**City of Martinez**

Comprehensive DEIB Roadmap

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**Comprehensive DEI Roadmap
City of Martinez**

Based upon the collective work of the ARPIE Task Force and CPS HR Consulting, the following Comprehensive DEIB Road Map has been created to support the City of Martinez continue in its organizational and community DEIB journey. The Road Map is divided into five principal themes:

1. Strategic Imperative and Strategic Direction

2. Recognition of Different Viewpoints

3. Community Involvement and Outreach

4. Training and Education

5. Operationalizing Equity and Inclusion within the City Organization

## **Strategic Imperative and Strategic Direction:**

The first thematic area focused on the strategic direction focusing on enhancing the diversity, equity, and inclusion within the City’s services. Community members in the Task Force’s outreach efforts provided recognition and acknowledgement for the City of Martinez for addressing the potential concerns related to DEI and “even having the conversation” with the community. This exemplifies a collaborative effort, seeking first to understand and then to act accordingly.

Overall, there was a general agreement that it was important to understand and incorporate DEI values into the workplace values for the City and participants indicated interest in seeing how the ARDPIE Task Force and City integrate the DEI framework and feedback into City operations and outreach efforts. Moving forward, community members expressed that they would like to see the City clearly articulate and share the direction for the DEI journey. This includes identifying milestones and/or key desired outcomes and defining a way to measure progress, sharing successes and challenges so the community remains informed.

Clearly articulating the strategic imperative is an important “first step” of explaining to all internal (employees) and external (community members and the business community) stakeholders the business justification of investing public resources in the DEIB initiative. Some of our recommendations include the following:

1. Convene a public study session of the City Council as needed to measure success or take pulse on how the City is progressing with its DEIB journey.
2. Articulate a DEIB guiding statement or proclamation by the Mayor and the City Council. This statement or proclamation will clearly define “DEIB” and clearly define the business justification for making public investments to create a welcoming and inclusive organization for all people. These are not partisan or political conversations; rather, this is an initiative designed to promote maximum engagement and connection with employees and community stakeholders alike.
3. Evaluate the City’s vision and mission statement to ensure it aligns with the City’s DEIB guiding statement or proclamation.
4. Facilitate a strategic planning session for the City Council to include DEIB goals, objectives, outcomes, and specific timelines.
5. Based upon the outcome of the Mayor and City Council’s strategic planning efforts, the Executive Leadership Team should facilitate its own discussions among itself to define how identified DEIB goals and objectives can be operationalized to support the City’s vision of becoming a high-performing organization. This process should be in alignment with the efforts of the City Council and clearly define the business justification for the investment of public resources to achieve these goals and objectives.
6. The Task Force strongly recommends that both the City Council and the Executive Leadership Team should develop a comprehensive communication strategy to share this new direction with internal and external stakeholders alike. It is critically important that this communication strategy provides clarity as to what this DEIB initiative is and is not.
7. The Task Force strongly recommends that both the City Council and the Executive Leadership Team should serve as “champions” and leaders of this initiative.

## **Recognition of Different Viewpoints:**

The second thematic area focused on acknowledging that not everyone has the same viewpoint or experience when it comes to diversity, equity, and inclusion. Community members in the Task Force’s outreach efforts indicated Martinez was a great place to live and work, however there was an overall awareness that there were different lived experiences for some communities within the City. This was noted as especially true for some communities of color and Spanish-speaking residents as they represent groups outside the dominant culture in the City.

Similar to the key themes in the community survey, there was a white resident who objected to use of the term “anti-racism”, indicating that Martinez is welcoming and inclusive to everyone already regardless of race or ethnicity. However, there were also some white residents in attendance at the listening sessions that acknowledged the different experiences and the opportunities for growth to help embrace residents in the non-dominant groups as the City moves forward. The Task Force considered all of the feedback and made a renewed commitment to retain its emphasis on creating an anti-racist culture in the City.

It is critical to acknowledge and understand in moving through the DEIB journey that no two humans have the same lived experience. Gathering, assessing and evaluating data of all kinds – both qualitative and quantitative – can effectively assist the City of Martinez as it strives to understand and recognize the multiple different perspectives, viewpoints and lived experiences of its citizens and community members. This data gathering and assessment is an important “next step” in supporting the City’s DEIB journey. Some of our recommendations include the following:

1. Conduct a comprehensive DEI assessment of the employees of the City of Martinez to assess the actual experience as it relates to the DEIB journey.
2. Conduct and facilitate DEI focus groups of employees to further understand and assess the employee experience as it relates to the DEIB journey.
3. Conduct a comprehensive equity analysis and review of all policies, procedures, and practices of the City of Martinez to explore ways in which existing policies and practices either enhance or detract from DEIB outcomes. CPS HR conducted an initial sampling of some of the City’s policies, procedures, and practices. That initial analysis is discussed within the body of this comprehensive report.
4. Conduct a follow up community DEI survey in 12 to 18 months to gather longitudinal data to see how the community experience is progressing in the DEIB journey.
5. Conduct a follow up series of community listening sessions in 12 to 18 months to gather qualitative feedback to inform the quantitative data from the community DEIB survey.

## **Community Involvement and Outreach:**

The third thematic area focused on the importance of continued community involvement and outreach. All the community members who participated in the Task Force’s outreach efforts were grateful that the City provided an opportunity to provide feedback and to have a forum to freely discuss and generate ideas. Participants emphasized the importance and value of seeking community feedback and ensuring the community is kept informed of efforts with a suggestion to explore more effective ways of communicating and enhancing outreach to all groups on both DEI and other community matters. The Task Force acknowledged that the City is already actively exploring ways in which to enhance its outreach capabilities to all the diverse community stakeholders, including younger residents, unhoused residents, residents of color and English language learners. The Task Force has an interest in hearing from these specific communities of interest to foster and promote greater inclusion in the City.

Moving forward, participants encouraged the City to continue having more open forums, similar to the listening sessions, where discussion and collaborative idea generation can help the City move forward. Specifically, participants identified the value of having DEI subject matter experts that could bring personal lived experiences to the concepts, moving them beyond theoretical concepts and making them more real with a personal level of awareness to help the message “hit home.”

Participants also identified a desire for more collaboration opportunities with other public agencies, including the school district where many are impacted, to help enhance outreach and increase awareness and understanding of diversity, equity, and inclusion. It was also noted that outreach efforts could be improved by having language translation resources to help engage the communities who use English as a Second Language. Some of our recommendations include the following:

1. Establish regular community forums within the City of Martinez to receive feedback from citizens and share the City’s vision and initiatives as it relates to building a welcoming and inclusive community culture for all residents. These forums should be appropriately disbursed throughout all segments of the community and be inclusive of multiple cultures and multiple languages and socioeconomic backgrounds.
2. When developing communication plans, consider which segments of the community are being left out by traditional communication methods. Identify opportunities to reach those people.
3. Establish and maintain collaborative partnerships with community-based organizations, civil rights organizations, faith-based organizations, local chambers of commerce and the business community, and public-partnerships to promote greater collective understanding and awareness of DEIB within the City of Martinez.
4. The Task Force strongly recommends that the City continue to explore the impact of housing affordability on City’s efforts to effectively promote greater equity and inclusion. The Task Force recognizes that this is a statewide and national issue; nevertheless, the Task Force desires to see the City become a regional leader in these matters.
5. Establish a permanent board or commission under the scope of the City Council to continue the work of the ARDPIE Task Force. Given the various feedback on the name of the existing ARDPIE Task Force, the City Council may wish to consider creating a name that embodies the essence of the work of DEIB that unifies all segments of the Greater Martinez community. However, the Task Force renewed its commitment to the anti-racism emphasis of its work and strongly recommended that any new board or commission reflect the work of anti-racism.
6. Continue expanding the Cultural Event Grant program to provide much-needed resources to Martinez residents and businesses who want to organize cultural celebrations.
7. Work collaboratively with the City’s Public Safety/Police Department to ensure that all community members are having a positive experience as it relates to interaction with the law enforcement community.
8. Promote inclusivity within public spaces and employee workplaces, such as City Hall, the Senior Center and public parks. Consider implementing updates to City Council Chambers to start since this prime location serves as the main location where City Council, staff and community gather to conduct the business of the City.
9. Based on commonly spoken languages within the City, develop a language access policy based on today’s best practices.

## **Training/Education Opportunities:**

The fourth thematic area focused on expanding awareness and providing learning opportunities to enhance diversity, equity, and inclusion within the City. Like the survey findings, this included a suggestion to identify, promote, and provide training opportunities on how to apply the DEI lens and framework when interacting with the community, including customer service training. Additionally, community members who participated in the outreach efforts of the Task Force indicated that they would like for the City to promote and provide learning and educational opportunities for members of the community as well to continue expanding awareness of the different lived experiences and understanding of one another. Some of our recommendations include the following:

1. Facilitate DEIB training for members of the City Council.
2. Facilitate DEIB training for members of the management team for the City of Martinez.
3. Facilitate DEIB training for all staff for the City of Martinez.
4. Facilitate regular and periodic effective customer service training for staff, especially those staff who are external and community-facing, to ensure they have the skills and competencies to advance inclusive outreach and engagement. Work with individual departments within the City to support unique training and development needs of those departments, such as Public Works, Recreation, Police Department, Human Resources, City Clerk’s Office, Planning, etc.
5. Establish informal learning and education opportunities for all City staff such as DEIB “lunch and learns”, DEIB book clubs, affinity groups, podcasts, etc.
6. Establish a monthly calendar of cultural events and celebrations for staff and community which acknowledges the contributions of the local and global community that positively impacts the Greater Martinez community.
7. Periodically assess and evaluate the effectiveness of the DEIB learning and education platform.

## **Operationalizing Equity and Inclusion within the City Organization:**

The fifth and final thematic area focused on operationalizing DEIB into every core function of City operations. The Task Force felt strongly that if the City is truly embracing DEIB as a core value, then DEIB must become a part of the organizational “DNA” of the City. The Task Force felt very strongly on this point, emphasizing the importance of “walking the talk”. Some of our recommendations include the following:

1. Become a member of the Local Government Alliance on Race and Equity (GARE) and other support networks to so that City executives and managers have readily accessible tools and resources to operationalize DEIB.
2. Conduct a comprehensive equity analysis of every department in City operations.
3. Create a project or program management approach for staff that integrates equity at all stages (scoping, design, implementation, evaluation).
4. Promote open dialogue about DEIB within the organization and encourage freedom of expression (i.e. cultural/religious, clothing, hair, tattoos, preference for pronouns)
5. Conduct a comprehensive equity analysis of the recruitment, selection, and onboarding process of human resources operations. Consider opportunities to recruit through diverse channels to reach a broader spectrum of applicants. Also, consider redacting names and personal information from people being evaluated for city jobs.
6. Conduct a comprehensive equity analysis of all job descriptions and job classifications.
7. Conduct a comprehensive equity analysis of the City’s vendor procurement process and explore DEIB metrics such as local hiring, minority-owned businesses, women-owned businesses, disabled veteran businesses, etc.
8. The City should continue to actively explore ways in which people of all socioeconomic backgrounds can live and thrive in the City of Martinez.

The Task Force recognizes that in order for the City to implement the recommendations of the DEI Roadmap, there must be adequate staff and fiscal resources. The Task Force strongly recommends that the City consider these recommendations through its annual budget prioritization process. These recommendations are designed to be integrated into the City’s priorities over the next one to two years to continue the progress that the City is making in its DEI journey. The Task Force wishes to thank and acknowledge everyone who participated and provided valuable feedback in this effort, especially the City Council who had the wisdom and forethought to convene this Task Force and charge it with this work.