



Citywide Practices: Equity Project Preliminary Recommendations

November 5, 2024 – City Leadership Team Meeting



Desired Outcomes for Today

To launch recruitment:

- **Affirm overarching objectives to provide a shared direction for the City's equity work and officer recruitment.**
- **Agreement on the position's roles and responsibilities**
- **Agreement on process to determine the position title**

To further advance and support the equity practice:

- **Agreement on reporting structure**
- Start discussions on what that looks like in operation

Sources of Feedback for Preliminary Recommendations

- Comparative analyses of other cities
- Review of the City's existing equity policies and practices
- Survey responses
 - City employees (285 responses)
 - Community organizations (42 responses)
- Internal stakeholder interviews:
 - one-on-one (20 people)
 - small groups (29 people)

Preliminary Recommendations

1

DIRECTION

Affirm overarching objectives to provide a shared direction for the City's equity work and officer recruitment.

2

IMPACT

Focus the officer's scope and authority on high-impact areas and initiatives.

3

STRUCTURE

Adopt a hybrid model with clear decision-making and reporting accountabilities.

#1. Leadership affirm overarching objectives to provide a shared direction for the City's equity work and officer recruitment.

- **Unify efforts and establish, manage, and lead collaboration in having clear equity standards** for consistency across service areas and bureaus.
- **Strengthen accountability and performance tracking** to measure and report on equity outcomes with clarity and transparency.
- **Build organizational capacity** by providing training and tools to enhance ability to analyze and implement actions and decisions resulting in equitable outcomes.
- **Address disparities** related to race, gender identity, sexual orientation, and disability using an intersectional approach.
- **Foster collaboration and partnerships** between City leadership, Office of Equity and Human Rights, equity practitioners, and community stakeholders.
- **Ensure regulatory and policy compliance** by integrating equity considerations into operations, ensuring adherence to local, state, and federal laws and standards.





#2. Focus the officer's scope of work and authority on high-impact areas and initiatives.

- Provide clarity on the key roles, responsibilities, and authority of the position.
- Include Officer as part of high-impact and executive-level teams with access and influence in citywide decision-making.
- Ensure title has consistency and parity with City's current practices and/or standards for similarly held positions overseeing other areas of the organization.

Proposed Roles & Responsibilities

DIRECT AND ACT	CONSULT AND ACT	ACT ON INSTRUCTION	SHARED LEADERSHIP RESPONSIBILITY*
<ul style="list-style-type: none"> ● Manage the Office of Equity and Human Rights, overseeing staff and workgroups. ● Provide expertise and leadership to advance citywide equity goals. ● Build relationships with city leaders and equity practitioners to align efforts. ● Develop partnerships with regional leaders to support broader equity goals. 	<ul style="list-style-type: none"> ● Lead a unified approach to equity in alignment with citywide objectives. ● Strengthen accountability through consistent progress tracking and reporting. ● Build capacity by overseeing resources, training, and support for city staff. 	<ul style="list-style-type: none"> ● Support implementation of equity policies from City Council or City Administrator. ● Assist citywide initiatives as directed. ● Liaise with commissions and committees to incorporate equity goals. 	<ul style="list-style-type: none"> ● Guide bureaus and service areas in development and implementation of equity plans and outcomes, including offering support and collaboration. ● Ensure compliance with federal, state, and local regulations. ● Implement initiatives addressing disparities using an intersectional approach.

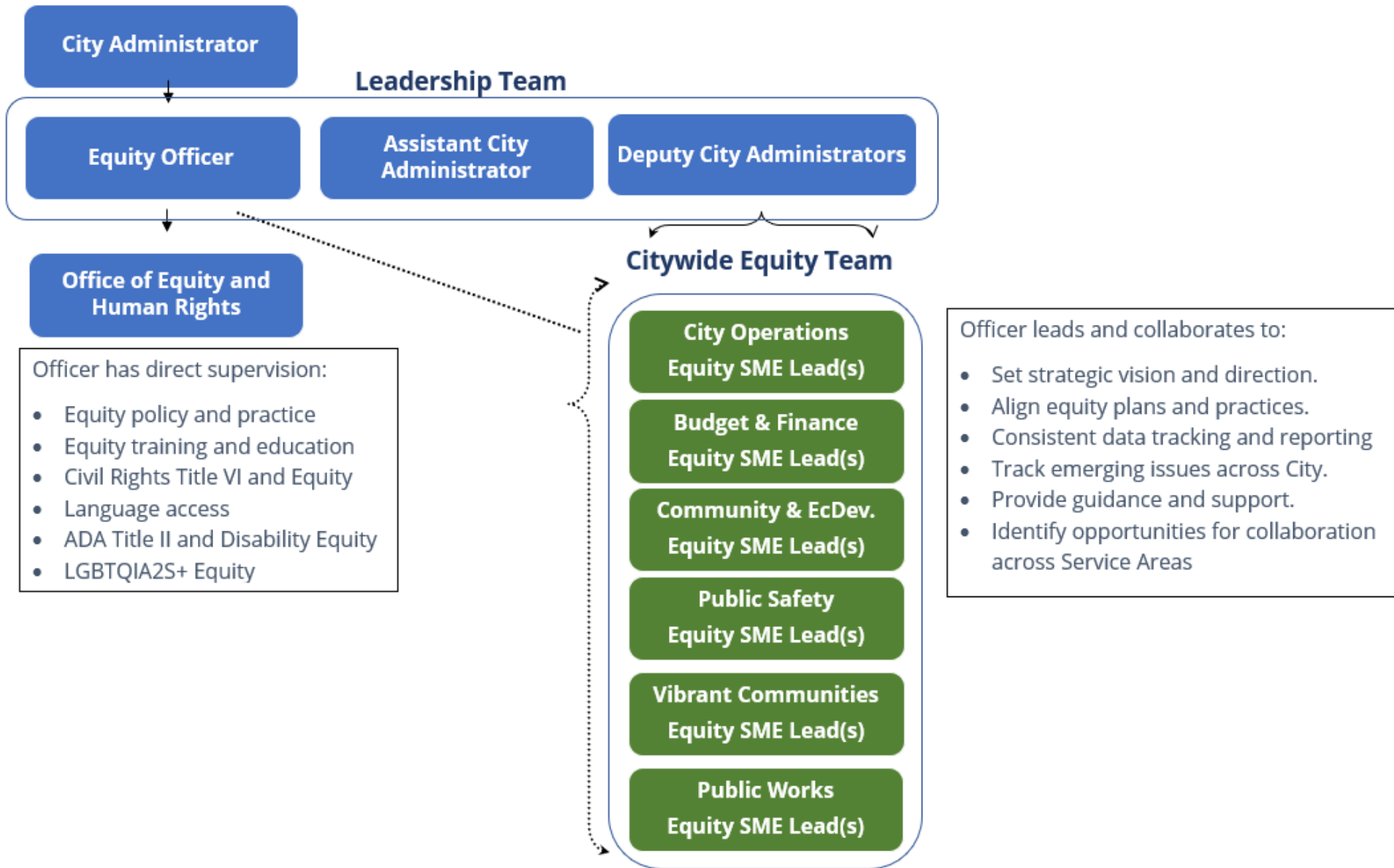
* *Equity Officer, City Administrator, Assistant City Administrator, Deputy City Administrators, Bureau Directors, Other Officers, City Attorney, City Auditor*

#3. Adopt a hybrid model with clear decision-making and reporting accountabilities.

- A hybrid structure balances centralized oversight with decentralized implementation
- Allows for uniformity AND flexibility to effectively operationalize equitable practices.
- Clarity on decision-making and dual accountability relationships is critical to the success of a hybrid structure.



Example – For Discussion Purposes Only



Recommended Structure

- Equity Officer reports to the City Administrator.
- Equity Officer is part of the City Leadership Team and other citywide decision-making groups.
- Equity Officer directly supervises the Office of Equity and Human Rights and the major work groups and functions.
- Deputy City Administrators (DCAs) & Assistant City Administrator (ACA) will select Service Area Equity SME Leads to be on a **Citywide Equity Team**.
- Officer convenes and leads this team with focus on citywide strategic vision, policies and practices.
- Dual accountabilities among Equity Officer, DCAs, and Citywide Equity Team.

Example – For Illustrative Purposes Only

	Equity Officer	Office of Equity & Human Rights	City Admin.	ACA & DCAs	Citywide Equity Team	Directors	Equity Managers	City Attorney	City Auditor
1. Policy and Standards Development									
Set Citywide Equity Standards	R	R	A	C	R	I	I	C	I
Develop Equity Policies & Procedures	R	R	A	C	R	I	C	C	I
Develop Compliance Standards	R/C	R/C	A	C	C	I	I	R	I
Support Regulatory Compliance (e.g. ADA Title II and Civil Rights Title VI)	R/C	R/C	A	C	C	R	I	R	I
2. Implementation and Operational Oversight									
Lead Equity Training & Capacity Building	R	C	A	I	C	I	C	I	I
Implement Equity Initiatives	R	C	A	C	C	C/I	R/C	C	I
Coordinate Citywide Operational Alignment	R	C	A	R	R	I	C	I	I
3. Accountability, Engagement, and Reporting									
Conduct Audits and Compliance Checks	C	C	A	I	I	I	C	R	R
Track Performance Metrics and Outcomes	R	R	A	C	C	C	C	C	I
Report on Equity Progress	R	R	A	C	C	I	R	C	I



Next Steps

- Nov. 18 Equity Project Team prepares **DRAFT** project report that includes these recommendations and leadership's feedback, will include final job description and recruitment timeline.
- Nov. 18-22 Share with equity stakeholders for review.
- Nov. 27 Final project report submitted to Leadership Team.
- Dec. or after Job posting released.