
34	National Minority Update
35	Planetizen (Planning)
36	Peace Officers Research Association (PORAC)
37	Commission on Peace Officer Standards and Training (POST)
38	Professional Diversity Net
39	Sacramento Area Human Resource Association (SAHRA)
40	So. County Career Center - Elk Grove Unified School District (email distribution)
41	Social media-City accounts (Facebook, Instagram, twitter)
42	Society of Animal Welfare Administrators
43	SPARK Strategic Ideas
44	SWE Career Center (Society of Women Engineers)
45	The EOE & E Journal (Equal Opportunity Employment & Education Journal)
46	The League of Women in Government
47	Transit Talent
48	Western City

2019 Recruiting Fairs

DATE	EVENT
01-19	Shape Your Future Career Fair (Wackford Community Center)
01-20	Dispatcher Orientation (Elk Grove Police Department)
02-02	CSD Leadership Event
02-02	Dispatcher Orientation (Elk Grove Police Department)
02-12	Monterey Trail High School Career Fair
03-15	Greater Sacramento Urban League-Diversity Job Fair
04-02	M.I.L.E Program at Sac State
04-03	Sheldon High School Career Fair
04-04	Elk Grove High School Career Fair
04-08	Sacramento County DA Youth Academy
04-16	Sacramento State College Fair
05-05	Sacramento Sheriff's Department Open House
06-08	Community Event, Council Chambers
06-12	Employment Diversity Fair, Sacramento
07-03	Sac Regional Public Safety Training Center (Sacramento) –
07-29	Recruitment Lunch at SPD Academy
08-02	Criminal Youth Shadow Day – Sacramento DA's Office
08-22	Veterans Career Fair at McClellan
08-22	Multi-Cultural Festival – Elk Grove Park
10-05	Aloha Festival – Cal Expo
10-16	LINKS in Law Enforcement Job Fair
10-22	Police Recruit Informational Meeting
10-28	Sacramento City College Presentations
10-29	Sacramento City College Presentations
11-12	Elk Grove Police Department PELLETB Exam
12-09	5th Annual Police Recruitment & Retention Summit
12-10	5th Annual Police Recruitment & Retention Summit



VISION STATEMENT

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.

MISSION STATEMENT

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

VALUES

Personal Growth: Commitment to continuous improvement.

Service: Selflessly working to help others.

Integrity: Being true in word and deed.

Belonging: I fit in.

Community: Many backgrounds, one organization.

BEHAVIORS AND ACTIONS

Personal Growth: Commitment to continuous improvement.

- I seek mentorship and attend conferences and trainings to sharpen my skills and bring new ideas back to the organization.
- I acknowledge and admit my mistakes and take proactive steps to learn from them through conversations I have with my supervisor or co-workers to ensure I don't make the same mistake again.
- At the completion of a project, I will ask my supervisor for feedback on what went well and what can be improved.

Service: Selflessly working to help others.

- Regardless of my workload, I try to help others by showing empathy and improving their day.
- I listen to all with respect, making myself open to addressing and understanding the needs and concerns of my coworkers and constituents.
- When the City or a Department Head is looking for volunteers, I step up.

Integrity: Being true in word and deed.

- In my daily interactions, I will honor the commitments that I have made, such as providing requested information, returning e-mails and calls promptly, and being on time.
- I communicate the reasoning or rationale behind decisions to be transparent and to avoid rumors and misunderstandings.
- When I hear someone say something based on a group stereotype, my commitment to diversity and inclusion emboldens me to say something.

Belonging: I fit in.

- I participate in and attend educational opportunities or events that foster communication, understanding, and an appreciation for our differences.
- I actively, meaningfully, and genuinely engage my coworkers, in my everyday interactions, to create a sense of belonging.
- I feel comfortable expressing new ideas to anyone in the organization, at any level, and encourage everyone else to do the same.

Community: Many backgrounds, one organization.

- We actively attend, encourage, and participate in events that bring employees together and develop team-building and mutual support.
- We encourage interactions that build and strengthen relationships by being open to others' views through receptive communication and open body language.
- When working as a team, we work to benefit others by being mindful of each other's strengths and weaknesses, and work to lighten the load of everyone.