



## Exhibit A

### HUMAN RESOURCES DEPARTMENT

# MEMO

**TO:** Civil Service Commission  
**FROM:** Jennifer Brizel, Assistant Human Resources Director  
**DATE:** February 27, 2017  
**SUBJECT:** Equal Employment Opportunity Report for 2016

Civil Service Rule 4 Part K states that the Civil Service Commission shall submit an annual Equal Employment Opportunity report to the City Council. This report addresses recruiting activity for calendar year 2016 and presents a utilization analysis of the City workforce as of December 31, 2016.

The Human Resources Department conducted 80 recruitments, for 137 openings, in 2016, as opposed to 69 recruitments for 201 openings in 2015. Sixty-one of these recruitments were for classified positions, up from 50 in 2015. Department staff also coordinated recruitment activities for 19 part-time recruitments (21 in 2015). Eligibility lists were created in 2016 for the following classified positions:

|                                                                 |                                                       |
|-----------------------------------------------------------------|-------------------------------------------------------|
| Account Clerk I/II                                              | Firefighter/Paramedic                                 |
| Accounting Technician (Entry)                                   | Housing Rehabilitation Program Supervisor             |
| Assistant Human Resources Director                              | Housing Rehabilitation Specialist                     |
| Associate Civil Engineer                                        | Junior Engineer                                       |
| Associate Civil Engineer (Capital Improvement/Special Projects) | Maintenance Laborer                                   |
| Associate Civil Engineer (Municipal Water Treatment)            | Management Analyst II (Business Coordinator)          |
| Chief Building Official                                         | Management Analyst II (Human Resources Analyst)       |
| Communications Manager                                          | Parks, Trees & Facilities Supervisor (Urban Forester) |
| Construction Inspector (Promotional)                            | Permit Technician                                     |
| Construction Inspector Assistant                                | Personnel Assistant                                   |
| Deputy City Clerk                                               | Planning Manager                                      |
| Electrician I                                                   | Plant Maintenance Mechanic I                          |
| Engineering Aide (Construction)                                 | Police Captain                                        |
| Engineering Aide (Stormwater)                                   | Police Forensic Specialist                            |
| Engineering Assistant (Promotional)                             | Police Officer (Lateral)                              |
| Equipment Mechanic                                              | Police Officer (Lateral)                              |
| Finance Analyst                                                 | Police Officer Trainee                                |
| Finance Manager                                                 | Police Property Technician                            |
| Finance Manager                                                 | Police Records Assistant I                            |
| Firefighter                                                     |                                                       |

Police Sergeant (Promotional)  
Public Safety Dispatcher I  
Purchasing & Inventory Specialist  
Purchasing Services Manager  
Records Analyst  
Records Analyst  
Recruitment Coordinator (Personnel Assistant)  
Secretary  
Senior Civil Engineer  
Senior Civil Engineer

Senior Engineering Aide  
Street Field Supervisor  
Street Maintenance Worker I/II  
Systems Administrator  
Systems Administrator  
Systems Administrator (Promotional)  
Systems Analyst (Promotional)  
Waste Prevention Specialist  
Water Service Worker (Promotional)  
Water Systems Cross-Connection Specialist  
Water Treatment Facility Operator

In 2016, the Human Resources Department introduced Competency-Based Behavioral Selection methods to department staff, the Executive Team and bargaining group representatives which included job analyses to more accurately identify technical competencies as well as knowledge, skills, abilities, behaviors and culture fit through assessment techniques to maximize testing predictors for job success as well as minimize the risk of adverse impact, ensure cost-effectiveness and better meet the hiring department's workforce needs.

In the calendar year 2016, 3,882 employment applications were filed, up from 3,652 in 2015. 58.8% of the applicants were male, as opposed to 55.1% in 2015, 39.4% were female, as opposed to 43.3% in 2015 and 1.8% did not identify their gender, compared to 1.6% in 2015. 48.89% of applicants identified themselves as White, as opposed to 47.5% in 2015, 20% as Hispanic, as opposed to 21% in 2015, 8% as Black, up from 7.3% in 2015, 7.6% as Asian, down from 8.2% in 2015, 1.34% as Pacific Islander, up slightly from 1.1% in 2015, 0.98% as Native American, up from the 0.7% in 2015, and 6.62% as Two or More Races, up from 6.3% in 2015. 6.62% of applicants chose not to provide information on their race, as opposed to 6.7% in 2015.

54% of the candidates placed on eligibility lists in 2016 were male, down from 59.3% in 2015 and 45.56% were female up from 39.6% in 2015. 58.69% identified themselves as White, as opposed to 54.5% in 2015. 22% as Hispanic, up from 20.8% in 2014, 3.86% as Black, down from 5.3% in 2015, 3% as Asian, down from 6.6% in 2015, 1.1% as Pacific Islander, essentially unchanged from 1.1% in 2015, 0.4% as Native American, down from 0.6% in 2015, and 6.95% as Two or More Races, up from 4.9% in 2015. 3.8% chose not to disclose information on their race, down from 6.2% in 2015.

The Uniform Guidelines on Employee Selection Procedures under the Equal Employment Opportunity Commission indicates that the 4/5ths rule is the preferred method for determining adverse impact unless samples are very small or very large.

Adverse impact is determined by a four step process.  
([www.eeoc.gov/policy/docs/qanda\\_clarify\\_procedures.html](http://www.eeoc.gov/policy/docs/qanda_clarify_procedures.html))

- Calculate the rate of selection for each group (divide the number of persons selected from a group by the number of applicants from that group).
- Observe which group has the highest selection rate.

- Calculate the impact ratios, by comparing the selection rate for each group with that of the highest group (divide the selection rate for a group by the selection rate for the highest group).
- Observe whether the selection rate for any group is substantially less (i.e., usually less than 4/5ths or 80%) than the selection rate for the highest group. If it is adverse impact is indicated in most circumstances.

The determination of adverse impact may be determined by a variety of factors. It is important for the City of Napa to evaluate adverse impact and mitigate factors which may imply the cause to be related to employee selection methods.

The relationship between applicants and those being placed on eligibility lists indicates that the selection processes developed and utilized in 2016 were consistent with our goal of minimizing adverse impact.

### **Utilization Analysis**

The utilization analysis for the City was based on the 2016 employee base and the 2010 census data.

The utilization analysis compared the number of individuals in each gender and race/ethnicity group employed by the City on December 31, 2016, in specific job groups, with the numbers of their counterparts who are available in the relevant labor market. The labor markets which were identified and defined for the 2015 report were used again for 2016. The different labor markets for the Availability Analysis are local counties, weighted by the percentage of the workforce living in each county; California; National; and Internal Feeders. The local labor market was weighted 75.53% Napa County, 19.27% Solano County and 5.2% Sonoma County. The town of residence at time of hire for hires during 2014 and 2015 was used to determine the relative weights between Local, California and National groups. The weight to the Feeder groups was based on classes from which an employee would promote into a different group. For example, the feeder group percentage for Professionals is based on the classes in Professionals which are potentially filled by employees in the Technicians group.

Underutilization was identified if the percentage of individuals employed was lower than the percent available. The underutilization number indicates the whole number of employees in that group which would be needed for our workforce to reflect the labor market.

The data in the 2016 Utilization Analysis has been consolidated by EEO Job Group. Under-utilization was identified in 2016 in the following job groups: Officials and Administrators (1 Female, 1 Black, 2 Hispanic, 1 Asian); Professionals (3 Black, 4 Asian, 1 Two or More/Other); Technicians (2 Black, 3 Asian, 1 Two or More); Protective Service Workers (1 Female, 6 Black, 4 Hispanic, 5 Asian, 1 Two or More); Para-Professionals (1 Asian); Administrative Support (8 Male, 2 Black, 2 Asian, 2 Native Hawaiian/Pacific Islander); Skilled Craft Workers (3 Female, 2 Black, 5 Hispanic, 1 Asian); Service/Maintenance (5 Female, 3 Black) This data documents an decrease in underutilization from 2015. The Placement Goals report for 2016 and 2017 are attached as Attachment 1.

At the end of 2016 there was underutilization of Females in four out of eight categories. In 2015 there was underutilization in three categories. The underutilization in Officials and Administrators (from 0 in 2015 to 1 in 2016), Protective Service (from 0 to 1); Skilled Craft (unchanged at 2) and Service Maintenance (from 3 to 5); can be attributed to high availability rates coupled with low participation rates across all of the groups identified and studied within this report. In this past year, the underutilization of Females decreased in the Para-Professional Job Group.

There was underutilization of Hispanics in three of eight categories, down from five categories in 2015; Officials and Administrators (from 3 in 2015 to 2 in 2016), Protective Services (from 8 to 4) and Skilled Craft (from 4 to 5). As with the Female group, this can be attributed to high availability rates coupled with low participation rates across all of the groups identified and studied within this report.

There was an increase in the underutilization of Blacks in 2016. There was underutilization in seven of eight groups, up from six in 2015. However, due to a decrease in staffing, the number of employees available have decreased the underutilization of Blacks from 21 to 19.

The job group with the highest underutilization is Protective Services (decreasing from 22 in 2015 to 17 in 2016). Increasing the diversity in this group is a priority for the City. The Fire Department has included increasing diversity as one of their strategic goals. The Human Resources Department continues to work with both the Fire and Police Departments to increase diversity, including targeted outreach for entry level recruitments and development of reserve and volunteer programs.

The City plans to continue outreach efforts throughout the community, including recruitment utilizing social media, wide distribution of job announcements through direct mailings and emails to a variety of community organizations and groups, as well as continued outreach at high school and college job fairs, internships, informational interviewing, job shadowing, and presentations in classrooms and at various community forums. Additionally, we strive to build a workforce which is reflective of the relevant labor market within the community it serves.

Beyond our efforts of recruiting diverse talent, it is a priority for the City to examine equity and inclusion. Attachment 2 demonstrates objective measures we will focus on in 2017 to determine and address race and gender equity throughout the City.

We have established a partnership with the *Government Alliance on Race and Equity* to learn and apply strategies as well as utilize local and nationwide resources to address the City of Napa's desire to promote a culture of inclusion.

## **Recommendation**

The Assistant Human Resources Director recommends that the Civil Service Commission: (1) approve the Equal Employment Opportunity Report for 2016, and direct the Assistant Human Resources Director to submit the Report to City Council; and (2) approve recommending that the City Council approve the Equity & Inclusion Plan for 2017.

Attachments: Attachment 1: Diversity Placement Goals (Plan Date: 01/01/2016)  
Attachment 2: Equity & Inclusion Plan - 2017  
Attachment 3: GARE Fact Sheet

**City of Napa  
Diversity Placement Goals**

**Job Group:** 01 - Officials Administrators

**Total Employees:** 38

|                                                          | Male  | Female    | Black     | Hispanic  | Asian     | Native<br>American<br>/Alaskan<br>Native | Native<br>Hawaiian/<br>Other<br>Pacific<br>Islander | White | Other |
|----------------------------------------------------------|-------|-----------|-----------|-----------|-----------|------------------------------------------|-----------------------------------------------------|-------|-------|
| <b>Employees (#)</b>                                     | 31    | 7         | 1         | 1         | 1         | 0                                        | 0                                                   | 35    | 0     |
| <b>Employees (%)</b>                                     | 81.6% | 18.4%     | 2.6%      | 2.6%      | 2.6%      | 0.0%                                     | 0.0%                                                | 92.1% | 0.0%  |
| <b>Availability (%)</b>                                  | 73.0% | 27.0%     | 3.6%      | 9.1%      | 5.0%      | 0.5%                                     | 0.1%                                                | 80.7% | 9.0%  |
| <b>Meets 80/20 Rule</b>                                  | Yes   | <b>No</b> | <b>No</b> | <b>No</b> | <b>No</b> | Yes                                      | Yes                                                 | Yes   | Yes   |
| <b>2017 Recruitment Goal<br/>(# of Employees Needed)</b> | 0     | <b>1</b>  | <b>1</b>  | <b>2</b>  | <b>1</b>  | 0                                        | 0                                                   | 0     | 0     |
| <b>2016 Recruitment Goals</b>                            | 0     | 0         | 0         | 3         | 0         | 0                                        | 0                                                   | 0     | 0     |

Increased underutilization of Female, Black and Asian. Decreased underutilization in Hispanic from 2016 goals.

**City of Napa  
Diversity Placement Goals**

**Job Group:** 02 - Professionals

**Total Employees:** 80

|                                                          | Male  | Female | Black     | Hispanic | Asian     | Native<br>American<br>/Alaskan<br>Native | Native<br>Hawaiian/<br>Other<br>Pacific<br>Islander | White | Other     |
|----------------------------------------------------------|-------|--------|-----------|----------|-----------|------------------------------------------|-----------------------------------------------------|-------|-----------|
| <b>Employees (#)</b>                                     | 48    | 32     | 0         | 9        | 4         | 1                                        | 0                                                   | 66    | 0         |
| <b>Employees (%)</b>                                     | 60.0% | 40.0%  | 0.0%      | 11.3%    | 5.0%      | 1.3%                                     | 0.0%                                                | 82.5% | 0.0%      |
| <b>Availability (%)</b>                                  | 62.6% | 37.4%  | 5.0%      | 11.0%    | 12.2%     | 0.2%                                     | 0.4%                                                | 69.3% | 1.8%      |
| <b>Meets 80/20 Rule</b>                                  | Yes   | Yes    | <b>No</b> | Yes      | <b>No</b> | Yes                                      | Yes                                                 | Yes   | <b>No</b> |
| <b>2017 Recruitment Goal<br/>(# of Employees Needed)</b> | 0     | 0      | <b>3</b>  | 0        | <b>4</b>  | 0                                        | 0                                                   | 0     | <b>1</b>  |
| <b>2016 Recruitment Goals</b>                            | 2     | 0      | 4         | 1        | 6         | 0                                        | 0                                                   | 0     | 1         |

Decreased underutilization in Male, Black, Hispanic and Asian from 2016 goals.

**City of Napa  
Diversity Placement Goals**

**Job Group:** 03 - Technicians

**Total Employees:** 61

|                                                          | Male     | Female   | Black     | Hispanic | Asian     | Native<br>American<br>/Alaskan<br>Native | Native<br>Hawaiian/<br>Other<br>Pacific<br>Islander | White    | Other     |
|----------------------------------------------------------|----------|----------|-----------|----------|-----------|------------------------------------------|-----------------------------------------------------|----------|-----------|
| <b>Employees (#)</b>                                     | 36       | 25       | 0         | 12       | 3         | 1                                        | 0                                                   | 44       | 1         |
| <b>Employees (%)</b>                                     | 59.0%    | 41.0%    | 0.0%      | 19.7%    | 4.9%      | 1.6%                                     | 0.0%                                                | 72.1%    | 1.6%      |
| <b>Availability (%)</b>                                  | 59.6%    | 40.4%    | 4.3%      | 16.7%    | 10.7%     | 0.3%                                     | 0.4%                                                | 65.0%    | 2.7%      |
| <b>Meets 80/20 Rule</b>                                  | Yes      | Yes      | <b>No</b> | Yes      | <b>No</b> | Yes                                      | Yes                                                 | Yes      | <b>No</b> |
| <b>2017 Recruitment Goal<br/>(# of Employees Needed)</b> | <b>0</b> | <b>0</b> | <b>2</b>  | <b>0</b> | <b>3</b>  | <b>0</b>                                 | <b>0</b>                                            | <b>0</b> | <b>1</b>  |
| <b>2016 Recruitment Goals</b>                            | 3        | 0        | 2         | 0        | 3         | 0                                        | 0                                                   | 0        | 1         |

Decreased underutilization in Male from 2016 goals.

**City of Napa  
Diversity Placement Goals**

**Job Group:** 04 - Protective Service Workers

**Total Employees:** 93

|                                                          | Male  | Female    | Black     | Hispanic  | Asian     | Native<br>American<br>/Alaskan<br>Native | Native<br>Hawaiian/<br>Other<br>Pacific<br>Islander | White | Other     |
|----------------------------------------------------------|-------|-----------|-----------|-----------|-----------|------------------------------------------|-----------------------------------------------------|-------|-----------|
| <b>Employees (#)</b>                                     | 89    | 4         | 0         | 12        | 1         | 1                                        | 0                                                   | 79    | 0         |
| <b>Employees (%)</b>                                     | 95.7% | 4.3%      | 0.0%      | 12.9%     | 1.1%      | 1.1%                                     | 0.0%                                                | 84.9% | 0.0%      |
| <b>Availability (%)</b>                                  | 93.9% | 6.1%      | 7.8%      | 19.9%     | 7.4%      | 0.5%                                     | 0.4%                                                | 65.0% | 1.5%      |
| <b>Meets 80/20 Rule</b>                                  | Yes   | <b>No</b> | <b>No</b> | <b>No</b> | <b>No</b> | Yes                                      | Yes                                                 | Yes   | <b>No</b> |
| <b>2017 Recruitment Goal<br/>(# of Employees Needed)</b> | 0     | <b>1</b>  | <b>6</b>  | <b>4</b>  | <b>5</b>  | 0                                        | 0                                                   | 0     | <b>1</b>  |
| <b>2016 Recruitment Goals</b>                            | 0     | 0         | 7         | 8         | 6         | 0                                        | 0                                                   | 0     | 1         |

Increased underutilization of Female. Decreased underutilization of Black, Hispanic and Asian from 2016 goals.

**City of Napa  
Diversity Placement Goals**

**Job Group:** 05 - Paraprofessionals

**Total Employees:** 7

|                                                          | Male      | Female | Black | Hispanic | Asian     | Native<br>American<br>/Alaskan<br>Native | Native<br>Hawaiian/<br>Other<br>Pacific<br>Islander | White | Other |
|----------------------------------------------------------|-----------|--------|-------|----------|-----------|------------------------------------------|-----------------------------------------------------|-------|-------|
| <b>Employees (#)</b>                                     | 3         | 4      | 0     | 1        | 0         | 0                                        | 0                                                   | 6     | 0     |
| <b>Employees (%)</b>                                     | 42.9%     | 57.1%  | 0.0%  | 14.3%    | 0.0%      | 0.0%                                     | 0.0%                                                | 85.7% | 0.0%  |
| <b>Availability (%)</b>                                  | 58.0%     | 42.0%  | 1.6%  | 9.5%     | 6.9%      | 2.4%                                     | 0.2%                                                | 75.8% | 3.7%  |
| <b>Meets 80/20 Rule</b>                                  | <b>No</b> | Yes    | Yes   | Yes      | <b>No</b> | Yes                                      | Yes                                                 | Yes   | Yes   |
| <b>2017 Recruitment Goal<br/>(# of Employees Needed)</b> | <b>1</b>  | 0      | 0     | 0        | <b>1</b>  | 0                                        | 0                                                   | 0     | 0     |
| <b>2016 Recruitment Goals</b>                            | 0         | 3      | 0     | 0        | 2         | 2                                        | 0                                                   | 0     | 3     |

Increased underutilization of Male. Decreased underutilization of Female, Asian, Native American/Alaskan Native, Native Hawaiian/Other Pacific Islander and Other from 2016 goals.

**City of Napa  
Diversity Placement Goals**

**Job Group:** 06 - Administrative Support

**Total Employees:** 62

|                                                          | Male      | Female   | Black     | Hispanic | Asian     | Native<br>American<br>/Alaskan<br>Native | Native<br>Hawaiian/<br>Other<br>Pacific<br>Islander | White    | Other    |
|----------------------------------------------------------|-----------|----------|-----------|----------|-----------|------------------------------------------|-----------------------------------------------------|----------|----------|
| <b>Employees (#)</b>                                     | 4         | 58       | 0         | 17       | 0         | 3                                        | 0                                                   | 42       | 0        |
| <b>Employees (%)</b>                                     | 6.5%      | 93.5%    | 0.0%      | 27.4%    | 0.0%      | 4.8%                                     | 0.0%                                                | 67.7%    | 0.0%     |
| <b>Availability (%)</b>                                  | 19.8%     | 80.2%    | 3.2%      | 17.2%    | 5.0%      | 0.2%                                     | 4.8%                                                | 68.7%    | 0.9%     |
| <b>Meets 80/20 Rule</b>                                  | <b>No</b> | Yes      | <b>No</b> | Yes      | <b>No</b> | Yes                                      | <b>No</b>                                           | Yes      | Yes      |
| <b>2017 Recruitment Goal<br/>(# of Employees Needed)</b> | <b>8</b>  | 0        | <b>2</b>  | 0        | <b>2</b>  | 0                                        | <b>2</b>                                            | 0        | 0        |
| <b>2016 Recruitment Goals</b>                            | <i>10</i> | <i>0</i> | <i>3</i>  | <i>0</i> | <i>3</i>  | <i>0</i>                                 | <i>3</i>                                            | <i>5</i> | <i>0</i> |

Decreased underutilization of Male, Black, Asian, Native Hawaiian/Other Pacific Islander and White from 2016 goals.

**City of Napa  
Diversity Placement Goals**

**Job Group:** 07 - Skilled Craft Worker

**Total Employees:** 46

|                                                          | Male   | Female    | Black     | Hispanic  | Asian     | Native<br>American<br>/Alaskan<br>Native | Native<br>Hawaiian/<br>Other<br>Pacific<br>Islander | White | Other |
|----------------------------------------------------------|--------|-----------|-----------|-----------|-----------|------------------------------------------|-----------------------------------------------------|-------|-------|
| <b>Employees (#)</b>                                     | 46     | 0         | 0         | 8         | 1         | 1                                        | 0                                                   | 36    | 0     |
| <b>Employees (%)</b>                                     | 100.0% | 0.0%      | 0.0%      | 17.4%     | 2.2%      | 2.2%                                     | 0.0%                                                | 78.3% | 0.0%  |
| <b>Availability (%)</b>                                  | 94.3%  | 5.7%      | 4.8%      | 33.3%     | 4.3%      | 0.8%                                     | 0.3%                                                | 53.6% | 2.8%  |
| <b>Meets 80/20 Rule</b>                                  | Yes    | <b>No</b> | <b>No</b> | <b>No</b> | <b>No</b> | Yes                                      | Yes                                                 | Yes   | Yes   |
| <b>2017 Recruitment Goal<br/>(# of Employees Needed)</b> | 0      | <b>2</b>  | <b>2</b>  | <b>5</b>  | <b>1</b>  | 0                                        | 0                                                   | 0     | 0     |
| <b>2016 Recruitment Goals</b>                            | 0      | 2         | 2         | 4         | 0         | 0                                        | 0                                                   | 0     | 1     |

Decreased underutilization of Other from 2016 goals.

**City of Napa  
Diversity Placement Goals**

**Job Group:** 08 - Service Maintenance  
**Total Employees:** 46

|                                                          | Male  | Female    | Black     | Hispanic | Asian | Native<br>American<br>/Alaskan<br>Native | Native<br>Hawaiian/<br>Other<br>Pacific<br>Islander | White | Other |
|----------------------------------------------------------|-------|-----------|-----------|----------|-------|------------------------------------------|-----------------------------------------------------|-------|-------|
| <b>Employees (#)</b>                                     | 44    | 2         | 0         | 16       | 2     | 2                                        | 0                                                   | 26    | 0     |
| <b>Employees (%)</b>                                     | 95.7% | 4.3%      | 0.0%      | 34.8%    | 4.3%  | 4.3%                                     | 0.0%                                                | 56.5% | 0.0%  |
| <b>Availability (%)</b>                                  | 82.3% | 17.7%     | 7.1%      | 39.9%    | 3.4%  | 0.2%                                     | 0.1%                                                | 47.1% | 2.2%  |
| <b>Meets 80/20 Rule</b>                                  | Yes   | <b>No</b> | <b>No</b> | Yes      | Yes   | Yes                                      | Yes                                                 | Yes   | Yes   |
| <b>2017 Recruitment Goal<br/>(# of Employees Needed)</b> | 0     | <b>5</b>  | <b>3</b>  | 0        | 0     | 0                                        | 0                                                   | 0     | 0     |
| <b>2016 Recruitment Goals</b>                            | 0     | 3         | 4         | 1        | 0     | 0                                        | 0                                                   | 0     | 0     |

Increased underutilization of Female. Decreased underutilization of Black and Hispanic from 2016 goals.



## LOCAL AND REGIONAL GOVERNMENT ALLIANCE ON RACE & EQUITY

### Fact Sheet: Jurisdictional Cohorts to Advance Racial Equity

The [Government Alliance on Race and Equity](#) (GARE)<sup>1</sup> is pleased to announce the launching two new California cohorts of governmental jurisdictions that are systemically advancing racial equity. These year-long cohorts will focus on jurisdictions in Northern and Southern California and launch in February 2017.

#### What is the Government Alliance on Race and Equity?

GARE is a national network of government working to achieve racial equity and advance opportunities for all. The Alliance uses a three-prong approach:

- 1) Support jurisdictions that are at the forefront of work to advance racial equity.
- 2 ) Build pathways for new jurisdictions to begin doing racial equity work, including cohorts of new jurisdictions.
- 3) Expand and strengthen local and regional collaborations that are broadly inclusive and focused on achieving racial equity.

Government's proactive work on racial equity has the potential to leverage significant change, setting the stage for the achievement of racial equity in our communities. Supporting targeted cohorts of jurisdictions and providing best practices, tools and resources is helping to build and sustain current efforts and build a national movement for racial equity.

#### What is an Advancing Racial Equity cohort?

Over the last decade, a solid field of practice has developed that advances racial equity and transforms government. Government will not be able to advance racial equity without a fundamental transformation into an effective and inclusive democracy. The field of practice is based on the experiences of early adopters of racial equity within government. Cities and counties across the country have developed and are implementing racial equity initiatives or agendas and using racial equity tools. GARE cohorts will implement proven practices and replicate success, changing the norm of what is expected and possible from government and will increase our collective impact.

New jurisdictions can make use of the field of practice and begin and expand work on institutional and structural equity. Based on the experiences of leaders, the new cohorts will participate in a structured curriculum that focuses on strategies that normalize conversations about race, operationalize new policies and cultures, and organize to achieve racial equity.

#### What will a jurisdiction get out of participating in a cohort?

As a result of participating in the cohort, each jurisdiction will receive tools and resources, including:

- A racial equity training curriculum, with cohort participants who are equipped to implement the training with other employees,
- A Racial Equity Tool to be used in policy, practice, program and budget decisions,
- A capacity building plan and organizational structure to institutionalize equity within their own jurisdiction,
- Example policies and practices that help advance racial equity, and
- A Racial Equity Action Plan

Implementation of these tools and resources will vary depending on the opportunities within individual

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<sup>1</sup> Funding provided by [the California Endowment / Building Healthy Communities](#)

jurisdictions. Technical assistance will be provided by GARE to ensure responsiveness to the local conditions of each jurisdiction.

#### **How will the cohort be structured?**

The structure will consist of monthly sessions, with a quarterly rotation between 1) skill building and strategy development, 2) an “Advancing Racial Equity” speaker series that connects community members to the process, and 3) peer-to-peer networking and problem solving. This quarterly rotation process allows for implementation of action steps as the year progresses.

Key components of the cohort will include:

- A curriculum that builds on the existing and growing field of governmental practices to advance racial equity. Technical assistance and academic research from the [Haas Institute for a Fair and Inclusive Society](#) and members of [GARE’s Technical Assistance Advisory Group](#) will be provided.
- Mentors from similarly situated jurisdictions that have experience with implementation of racial equity initiatives. Mentor connections will take into account: location, size, form of government, demographics and other characteristics. The cohort as a whole will be structured to support peer-to-peer strategizing and problem-solving.
- An “Advancing Racial Equity” speaker series that will be an opportunity for cohort participants, community members and elected officials to come together to learn and strategize in the spirit of shared commitment to advancing racial equity and transforming government.
- An Advanced Implementation Track for jurisdictions that participated in the 2016 Learning Year so that they can focus in on the specific strategies necessary to fulfill the elements of their Racial Equity Action Plans.

#### **What is expected from participating jurisdictions?**

Participating sites will:

- Identify a team lead and a group of six or more employees. Teams should include governmental leadership and staff committed to advancing racial equity and transforming government. A team of 10 tends to be sufficiently representative to move the group to action steps. For teams larger than 15 participants, please contact GARE for more details. **Note:** jurisdictions that participated in the 2016 Learning Year have the option of nominating that team to take part in the Advanced Implementation Track while also introducing a new team of participants into the Core Training.
- Complete an enrollment form that designates their team’s lead, team members, and provides information on jurisdiction specific opportunities and challenges.
- Commit to participate in the full series, including each session and completion of assignments between sessions. In-person participation is preferable, although video-conferencing may be available. Location of events will rotate between sites to maximize in-person participation.
- Work with GARE and to promote the “Advancing Racial Equity” speaker series to elected officials, government staff and community partners.
- Contribute towards the training cost (the City is participating in conjunction with the County at a cost of approximately \$83 per person per session monthly).

For more information, please contact Dwayne S. Marsh, [dmars@thecsi.org](mailto:dmars@thecsi.org) or (510) 882-9147.