



Memorandum

TO: PUBLIC SAFETY, FINANCE AND
STRATEGIC SUPPORT COMMITTEE

FROM: Zulma Maciel

SUBJECT: ADVANCING RACIAL EQUITY THROUGH
CULTURE AND PRACTICE ANNUAL REPORT

DATE: June 5, 2024

Approved

Date

6/11/2024

RECOMMENDATION

- (1) Accept the Advancing Racial Equity through Culture and Practice Annual Report; and
- (2) Refer and cross-reference the Advancing Racial Equity through Culture and Practice Annual Report to the full City Council for acceptance at its meeting on August 20, 2024.

SUMMARY AND OUTCOME

The Advancing Racial Equity through Culture and Practice Annual Report provides a review of Fiscal Year 2023-2024 accomplishments of the Office of Racial and Social Equity and summarizes future efforts. This report will increase awareness and understanding of the numerous strategies that will institutionalize and maintain an equity-centered organization.

BACKGROUND

Established in 2020 and newly renamed, the Office of Racial and Social Equity (ORSE) continues to support the City of San José organization by embedding a racial equity practice and mindset and promoting a culture that sustains it. ORSE collaborates with City departments in operationalizing equity through education, trainings, and tools to collectively cultivate an environment that aims to improve outcomes for historically underserved and under-resourced communities. The City has been a member of the Government Alliance on Race and Equity (GARE) since 2017. Along with many other public agencies, the City has adopted GARE's theory of change model: *normalizing, organizing, and operationalizing*.¹ This model is designed to integrate equity considerations in policies, programs, and budgets, as well as intersectionality.

¹ GARE's theory of change is based on: Normalize, Organize, and Operationalize. *Normalize* is the shared knowledge, terminology, and definitions. *Organize* refers to the sustainable, supported structure so that there is long-term resources to carry out racial equity work. *Operationalize* refers to the implementation of analysis and impact in policies, plans, that effect residents and staff.

Intersectionality is a concept that acknowledges that discrimination occurs among other marginalized identities and experiences, such as a disability, gender, sexual orientation, and many more.

Over the last three years, ORSE has maintained its vision and mission as its north star to propel the City toward operationalizing equity.

***Vision:** A San José in which all people in our community and organization thrive and where no racial disparities exist.*

***Mission:** To support the City of San José in embedding a racial equity practice and embody a culture that sustains it.*

The mission statement has guided the ORSE's work plan, which outlines key objectives and strategies that align with GARE's framework while encompassing immigrant-centered strategies outlined in the [Welcoming San Jose Plan 2.0](#).²

***Objective 1:** Normalize and culturalize racial equity, inclusion, and belonging principles in the City organization.*

***Objective 2:** Establish and maintain infrastructure and organizational capacity to support the City's commitment to eliminate inequities.*

***Objective 3:** Establish equity practices that create a welcoming and inclusive environment that allows immigrants, residents of color, and all people in San José to thrive.*

***Objective 4:** Improve immigrant access to City information and services and augment immigrant participation in civic life.*

Since 2020, the organization has made significant headway in embedding racial equity work, and ORSE continues to see a strong commitment from City departments and the workforce in general. This memorandum highlights key accomplishments within each of the Objectives and summarizes the anticipated work ahead.

ANALYSIS

Advancing Racial Equity

Over the last four years, ORSE has provided organizational strategic support, training, tools, and capacity building that considers historically underserved communities through the intersections of race, ethnicity, national origin, immigration status, gender, sexual orientation, disability, religion, and other forms of marginalization. Staff continues to provide formal (structured trainings) and informal support (consultations) throughout the City and has observed strong

² <https://www.sanjoseca.gov/home/showpublisheddocument/75827/637635181505330000>

efforts made by departments. There is a clear upward trend in understanding equity and applying it to the delivery of equitable City services.

ORSE leads a multi-prong approach that considers departments' current equity comprehension and capacity. For example, there are a few City departments that are in the "beginner/emerging" level, many in the "intermediate," and a couple that are "advanced" in embedding equity practices and tools. Departments categorized as "beginner/emerging" are continuing to develop a shared language and framework to integrate equity within City services. Additionally, some "advanced" departments have established data indexes that use various categories to analyze the impact on historically underserved communities.

Advancing Inclusion and Belonging

ORSE has maintained efforts to simultaneously focus on inclusion and belonging both internally and externally. This past year, staff hosted various discussions on inclusion, belonging, and connection across differences. These have included documentary screenings and panel discussions that touch on topics of asylum, anti-blackness in immigrant communities, generational gaps, the challenges facing immigrant entrepreneurs, community policing, and more. Staff has also created spaces for community members and City staff to share their stories, backgrounds, and perspectives in an inclusive environment while building connections among community and colleagues and inspiring personal reflection. Staff will continue to create meaningful events that foster a sense of belonging for all those who call San José home.

ORSE has been intentional in maintaining partnerships with trusted community-based organizations as well as establishing new relationships with diverse cultural and ethnic groups. Furthermore, staff continues to support the invaluable work related to the annual Citizenship Day, the African Film Festival, the Rapid Response Network, the Vietnamese American Cultural Center's documentary screening, Prosperity Lab's Semillas Program, Society of Heart's Delight's equity webinar series, Mosaic America's Annual Festival, and many more. Supporting and celebrating the rich cultural diversity of the community is a key component in fostering inclusion and belonging among all of San José's residents. Furthermore, these efforts remain crucial as San José and the United States continue to see an increase in migration due to climate change, violence, political persecution, poverty, and other factors. With the numerous anti-immigration legislation proposed throughout the United States, coupled with a steady increase in anti-immigrant rhetoric and hate incidents, it is incumbent upon local governments to maintain efforts of welcoming and inclusive work.

Office of Racial and Social Equity Work Plan Fiscal Year (FY) 2023-2024

This section details ORSE's annual work plan. Detailed information can be found in the Attachment: Office of Racial Equity Work Plan FY 2023-2024.

Objective 1: Normalize and culturalize racial equity, inclusion, and belonging principles in the City organization.

➤ *Refresh of Foundational Racial Equity Training*

In June 2022, San José was one of the first large cities to mandate foundational racial equity training. Over 98% of the City workforce has completed this training, and ORSE continues to see a high compliance rate. It is common practice to revise material on a regular cadence so that staff can be reacquainted with the content, terminology can be reinforced, and best practices can be updated. As such, staff will launch a refresh of the Foundational Racial Equity Training in June 2024. The City Administration will ensure that current and new incoming staff complete the training within a specified time.

➤ *Learning and Development Program*

Learning and development continues to be a primary function and priority for ORSE. This fiscal year, staff provided 15 trainings to approximately 420 City staff. On average, those trainings were rated 90% as “very good” or “excellent.” Staff and consultants delivered trainings on topics including:

- Bay Area Equity Atlas: A training session on the utility of the online tool and ways to optimize the use of data and analysis to inform work.
- Learning Sessions on Racial Equity Tools: Budgeting for Equity, Racial Equity Action Plans, and Racial Equity Analysis.
- Diversity Equity Inclusion and Belonging: Awareness to Action webinar.
- Creating Equitable and Inclusive Communities: Cross-Cultural conversations.

➤ *Standing in Solidarity & United Against Hate*

Since City Council direction in 2021, staff has continued to implement strategies aimed at combatting hate crimes against the Asian American Pacific Islander community and others within San José. Staff hosted two documentary screenings and a panel discussion with trusted community-based organizations to shed light on past and present stories around racial biases and discrimination, generational gaps among first and second-generation immigrants, and discussions of belonging. Participants enjoyed hearing and sharing personal stories around these themes, and 71% of attendees stated that they learned something new during the event that shifted their perspective or inspired reflection.

ORSE supported *Art in Solidarity* campaigns and collaborated with local arts organizations like Chopsticks Alley to bring diverse communities together. Staff also supported and sponsored events that gathered the community in discussions centered on belonging and cohesion in support of Welcoming Week and United Against Hate Week. These events gathered more than 1,800 attendees, and among those surveyed, 95% said that these events were very inspirational.

Objective 2: Establish and maintain infrastructure and organizational capacity to support the City's commitment to eliminate inequities.

➤ *Racial Equity Action Plans (REAP)*

Since June 2022, ORSE has been an active partner in the development, reporting, and monitoring of City department plans. 100% of City departments have submitted a REAP, and over 160 activities have been completed.

New REAPs for FYs 2024-2025 and 2024-2026 are currently being developed by City departments. They each will delineate a set of strategies pertinent to each department that demonstrate their work towards understanding and embedding equity practices.

Departmental staff capacity and regular monitoring of the plans is a challenge. As such, ORSE is committed to supporting departments more regularly and providing the technical assistance necessary to increase the probability of the successful execution of the plans.

➤ *San José for All Advisory Group (SJ4All)*

Established in 2023, the San José for All Advisory Group (SJ4All) is the result of community collaboration and co-creation amongst several community representatives. The current SJ4All Advisory Group consists of twelve diverse community members. SJ4All offers a distinctive collaborative approach in that they will provide valuable feedback and recommendations to enhance City processes, practices, and services. The focus is on promoting equity by addressing and considering the lived expertise of historically impacted communities. For example, the group provided input and feedback to the Equity Ordinance and Policy recently approved by the Mayor and City Council.

Additionally, SJ4All selected two projects to which they will offer their community perspectives in support of the following: the Children and Youth Master Plan and the Sports Field Reservations program led by Parks, Recreation and Neighborhood Services.

Objective 3: Establish equity practices that create a welcoming and inclusive environment that enables all immigrants, residents of color, and all people in SJ to thrive.

➤ *Budgeting for Equity*

As a strategic support function for the City organization, staff continues to provide resources and tools that consider equity. Over the past four budget cycles, ORSE and the City Manager's Budget Office have worked with departments to complete "budgeting for equity" worksheets focused on a core service or program. Many cities across the United States employ a similar budgeting for equity process. The worksheet is a tool with a series of questions that considers and describes who will be impacted by resource reductions and/or additions.

This year, departments were asked to expand their submissions and submit two worksheets. The expansion provided departments with an opportunity to practice and improve equity analysis

skills. In FY 2023-2024, 100% of City Departments submitted worksheets, and there was a slight improvement in the quality of submissions.

In FY 2024-2025, the City will celebrate five years of integrating a budgeting for equity process. Both ORSE and the City Manager's Budget Office will persist in refining this method to ensure it effectively informs and facilitates fiscal decision-making.

➤ *Building Connection and Understanding Across Conversations*

In September 2023, ORSE partnered with the Human Resources Department and the Hanna Institute RISE (Resilient, Inclusive, Support, and Equity) cohort. Together, staff launched Candidly Speaking sessions for City staff – facilitation of deep cross-cultural conversations through structured exercises.

The Human Resources Department's RISE cohort included staff from the Department of Transportation, Parks, Recreation and Neighborhood Services, and the San José Public Library. The objectives of the sessions were to increase trust, improve decision-making through a cultural awareness lens, foster an equity mindset, and expand empathy for other's experiences. These sessions were centered on inclusion and belonging principles along with cross-pollination of trauma-informed work and racial equity work.

Almost 90% of participants shared that the session was a good use of their time, 94% stated that the conversations inspired reflection, and 85% thought that these sessions have the potential to influence positive change within the City of San José.

Candidly Speaking - Conversations Across Cultures

ORSE also hosted community Candidly Speaking sessions at various libraries and community centers. The conversations brought together diverse groups of people to talk about life experiences and build community through authentic conversations. With five sessions hosted and more than 100 participants, 79% of attendees shared that they learned something new that broadened their perspective, 82% of attendees said that the conversations inspired reflection, and 71% of participants experienced feelings of connection with others. Building a sense of belonging among our communities relies not only on creating inclusive policies but is nurtured through acts of community connectedness, as demonstrated through the Candidly Speaking sessions.

Objective 4: Improve immigrant access to City information and services and augment immigrant participation in civic life.

➤ *San José Civics Master Class*

ORSE partnered with a local non-profit, Only In San José, to launch a one-of-a-kind [Civics Master Class](#)³ in March of 2024. The curriculum focuses on governing structures and laws, beginning with the federal government, followed by California and the City of San José. The course – offered in English, Spanish, and Vietnamese – aims to increase knowledge and understanding of how government works so that communities are better equipped to engage with local government and participate civically. It also provides participants with practical tools to participate in public meetings, research policy, and advocate for policies that matter to them.

With more than 186 registrants within the first two months, ORSE is beginning to expand its reach and partner with City departments, community organizations, and local schools to further engage the community. To date, course participants have self-identified as City staff, community organizers, educators, and others; 70% are immigrants or children of immigrants. Participants have shared various reasons for taking the course, including: “To enhance my skills at creating a stronger neighborhood,” “to learn and to help my grandchildren with civics,” “I work with students and want to be informed,” and “I would like to learn more about policymaking, the Brown Act, and how to be much more experienced and knowledgeable about civic engagement as a new community organizer.”

➤ *Welcoming New Arrivals*

ORSE continues to monitor national and local trends of migration and has collaborated with the County of Santa Clara and Amigos de Guadalupe to welcome more than 1000 new arrivals to Santa Clara County. Over the last year, the City has met with municipalities around the country to understand the growing crisis at the border, discuss shared challenges, and learn from other jurisdictions’ experiences. Bay Area municipalities have not received significant state or federal monetary and/or non-monetary assistance for welcoming newly arrived immigrants. Although the City of San José met with the White House Administration on this issue, the federal government has only provided funding to localities with a significant influx of new arrivals, like New York, Chicago, and San Diego. In regards to state efforts, the California Governor’s recent budget, with a \$37 billion shortfall, did not propose any funding to mitigate the issue. Despite that, ORSE and Santa Clara County’s Office of Immigrant Relations co-hosted three countywide convenings and various additional meetings with local community partners. These convenings surfaced the needs and gaps in services, allowed for discussions on creating a coordinated response and approach to welcoming new arrivals, helped to align advocacy for funding and federal support, and facilitated collaboration of legal immigration services, childcare, employment services, and other resources.

³ <https://www.sanjoseca.gov/your-government/departments-offices/office-of-the-city-manager/office-of-racial-equity/san-jose-civics-masterclass>

City Departmental Highlights

San José Clean Energy (SJCE): SJCE formed a racial equity committee to draft a Racial Equity Plan and establish equity initiatives for the 2023-2024 Fiscal Year. The plan included racial equity trainings for Department staff, developing an inclusive workplace, improving community engagement, working with diverse suppliers when possible, reducing the burden of energy costs for low-income customers, and mitigating customer disconnections. In 2023, the SJCE Racial Equity Committee implemented supplier diversity initiatives, developed a communications plan named “Keeping the Lights On,” began increased outreach and engagement to customers at risk for disconnection by PG&E, and held its first department-wide racial equity training. The half-day training deepened employees’ understanding of the importance of racial equity and how they can incorporate it into their work. It is important to note that a dedicated SJCE staff member (an Equity and Community Engagement Program Specialist) is supporting the Department’s work.

Department of Transportation (DOT): During the pandemic, the San José Vision Zero program observed a concerning rise in traffic fatalities among unhoused individuals. The program relies on data analysis to address traffic safety. Notably, traffic fatalities affecting unhoused people tripled from 5 in 2018 to 17 in 2021, prompting a more in-depth study. DOT engaged unhoused individuals to understand their experiences. This project was funded by the California Office of Traffic Safety grant. Through these testimonies and findings, DOT developed a pilot of new street safety measures based on findings and lived experiences. Important to note that a dedicated DOT staff member (a Racial Equity Manager) is guiding the Department’s work.

San José Public Library (SJPL): In February 2022, the City Council unanimously approved the Equity, Diversity, and Inclusion (EDI) Quality Standards. Introduced to Council by the San José Public Library, with the support from the EDI Project Advisory Ad Hoc Committee, the EDI Quality Standards are the City’s first quality requirements for citywide-offered programs to prioritize and assess efforts based on impact in achieving the principles of equity, inclusion, diversity, and anti-racism. Over the course of 2023, SJPL staff developed an EDI Toolkit to build staff capacity on core concepts and piloted the quality assessments with four adult programs. Important to note that a dedicated SJPL staff member (the SJPL Chief of Staff) is guiding the Department’s work.

Expansion of Portfolio

Disability Affairs

Beginning in 2022 – through lessons learned during the COVID-19 pandemic, community advocacy, and Council direction – the administration launched a portfolio of work to improve accessibility for people with disabilities, reduce the burden of navigating complex systems, and advocate for equitable rights to services.

On June 13, 2023, City Council adopted the Disability Inclusion Equity Pledge, formalizing the City’s support for disability inclusion as a human right and prioritizing creating a barrier-free environment. Barriers to accessibility and inclusion often exist not just in our physical

environment but also in behaviors, attitudes, and policy. To remove these barriers and ensure full participation in City services and programs for people with disabilities, a new Disability Affairs Officer position was created on a one-time basis in the 2023-2024 Operating Budget and currently leads the disability affairs portfolio, prioritizing normalization of disability inclusion, building awareness through education and training, and providing support for disability access needs.

As disability often intersects with other structural forms of identity, the City's effort aims to improve outcomes not just for people with disabilities but also for other marginalized groups based on race, religion, age, gender identity, immigration status, language, and others that face systemic inequities. Due to alignment with ORSE's strategy to normalize, operationalize, and embed equity practice across the City of San José, the 2024-2025 Proposed Operating Budget includes integration of the disability affairs portfolio within ORSE and making permanent the Disability Affairs Officer. Integration will facilitate an intersectional approach to disability and further foster inclusion and belonging of people with disabilities.

Women's Rights and Gender Equity

Since the City Council approved the Women's Bill of Rights in 2017, there have been various efforts to center gender equity throughout the City of San José including within ORSE. Staff has partnered with the Santa Clara University of Law International Human Rights Clinic to analyze the City's current Women's Bill of Rights alongside model CEDAW ordinances in the country to examine the strength of the current ordinance and ways to implement the work in San José.

Data Upskilling, Governance, and City Service Area (CSA) Modernization

In partnership with the Information Technology Department (ITD) and the City Manager's Office, staff has prioritized three projects that are critical to the success of the mission of the ORSE: 1) data governance, 2) CSA performance modernization support, and 3) upskilling staff on disaggregated data analysis. As such, staff will be providing subject matter expertise and partnership in these projects to further advance racial equity within the organization's data and performance management strategies.

Challenges, Opportunities, and Reflections

National Anti-DEI Narratives

There has been a notable shift in national sentiment against "diversity, equity, and inclusion" (DEI). Although this is not an irregular reaction to social justice movements, there are current efforts to divest from and reduce programs designed to eliminate disparities. ORSE and cities across the United States have noticed the trickle effect of that sentiment resulting in setbacks on the progress that has been made and further harming vulnerable, underserved communities.

Now more than ever, it is important for the City organization to continue its strong commitment and sustained leadership to advance equity. Although there is still much progress to be made, the

City of San José has consistently shown that it is at the forefront of this work and has taken steps to secure the foundation of equity-focused efforts.

Building Racial Equity Practices and Practitioners

City departments face constraints due to competing priorities, interests, and limited staff capacity. Staff often struggle to integrate equity practices into their daily work due to time constraints and lack of support, hindering the adoption of equity principles. One common survey and anecdotal feedback is that staff feel limited with time and capacity to embed equity practices and feel that building a culture often takes intentionality by all levels of the organization.

It is clear that City departments with a budgeted, full-time staff member dedicated to centering equity within their department tend to be further ahead in adopting equity practices and making timely advancements in equity work. Additionally, these departmental equity staff have been incredibly helpful in developing a larger network of equity practitioners within the City. Those departments include Housing, Library, Transportation, Clean Energy, Parks, Recreation and Neighborhood Services, and Police. Investments like these are resulting in sustained and reliable progress.

Furthermore, ORSE supports the citywide Racial Equity, Diversity, and Inclusion Group (REDI), a voluntary, staff-led group. The purpose of REDI is to provide a learning space focused on equity topics and opportunities to share departmental information, practices, and roadblocks.

Intentional Intersectionality

ORSE is in a unique position to weave in the complex intersectionality of identities and support departments with strategies that align to uplift the most vulnerable. Most recently, staff was named in the City's [Language Accessibility Audit](#)⁴ as a key partner in assisting departmental considerations for language equity by intentionally incorporating language access into Racial Equity Action Plans and updating guides and tools relevant to language access. Staff is guiding all City departments in the development of new Racial Equity Action Plans and encourages departments to consider, among other things, language access, disability access, and gender equity strategies relevant to their programs, services, or related policies.

Codifying Equity in the City Organization

On May 14, 2024, the Mayor and City Council unanimously adopted the *Racial and Social Equity Ordinance and the Equity Values and Standards Policy*, which codifies the promise of a just and equitable San José. It reinforced the City of San José's commitment to creating the conditions in which all people can thrive and have opportunities to live well in San José. It also fortified the importance of collective responsibility – among elected officials, City Administration, boards, and commissions – to make decisions that move the City towards equity.

⁴ <https://www.sanjoseca.gov/home/showpublisheddocument/109794>

Time will tell and community indicators will demonstrate the collective impact the organization has on the quality of life of its residents.

EVALUATION AND FOLLOW-UP

ORSE will continue to provide annual reports that delineate progress toward work plan objectives.

COORDINATION

This memorandum was coordinated with the City Attorney's Office and the City Manager's Budget Office.

PUBLIC OUTREACH

This memorandum will be posted on the City's agenda website for the Public Safety, Finance and Strategic Support Committee meeting for June 20, 2024.

COMMISSION RECOMMENDATION AND INPUT

No commission recommendation or input is associated with this action.

CEQA

Not a project, File No. PP17-009, Staff Reports, Assessments, Annual Reports, and Informational Memos that involve no approvals of any City action.

PUBLIC SUBSIDY REPORTING

This item does not include a public subsidy as defined in section 53083 or 53083.1 of the California Government Code or the City's Open Government Resolution.

/s/

Zulma Maciel

Director, Office of Racial and Social Equity

PUBLIC SAFETY, FINANCE AND STRATEGIC SUPPORT COMMITTEE

June 5, 2024

Subject: Advancing Racial Equity through Culture and Practice Annual Report

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For questions, please contact Zulma Maciel, Director, Office of Racial and Social Equity, at Zulma.maciel@sanjoseca.gov or 408-535-8146.

ATTACHMENT:

Office of Racial Equity Work Plan July 2023-June 2024

Attachment

Office of Racial Equity Work Plan July 2023-June 2024 City of San José	Our VISION is a City of San José in which all people in our community and organization thrive and where no racial disparities exist. Our MISSION is to support the City to embed a racial equity practice and embody a culture that sustains it. We Commit to Being: Courageous, Collaborative, Compassionate, Accountable, Inclusive
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Objectives & Strategies	PROGRESS	Performance Measures	Outputs
Objective 1: Normalize and culturalize racial equity, inclusion and belonging principles in the City Organization.			
1. Develop Foundational Racial Equity Training refresh for City workforce	Completed	Y/N	Yes - Training launch in June 2024
2. Develop and implement inclusive leadership program for City Leadership	Completed	78% of City Leadership reported that they aligned their department work to ORE's Blueprint and values 92% of City Executives adopted a tool or strategy related to inclusive leadership	40 City Leaders Participated in Senior Staff Leadership Session 7 City Executives Participated in Inclusive Leadership Group
3. Provide quarterly updates through ORE Briefings to Council Members & Community	Completed	7% of increase in attendance at events/programs when shared by Council Offices	7 Briefings produced
4. Host ORE Spotlight Series to amplify immigration services, partner resources, racial equity trainings, and address current needs of San Jose's immigrant community	Completed	100% of organizations thought the event was a good use of their time outreaching to community	2 Spotlights 2 Organizations highlighted 85 views
5. Participate in United Against Hate Week to continue support for communities impacted by hate crimes and violence and foster safe communities for immigrants and the community at large.	Completed	71% of attendees stated that they learned something new that shifted their perspective or inspired reflection.	2 film screenings 55 attendees 74 views on Youtube
6. Provide trainings to reinforce foundational concepts	In Progress	4.7/5 rating on ORE trainings 100% attendees intend to apply learnings to their work DEIB Webinar attendees rated 9.2/10 and would recommend to a colleague	15 trainings 420 participants
7. Develop "statement of values regarding racial and social equity, inclusion, and racial and social justice to provide guidance to City" (Charter)	Completed	Y/N	Yes - Equity Ordinance and Policy approved by Mayor and City Council
Objective 2: Establish and maintain infrastructure and organizational capacity to support City's commitment to eliminate inequities.			
1. Support Departmental implementation and strategic development of Racial Equity Action Plans (REAPs)	Completed	4.5/5 Rating on REAP Learning Session facilitated 100% attendees reported that they were Somewhat/Very Comfortable working on their Dept REAP after attending the ORE facilitated REAP Learning session 100% of Departments completed REAP FY 24-26	24 Attendees at REAP Learning Session 7 REAP Office Hours with City Departments
2. Support City depts in the organizing of Equity Action Teams or equivalent	In Progress	4.5/5 Rating on Effectiveness of REDI Meetings	13 of Departments with active Equity Action Teams 12 meetings with RE Departmental Managers 4 Facilitated meetings for Racial Equity Diversity and Inclusion (REDI) citywide group

Objectives & Strategies	PROGRESS	Performance Measures	Outputs
3. Provide technical assistance, consultation, and coaching to departments to proactively consider equity impacts of their work and internal processes	Ongoing	N/A [VALUE OF CONSULTATIONS]	54 ORE Consultations with City and Community Partners
4. Implement training focused on operationalizing equity analysis in programs and departments	Completed	4.5/5 Rating on Equity Applied Learning Session	3 Equity Applied Analysis Learning Sessions 24 Training Participants 7 Departments
5. Prepare City depts in the development of the internal capacity to best develop collaborative relationship with the community resource of SJ4All.	In Progress	7.3/10 Rating on ORE Facilitation of SJ4ALL SJ4ALL Members rated City Departments as somewhat to very collaborative	100% 2 City Departments in Collaboration With SJ4ALL
6. Include Equity as a key element in Management Performance Program for Senior Staff	Completed	100% of MPPs for Senior Staff required summary of work related to equity	Staff developed criteria to evaluate equity leadership for future use.
Objective 3: Establish equity practices that create a welcoming and inclusive environment that allows immigrants, residents of color, and all people in SJ to thrive.			
1. Implement and iterate Budgeting for Equity training, worksheet, and feedback in budget development process	Completed	100% Agree/Strongly agree how BfE process is important to advancing equity work 100% Agree/Strongly Agree Townhall and Workshop was helpful	100% of Departments completed BfE worksheets
2. Launch Candidly Speaking Listening Series for City of San José Staff to build upon and strengthen trauma-informed resilience-oriented culture.	Completed	88% of attendees thought the session was a good use of their time 91% of attendees learned something new or broadened their perspective 94% of attendees said the conversation inspired reflection 82% of attendees experienced feelings of connection to colleagues 85% of attendees believe this event can help influence change w/in the City 79% of attendees believe this event can help influence change w/in their department	3 City Staff Sessions hosted 60 City staff attendees
3. Host Candidly Speaking Listening Series in community to foster meaningful connections between long-term residents and immigrant communities and address current challenges	Completed	42% of attendees were foreign born 74% of attendees learned something new or broadened their perspective 88% of attendees said the conversation inspired reflection 84% of attendees experienced feelings of understanding someone 70% of attendees experienced feelings of feeling understood 79% of attendees experienced feelings of learning something new 61% of attendees experienced feelings of sharing something new 65% of attendees experienced feelings of inclusion & belonging 79% of attendees experienced feelings of connection to others 42% of attendees are familiar w/ the San José Office of Racial Equity & its purpose	5 Community Sessions hosted 46 attendees total
4. Provide free bystander training and strategies for intervention to stop a hate crime or incident	Not Started	% of participants that rate the sessions as "good" or better % of participants that feel better prepared with this training	# of participants at bystander trainings # of views of bystander trainings (if recorded)

Objectives & Strategies	PROGRESS	Performance Measures	Outputs
5. Support Rapid Response Network in providing welcoming and navigation services to immigrants	Ongoing	<p>FY 2022-2023 80% of persons served gained an increase in knowledge about the immigration landscape including how to protect themselves from removal by ICE enforcement and/or obtain a legal path to permanency 100% of persons served are offered info about or receive referrals to additional safety net services available within the County to increase their stability and to improve their health, well being, and financial security.</p> <p>FY 2023-2024 100% of persons served gained an increase in knowledge about the immigration landscape including how to protect themselves from removal by ICE enforcement and/or obtain a legal path to permanency 100% of persons served are offered info about or receive referrals to additional safety net services available within the County to increase their stability and to improve their health, well being, and financial security.</p>	<p>FY 2022-2023 528 RRN hotline calls 3 emergency legal services activations 19 urgent legal services provided w/in 48 hours 219 attendees at legal service clinics</p> <p>FY 2023-2024 340 RRN hotline calls 3 emergency legal services activations 21 urgent legal services provided w/in 48 hours 209 attendees at legal service clinics</p>
6. Develop Welcoming SJ Plan 3.0	Not Started	DEFERRED - Certified Welcoming Fall 2024 Cohort	
Objective 4: Improve immigrant access to City information and services, and augment immigrant participation in civic life.			
1. Support and engage SJ4All Advisory Group Members in the development of their civic participation and understanding of City processes.	Completed	7.4/10 rating of satisfaction as a SJ4ALL Member	12 advisory group members 7 meetings
2. Launch OnlyinSJ Civics Curriculum to increase participation of immigrant community in civic and community life	Completed	<p>95% are satisfied with the course 84% feel able to make a meaningful impact in their community 89% feel empowered to get involved in local government to have their voices heard. 89% have the skills and confidence to engage and participate in public meetings and policy making in the City of San José. 95% have a solid understanding of the different structures and responsibilities of federal, state, and local government in the United States. 89% know how to use parliamentary procedure to navigate and participate in public meetings. 95% are familiar with the California Brown Act and the City of San José's Sunshine Policies. 84% have the skills and knowledge to research public records and policy. 100% feel confident in their ability to communicate ideas effectively to community and elected officials.</p>	186 participants registered for course (175 English, 3 Vietnamese, 8 Spanish) 24% of individuals are foreign born 39% of US-born individuals are children of foreign born
3. Support naturalization efforts through countywide marketing and outreach	Completed	7% increase in number of LPRs screened and educated from last year 24% increase in number of completed applications from last year	2 TV media/ad buys to promote event 839 individuals pre-screened and received naturalization education 143 individuals completed applications (105 applied for fee waivers)
4. Facilitate access for microenterprises or worker coops to local government contracts.	In Progress	% increase the number of small POC owned businesses that secure City contracts	(Collaboration with OEDCA and Veggielution)
5. Welcoming Migrants Emergency Response Plan	Completed	Plan completed	3 Countywide convenings, 35 providers 3 coordination meetings, 3-15 providers 1 legal service clinic 1 Funders Briefing

Objectives & Strategies	PROGRESS	Performance Measures	Outputs
<p>6. Promote immigrant entrepreneurship and partner with immigrant-serving organizations to facilitate economic development opportunities including certification and apprenticeship programs.</p>	<p>Completed</p>	<p>Prosperity Lab: Semillas Program (Mobile Street Food Vendors) 30 new jobs created \$82,000 in capital investment, micro loans, and grants earned</p>	<p>43 participants completed business skills and operational training 25 have completed their business formation and began operations 25 of participants who have earned their Manager's Food Safety Certificate 95% identified as immigrants</p>
<p>7. Promote financial literacy services and facilitate access to banking opportunities and financial education tools.</p>	<p>Not Started</p>	<p>% of participants who felt "more confident" or "very confident" managing their finances after the class # of participants who opened an account with a bank or credit union</p>	<p># of participants who attended the trainings or workshops</p>