

2024 and 2025 EQUITY ACTION PLAN (WORKPLAN)

Creating the Infrastructure

This action / work plan is for two calendar years and it will follow these year-over-year broad objective areas to support ongoing consistency in the City's Diversity, Equity, Inclusion, and Belonging (DEIB) work even beyond the two years:

1. Cultivating Experiences and Appreciation
2. Fostering an Inclusive Environment
3. Applying an Equity Lens: Strategic Review of the Organization through an Equity Lens

Actions within each objective will be organized by values within the City's Positive Work Environment Efforts focused on People, Purpose & Practice (3Ps):

PEOPLE – How we present ourselves to others: Our people define our culture – how we interact, treat each other with care and respect. This focus is about how are we helping each other and focusing to bring our best selves every day.

PURPOSE – The work is meaningful: Serving the community is meaningful work, and together we make an impact.

PRACTICE – How we approach the work: Value professionalism and staff expertise. Focus on benefits and other changes that support the workforce. Importance of budget and fiscal sustainability; investing in the future.¹

Note, while some actions will be led directly by the Equity and Inclusion Program Manager, many of the actions within this workplan will be led by a variety of department stakeholders with support from the Equity and Inclusion Program Manager.

Acronym use definitions:

- BCC: Boards, Committees, and Commissions
- CEDAW: The Convention on the Elimination of All Forms of Discrimination Against Women
- DEIB: Diversity, Equity, Inclusion, and Belonging
- HRC: Human Relations Commission
- HR: Human Resources Department
- 3Ps: People, Purpose, and Practice



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Objective 1: Cultivating Experiences and Appreciation

Cultivating Experiences and Appreciation: People		
	<i>Actions</i>	<i>Additional Context</i>
1.1	Share information about specific cultural and heritage months and holidays	<ul style="list-style-type: none"> • Define Diversity, Equity, Inclusion and Belonging in the workplace as baseline information • Share messaging about recognized dates of significance and holidays
Cultivating Experiences and Appreciation: Purpose		
	<i>Actions</i>	<i>Additional Context</i>
1.2	Review Citywide events through an inclusion and equity lens; identify gaps	---
Cultivating Experiences and Appreciation: Practice		
	<i>Actions</i>	<i>Additional Context</i>
1.3	BCC Related: Create a process that includes the HRC for annual calendar setting related to holidays and heritage months	---
1.4	Annually report progress on DEIB goals, accomplishments, and activities especially giving recognition to departments or teams advancing DEIB strategies (can be combined with other update reports)	---
1.5	Establish resources for difficult interactions between City staff and the public. The resources should highlight the importance of de-escalation as well as employee safety and support	---
1.6	Understand existing language barriers with the public. Assess which departments need translation services the most to better serve the public	---
1.7	Allow all residents to provide feedback to the City in their language of choice	---

Note: Where appropriate, 'additional context' is included in the right column to further describe some action items. Thus the 'additional context' column is not utilized for every action item.

Objective 2: Fostering an Inclusive Environment

Fostering an Inclusive Environment: People		
	<i>Actions</i>	<i>Additional Context</i>
2.1	Share DEIB values with New Employees at New Employee Orientation in context of workplace culture	Include information on DEIB at the New Employee Orientation
2.2	Conduct Quarterly Interactive DEIB Workshop Trainings for All Employees	Topics could include but are not limited to: DEIB foundations, Government business case for DEIB (History), Implicit Bias Training, Understanding & Mitigating Microaggressions, Inclusive Leadership, Understanding Cultural Competency, Allyship, etc.
2.3	Establish a staff DEIB Committee	Form a team responsible for coordinating and sharing status updates on DEIB initiatives within individual departments; Ensure representation from various levels and departments in the group.
2.4	Explore options related to affordable housing for City staff to live in the City of Palo Alto	---
Fostering an Inclusive Environment: Purpose		
	<i>Actions</i>	<i>Additional Context</i>
2.5	Finalize process for annual City staff demographic data reporting; release the first report online	---
2.6	Finalize process for annual City Board, Committee, and Commission member demographic data reporting; release the report online	This survey has been conducted in 2021 and 2024. This item is to firm up the questions and the process for future annual surveys.
2.7	Break apart employee survey data by demographic(s) and identify any differences; work with department directors to address differences identified	---
Fostering an Inclusive Environment: Practice		
	<i>Actions</i>	<i>Additional Context</i>
2.8	Create more diverse interview panels (tools and policies)	Update the hiring manager toolkit to include information about DEIB (such as ensuring representation on the panel, increasing cultural competency, and sharing tools to reduce implicit bias)
2.9	Expand demographic data collection related to candidates	Update the candidate profile pages to include the opportunity for candidates to add their demographic information; This would be for data analysis purposes
2.10	Expand recruitment efforts to attract diverse talent	Review the recruitment process and offer DEIB best practices; Provide recruiters with education and resources for recruiting through a diversity lens
2.11	Further define and communicate employee career paths by function/department; encourage all employees to have individual development plans to make sure employees are fairly developed	---

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Objective 3: Applying an Equity Lens: Strategic Review of the Organization through an Equity Lens

Applying an Equity Lens (Strategic Review of the Organization through an Equity Lens): People		
	<i>Actions</i>	<i>Additional Context</i>
3.1	Create a space/process for employees to share input and suggest solutions in areas where they see current barriers related to the inclusion needs of specific groups (e.g., gender-neutral bathrooms, accessibility, etc.)	---
3.2	Begin exploration and understanding of pronoun usage for the City of Palo Alto organization	---
Applying an Equity Lens (Strategic Review of the Organization through an Equity Lens): Purpose		
	<i>Actions</i>	<i>Additional Context</i>
3.3	Begin to partner with the HRC to work with other commissions to apply an equity lens to their work (will further define with the HRC)	Conduct trainings with HRC to prepare them for this work
3.4	Finalize CEDAW Ordinance and Present it to the City Council for Adoption	---
Applying an Equity Lens (Strategic Review of the Organization through an Equity Lens): Practice		
	<i>Actions</i>	<i>Additional Context</i>
3.5	Develop a best practices protocol for writing policies in alignment with the City's inclusive language standards and equity lens. These best practices protocols will be incorporated into Policy 1-01 MGR which establishes guidelines for any City Department writing or revising policies. Once developed the HR team in conjunction with City Departments will plan a five-year review cycle to bring all policies into alignment with these best practices.	This could include things like the review of part time roles to full time roles, reasonable accommodations process review, exploration of the expansion of the definition of disability to include invisible disabilities, etc.
3.6	If identified, then begin to implement solutions that address the inclusion needs of specific groups (e.g., gender-neutral bathrooms, accessibility, etc.)	---
3.7	Coordinate with City departments to learn how they are supporting citywide DEIB efforts	Share the DEIB goals for the current year on a team, department, and organizational level
3.8	Work with an external firm to begin analysis and present analytical summary of the RIPA (Racial Identity Profiling Act) Police data	---

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