

Date: December 8, 2020

To: Mayor and Members of the City Council

From: Thomas B. Modica, City Manager 

Subject: **Update on Racial Equity and Reconciliation Implementation**

On August 11, 2020, Long Beach City Council approved the *Racial Equity and Reconciliation Initiative: Initial Report* (Initial Report). This memorandum provides an update on progress to implement the actions outlined in the Initial Report.

Fiscal Year 2021 (FY 21) Investments

In the FY 21 budget, the City allocated resources to support many of the Racial Equity and Reconciliation Initiatives, including the following:

- \$1,500,000 to implement health equity and violence prevention activities in the Department of Health and Human Services.
- \$256,920 to fund a Deputy City Manager to provide central, citywide coordination of efforts related to homelessness and oversight of the Office of Equity.
- \$113,979 to add a Community Program Specialist position to support the Office of Equity.
- \$150,000 to support the reforms of the Citizens Police Complaint Commission.
- \$40,000 in structural funding for senior programming at the Expo Center.
- \$414,400 to transition the HEART Team from the Fire Department to the Department of Health and Human Services.
- \$200,000 to support Language Access services across the City.
- \$100,000 in one-time funds to provide training and education on equity throughout the organization.
- \$62,291 in one-time funds for Office of Equity Staff to work on the citywide commitment to elevate and integrate the principles and goals of equity.
- \$187,500 to increase diversity recruitment in the Fire Department to better reflect the community being served.
- \$192,000 to fund 11 Be Safe Program sites to reduce crime in neighborhoods and extend supervision hours at designated parks during the evening in the summer.

Implementation Structure

To implement the potential actions outlined in the Initial Report, the Office of Equity was moved from the Department of Health and Human Services to the City Manager's Office and has developed the structure to move this work forward. This structure includes the Racial Equity Implementation Team and workgroups, the Leadership Team, and Advisory Group (Attachment A).

The **Racial Equity Advisory Group** consists of all City Department Directors, who: (1) provide support and resources for advancing racial equity, (2) identify and share opportunities to advance racial equity within and across departments, (3) regularly check in with their department equity champions to ensure alignment between department activities and racial equity implementation, and (4) provide ongoing input on reconciliation efforts and priorities. The Advisory Group is engaged at least monthly at Department Director meetings, or more frequently as needed.

The **Racial Equity Community Advisory Group** will be developed to provide community input and accountability throughout implementation of the Initial Report. The structure, including the name, composition, roles and responsibilities, meeting frequency and format will be co-created with community input. The planning process for this group will begin once the Racial Equity Leadership Development Specialist position is hired and onboarded by the Office of Equity.

The **Racial Equity Implementation Team** is a Citywide network consisting of all workgroup members, workgroup co-leads, Office of Equity staff, and members of the Department Equity Teams. The Implementation Team will meet quarterly and participate in ongoing learning and skill development opportunities related to racial equity. The Implementation Team consists of six workgroups:

- 1) Internal Transformation Workgroup
- 2) Policy Workgroup
- 3) Data and Performance Metrics Workgroup
- 4) Communications Workgroup
- 5) Community Engagement Workgroup
- 6) Special Projects Workgroup

The **Racial Equity Leadership Team** consists of the leads from each workgroup and Office of Equity staff. Meeting at least twice a month, the Leadership Team: (1) provides leadership to the workgroups and special projects to prioritize and implement goals, strategies, and actions outlined in the Reconciliation report, (2) designs and facilitates racial equity implementation workgroup meetings, (3) establishes workgroup norms and expectations for workflow and documentation, and (4) delegates roles and responsibilities to workgroup team members.

A summary of the roles and responsibilities of each workgroup follows:

The **Internal Transformation Workgroup** will lead internal transformation efforts within, and across, City departments by conducting assessments, equity trainings, developing and implementing department equity action plans. Each department has nominated an Equity Champion to represent their department (Attachment B). These Champions will participate in the Internal Transformation Workgroup and coordinate racial equity efforts within their respective departments, including developing and implementing equity assessment tools,

using assessment information to guide development of department-specific equity action plans, recruiting and providing leadership to department-level equity teams, facilitating racial equity trainings for staff, assessing training needs and contributing to the development of new learning opportunities. This workgroup will support Equity Champions in other departments through shared-learning and problem-solving and by serving as the liaison for communication between the department point-person and the Office of Equity.

The **Policy Workgroup** will work in collaboration with the City's Manager of Government Affairs to promote and support local, state, and federal policy efforts that align with advancement of racial equity, including strengthening the legislative agenda to support Reconciliation potential actions, developing policy briefs/letters of support or opposition that incorporate alignment with racial equity efforts, tracking and analyzing legislation that impacts racial equity priorities, and collaborating with advisory commissions to inform policy recommendations.

The **Community Engagement Workgroup** will develop and implement models for ongoing community engagement related to racial equity and reconciliation efforts, including the Reconciliation Stakeholder group, Advisory Commissions and Committees, City staff, Community-based organizations, neighborhood groups, faith-based institutions, etc. The Community Engagement Workgroup will also create and maintain linkages to other local systems working to advance racial equity.

The **Data and Performance Metrics Workgroup** will provide data and performance metric assistance to equity workgroups, including the development of data communications tools to promote equitable decision-making. This workgroup will also serve as a subject matter expert for all things related to data and performance metrics, coordinate with workgroups and department equity teams to develop benchmarks, design data collection methodologies, collect and evaluate data, and create reports, develop methods for presenting data publicly, including dashboards, maps, etc., and track racial equity data trends locally and nationally.

The **Communications Workgroup** will communicate to internal and external stakeholders on behalf of the Racial Equity Implementation team to uplift success stories, updates, and shift key narratives to advance racial equity. The Communications Workgroup will also build and maintain ongoing internal and external communication mechanisms (press releases, newsletters, social media, etc.) in partnership with the City's Public Affairs and Communications team, support talking points and messaging development, and will stay up-to-date and share best practices related to communicating for racial equity.

Quarterly Implementation Timeline

First Quarter Oct. – Dec. 2020	<ul style="list-style-type: none">• Office of Equity transition to City Manager's Office• Presentation to Advisory Group at Department Director Meeting• Form and convene Equity Implementation Team and workgroups to support implementation• Department Directors nominate Equity Champions• Kickoff Internal Transformation Workgroup and provide Racial Equity 101 for all Equity Champions
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	<ul style="list-style-type: none"> • Office of Equity introductory meetings with all Department Directors to review action items • Re-engage with community stakeholders and develop structure for ongoing community engagement • Align Racial Equity and Reconciliation goals with State and Federal Legislative Agenda development
Second Quarter Jan. – Mar. 2021	<ul style="list-style-type: none"> • Hire Office of Equity staff support • Equity Champions to begin implementation of Racial Equity 101 trainings for each department • Equity Champions to conduct Racial Equity Analysis to begin developing Action Plans with racial equity-centered Results-Based Accountability benchmarks • Provide Advisory Group Update at Department Director Meeting • Quarterly Implementation Team Meeting • Formalize Community Engagement structure • Meet with all City Council Offices to assess racial equity priorities for each district • Conduct community listening sessions on systemic racism with the Latinx and Cambodian community members
Third Quarter Apr. – Jun. 2021	<ul style="list-style-type: none"> • Equity Champions to have draft Racial Equity Action Plans for each department • Advisory Group Update at Department Director Meeting • Six Month Report to City Council • Quarterly Implementation Team Meeting • Community Stakeholder Update
Fourth Quarter Oct. – Dec. 2021	<ul style="list-style-type: none"> • Quarterly Implementation Team Meeting • Community Stakeholder Update • One Year Report to City Council

Emerging Priorities by Goal

Throughout the first quarter, key activities within the four Reconciliation goals have been emerging based on feasibility, department capacity, and community priority as heard throughout the listening sessions. A summary of activities toward each goal is provided below.

Goal 1: End systemic racism in Long Beach, in all local government and partner agencies, through internal transformation.

The Office of Equity has worked to organize and mobilize the Racial Equity Implementation Team, which will address many of the strategies outlined in Goal 1, including the development of racial equity benchmark measures, more equitable community engagement strategies, racial equity trainings for City staff, equitable recruitment, hiring, and promotion strategies, and improved transparency throughout the budget process, and streamlined procurement processes to enhance equity in City contracts and purchasing.

Goal 2: Design and invest in community safety and violence prevention.

With a focus on increasing community safety and violence prevention, Department of Health and Human Services launched the Long Beach Activating Safe Communities Program. Funded by a \$1.1 million grant from the California Board of State and Community Corrections, the program will work in partnership with multi-sector stakeholders and system leaders on a systemic approach to reduce gun violence with a focus on equity, authentic community engagement, using data for continuous learning and improvement, and building a collaborative culture that fosters trust and respect.

Goal 3: Redesign police approach to community safety.

An inter-departmental team will begin meeting in December 2020 to review national best practices, data on calls for service, and begin designing potential alternative models for addressing nonviolent calls for service in Long Beach.

Goal 4: Improve health and wellness in the City by eliminating social and economic disparities in the communities most impacted by racism.

A number of efforts to advance Goal 4 have moved forward in 2020, including the development of the Long Beach Strategic Plan for Youth and Emerging Adults, the Climate Action and Adaptation Plan, efforts to advance the City's *Digital Inclusion Roadmap*, and *Everyone In Economic Inclusion Plan*.

Stakeholder Engagement

Following the adoption of the Initial Report, the Office of Equity began meeting with all department directors to review the action items connected to their department's scope of work, discuss the implementation structure and resources needed to move the work forward, including the identification of Equity Champions from each department.

Additionally, several of the City's advisory commissions have reached out to request additional information about the Racial Equity and Reconciliation Initiative. Since the adoption of the Framework for Reconciliation in June, the Human Relations Commission (HRC) has received updates at every monthly and special meeting held and is identifying champions who can participate in racial equity planning, community engagement, or implementation of efforts on behalf of the HRC. Additionally, presentations on the Racial Equity and Reconciliation Initiative have been provided to the Sustainable City Commission (6/25/2020), Board of Health (7/10/2020), Homeless Services Advisory Commission (8/5/2020), Civil Service Commission (10/7/2020), and the Technology and Innovation Commission (10/28/2020). Several of the commissions have identified action items from the Initial Report that align with their work and have expressed an interest in continued engagement throughout planning and implementation. Broader engagement with community stakeholders closely involved in the Reconciliation process, and the Racial Equity Advisory Group, including implementation updates and progress, will begin in December 2020.

Next Steps

With the Office of Equity under the City Manager's Office, the Racial Equity and Reconciliation Initiative will continue to advance the actions outlined in the Initial Report by building staff capacity, developing detailed workplans that prioritize actions using a measurable framework, working with departments to develop equity action plans, engaging with community

stakeholders, and reporting to the City Council on a bi-annual basis. Additionally, the Office of Equity will schedule a briefing with each Council District to identify areas of focus and collaboration in implementation of the work plan.

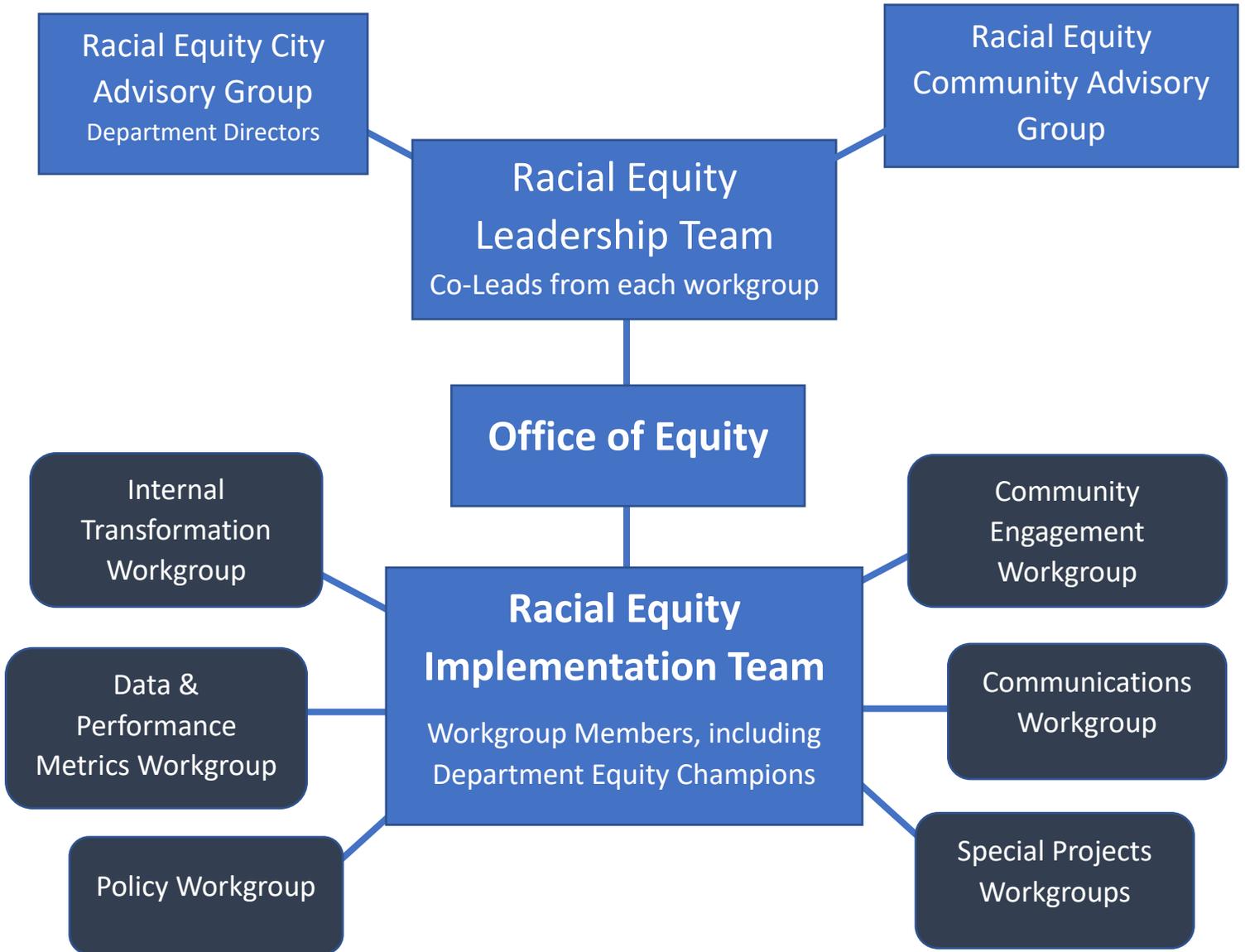
The Office of Equity is planning a community update on the Racial Equity and Reconciliation Initiative on Wednesday, December 9, 2020 at 6:00 p.m. City staff will provide an update on progress related to the goals and strategies outlined in the [Initial Report](#). To register for the virtual meeting, please [click here](#). If you have any questions on the community update, please call (562) 570-6782 or email EquityLB@longbeach.gov.

If you have any questions regarding this matter, please contact Deputy City Manager Teresa Chandler at (562) 570-5116.

ATTACHMENTS

CC: CHARLES PARKIN, CITY ATTORNEY
DOUGLAS P. HAUBERT, CITY PROSECUTOR
LAURA L. DOUD, CITY AUDITOR
LINDA F. TATUM, ASSISTANT CITY MANAGER
KEVIN JACKSON, DEPUTY CITY MANAGER
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REBECCA G. GARNER, ADMINISTRATIVE DEPUTY CITY MANAGER
MONIQUE DE LA GARZA, CITY CLERK (REF. FILE #20-0751)
DEPARTMENT HEADS

Attachment A: Racial Equity Implementation Structure Org Chart



Attachment B: Racial Equity Leadership Team and Racial Equity Champion Roster

Racial Equity Leadership Team	
Workgroup/Dept.	First Name
Office of Equity	Teresa Chandler
Department of Health & Human Services	Kelly Colopy
Office of Equity	Katie Balderas
Internal Transformation Workgroup	Rebecca Kauma
Internal Transformation Workgroup	Estefania Zavala
Data & Performance Metrics Workgroup	Elizabeth Weithers
Data & Performance Metrics Workgroup	Ryan Kurtzman
Communications Workgroup	Tanya Payne
Communications Workgroup	Kaylee Weatherly
Community Engagement Workgroup	Gwendolyn Manning
Community Engagement Workgroup	Adam Lara
Policy Workgroup	Tyler Bonanno-Curley
Policy Workgroup	Shreya Sharan
Special Projects Workgroup	Alvin Teng

Racial Equity Implementation Team: Internal Transformation Workgroup

Department	Equity Champion
Airport	Melu Habacon
City Attorney	Sarah Green
City Auditor	Meghan King
City Clerk	Tamela Austin
Civil Service	Maria Cano
Civil Service	Crystal Slaten
Development Services	Nikki Amick
Development Services	Ashley Samai
Disaster Preparedness	Rebecca Lopez
Economic Development	Deidra Vandiegriff
Economic Development	Fern Nueno
Energy Resources	Tony Foster
Financial Management	Emily Armstrong
Financial Management	Amanda Hall
Fire	Jason Rau
Fire	Meg Rau
Harbor	Mario Gonzalez
Health & Human Services	Erica Valencia-Adachi
Health & Human Services	Teresa Gomez
Human Resources	Elizabeth Calixtro
Human Resources	Ramon Garcia
Library	Cathy De Leon
Parks, Recreation, and Marine	Ashleigh Griset
Parks, Recreation, and Marine	Meredith Reynolds
Police	Byron Blair
Public Works	Nancy Villaseñor
Public Works	Joy Contreras
Technology & Innovation	Shannon Julius
Technology & Innovation	Deborah Hill
Water	Jillian Croci
Water	Dwayne McGee