

EEO Utilization Report

Organization Information

Name: City Of San Mateo

City: San Mateo

State: CA

Zip: 94403

Type: County/Municipal Government (not law enforcement)

Step 1: Introductory Information

Policy Statement:

The purpose of the Equal Employment Opportunity Plan is to reaffirm the commitment the City of San Mateo has to equal employment opportunity in its employment practices, program operations, and service delivery systems. To this end, the City of San Mateo has policies and procedures which:

- Promote a work environment which is free from all forms of discrimination and harassment;
- Eliminate unnecessary, arbitrary, or artificial practices that affect applicants and employees;
- Increase employee awareness, understanding, and acceptance of all people;
- Acknowledge the occupational job categories where women and/or people of color are underrepresented, and recommend legally compliant recruitment, retention and career development solutions to address these areas;
- Foster, celebrate, and support programs that recognize the City's diverse workforce;
- Assign responsibility and accountability for the success of the EEO Plan to department heads, managers and supervisors.

Following File has been uploaded:Harassment & Discrimination Policy.pdf

Step 4b: Narrative of Interpretation

In the past eight years (June 2014 - June 2022), the City of San Mateo's workforce has become more representative of the labor market. This is especially true with Asian males in Technician and Administrative Support classifications especially in the last two years (June 2020 - June 2022), as well as Asian females in Professional and Protective Services classifications.

The City continues to have under-representation of White and Hispanic/Latino males in Administrative Support classifications, Asian females in Technician and Service/Maintenance classifications, and White, Hispanic/Latino and Asian females in Service/Maintenance classifications.

The City of San Mateo continues to participate in a variety of community-based events to encourage public sector employment and communicate current and upcoming vacancies. During this reporting period, despite COVID-19, City employees attended three career presentations to local High School Students; conducted outreach at each PAL (Police Activities League) event to promote public employment to a diverse population; presented on Career & Technical Education at the San Mateo Union High School District; participated on Career Panels for "Professional Women Returning to Work", "The Over-40 Worker", and "Career Job Search"; attended the HCI Virtual Conference on Hire with Diversity, Equity and Inclusion; partnered with Baywork to attract more diverse applicants for Service/Maintenance and Skilled Craft Classifications.

In February 2021 the City created an internal DEI (Diversity, Equity and Inclusion) Committee with a subcommittee focused on hiring, employment and growth opportunities. This subcommittee objective is to identify, implement, and improve policies, practices, and initiatives that strengthen diversity, inclusivity, and equity in recruitment, hiring, onboarding, advancement, retention, leadership, and growth opportunities.

Following File has been uploaded: DEI Committee Charter_approved-signed.pdf

Step 5: Objectives and Steps

1. 1. Career Development and Retention

- a. We will incorporate recommendations from internal DEI Committee to improve and enhance advancement opportunities.
- b. A Senior Human Resources Analyst position is dedicated to Employee Development & Workforce Planning. They provide access to career planning and development resources, both on-demand and in classroom settings (remotely as needed).
- c. The City provides management development and leadership assignments to prepare employees for upward mobility and Citywide succession planning. These assignments include acting assignments, work out of classification, provisional appointments, talent exchange opportunities, professional coaching, cross-departmental problem solving groups, and ongoing citywide committee assignments.
- d. The City provides work experience opportunities and special assignments within departments as well, to encourage cross-training so employees have a more robust knowledge of the department's functions.
- e. The City focuses on inclusive on-boarding activities and training that enables new hires to understand the many diverse career paths an employee can take to grow with the organization, setting them up for success from the beginning.

2. 2. Diversity, Equity, and Inclusion

- a. The City formed a Diversity, Equity and Inclusion (DEI) Committee in February of 2021 with representatives from across departments that will guide efforts to raise awareness of DEI issues both internally and as we provide services to the community.
- b. The City will also provide customized activities, training programs and events for specific departments as necessary.

c. Every new employee is provided with the City of San Mateo Harassment & Discrimination Policy, and they are regularly educated about their rights, responsibilities, expectations, and how to report concerns.

3.3. Recruitment and Retention

- a. We will incorporate recommendations from internal DEI Committee into our recruiting practices and policies.
- b. The City works with affinity groups when attending high school and community college job fairs to draw a diverse student population to our booths.
- c. The City is encouraging more departments to create internship positions and promote them to diverse organizations, high schools, and colleges.
- d. The City will continue to team with local high schools, colleges, job search panels and job fairs to encourage people with a wide variety of backgrounds to apply for public sector employment.
- e. When developing the recruitment plan to fill a position, the Human Resources and operating departments will determine how best to reach the most diverse, broadest pool of applicants. Include discussions with current staff in under utilized job categories how best to target relevant labor market.
- f. We will continue to highlight the City of San Mateo as an Equal Opportunity Employer, and encourage all interested applicants to apply.

Step 6: Internal Dissemination

The following measures are taken to disseminate the City of San Mateo's Equal Employment Opportunity Utilization Report within the organization:

- The Director of Human Resources meets annually with the Executive Team (Department Heads) to share information on the organization, their department's overall workforce, and the EEO Utilization Report.
- An All-Staff email is sent City employees with a copy of the EEO Utilization Report and a link to it online.
- All employees are required to attend anti-harassment and anti-discrimination training at least every two years.
- Federal and State Notices of Equal Employment Opportunity will continue to be posted at all City facilities.

Step 7: External Dissemination

The most current copy of the City of San Mateo's EEO Utilization Report will continue to be posted on the City's website so everyone can access the information.

The City of San Mateo's job announcements and application forms will continue to state that the City is an Equal Employment Opportunity employer.

Utilization Analysis Chart
Relevant Labor Market: San Mateo County, California

Job Categories	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Officials/Administrators																
Workforce #/%	7/37%	1/5%	1/5%	0/0%	2/11%	0/0%	0/0%	0/0%	4/21%	2/11%	0/0%	0/0%	2/11%	0/0%	0/0%	0/0%
CLS #/%	21,670/37%	3,315/6%	590/1%	95/0%	7,565/13%	235/0%	460/1%	135/0%	13,490/23%	2,730/5%	705/1%	40/0%	6,045/10%	270/0%	465/1%	60/0%
Utilization #/%	-1%	-0%	4%	-0%	-3%	-0%	-1%	-0%	-2%	6%	-1%	-0%	0%	-0%	-1%	-0%
Professionals																
Workforce #/%	29/24%	5/4%	0/0%	0/0%	21/18%	1/1%	1/1%	0/0%	30/25%	11/9%	3/2%	0/0%	17/14%	0/0%	2/2%	0/0%
CLS #/%	24,445/29%	2,815/3%	985/1%	30/0%	14,180/17%	265/0%	725/1%	585/1%	22,340/26%	3,695/4%	975/1%	25/0%	12,330/15%	180/0%	600/1%	480/1%
Utilization #/%	-5%	1%	-1%	-0%	1%	1%	-0%	-1%	-1%	5%	1%	-0%	-0%	-0%	1%	-1%
Technicians																
Workforce #/%	29/46%	5/8%	1/2%	0/0%	10/16%	1/2%	0/0%	0/0%	5/8%	7/11%	0/0%	0/0%	5/8%	0/0%	0/0%	0/0%
CLS #/%	2,790/27%	625/6%	290/3%	0/0%	1,945/19%	120/1%	100/1%	85/1%	1,655/16%	500/5%	210/2%	0/0%	1,835/18%	65/1%	115/1%	20/0%
Utilization #/%	19%	2%	-1%	0%	-3%	0%	-1%	-1%	-8%	6%	-2%	0%	-10%	-1%	-1%	-0%
Protective Services: Sworn																
Workforce #/%	31/36%	15/18%	3/4%	0/0%	14/16%	2/2%	1/1%	0/0%	8/9%	8/9%	0/0%	1/1%	2/2%	0/0%	0/0%	0/0%
CLS #/%	1,985/38%	775/15%	315/6%	0/0%	645/12%	60/1%	40/1%	25/0%	470/9%	300/6%	120/2%	60/1%	285/6%	50/1%	35/1%	0/0%
Utilization #/%	-2%	3%	-3%	0%	4%	1%	0%	-0%	0%	4%	-2%	0%	-3%	-1%	-1%	0%
Protective Services: Non-sworn																
Workforce #/%	0/0%	1/14%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	1/14%	3/43%	0/0%	0/0%	1/14%	1/14%	0/0%	0/0%
Civilian Labor Force #/%	200/27%	20/3%	0/0%	0/0%	250/34%	0/0%	0/0%	35/5%	140/19%	10/1%	15/2%	0/0%	45/6%	25/3%	0/0%	0/0%
Utilization #/%	-27%	12%	0%	0%	-34%	0%	0%	-5%	-5%	42%	-2%	0%	8%	11%	0%	0%
Administrative Support																
Workforce #/%	2/3%	1/1%	0/0%	0/0%	6/8%	0/0%	1/1%	0/0%	31/44%	12/17%	0/0%	1/1%	14/20%	0/0%	3/4%	0/0%
CLS #/%	15,765/18%	6,990/8%	1,490/2%	60/0%	10,270/12%	420/0%	375/0%	335/0%	21,495/25%	11,385/13%	1,990/2%	205/0%	13,380/15%	1,050/1%	885/1%	510/1%

Job Categories	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
	%				%				%	%			%			
Utilization #/%	-15%	-7%	-2%	-0%	-3%	-0%	1%	-0%	19%	4%	-2%	1%	4%	-1%	3%	-1%
Skilled Craft																
Workforce #/%	8/62%	2/15%	2/15%	0/0%	1/8%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	10,465/41%	8,585/33%	745/3%	50/0%	3,820/15%	260/1%	295/1%	175/1%	430/2%	345/1%	50/0%	0/0%	395/2%	0/0%	14/0%	0/0%
Utilization #/%	21%	-18%	12%	-0%	-7%	-1%	-1%	-1%	-2%	-1%	-0%	0%	-2%	0%	-0%	0%
Service/Maintenance																
Workforce #/%	20/33%	26/43%	1/2%	0/0%	4/7%	6/10%	1/2%	0/0%	1/2%	0/0%	0/0%	0/0%	0/0%	1/2%	0/0%	0/0%
CLS #/%	11,405/14%	23,415/28%	1,805/2%	85/0%	10,045/12%	650/1%	410/0%	580/1%	9,480/11%	14,400/17%	845/1%	65/0%	8,505/10%	505/1%	360/0%	310/0%
Utilization #/%	20%	15%	-1%	-0%	-5%	9%	1%	-1%	-10%	-17%	-1%	-0%	-10%	1%	-0%	-0%

Significant Underutilization Chart

Job Categories	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Technicians													✓			
Administrative Support	✓	✓														
Service/Maintenance									✓	✓			✓			

I understand the regulatory obligation under 28 C.F.R. ~ 42.301-.308 to collect and maintain extensive employment data by race, national origin, and sex, even though our organization may not use all of this data in completing the EEO Utilization Report.

I have reviewed the foregoing EEO Utilization Report and certify the accuracy of the reported workforce data and our organization's employment policies.

Certified As Final By: Teresa Abrahamsohn

Human Resources Director

07-11-2022

[signature]

[title]

[date]

Staff Policies Manual



Title: **Harassment and Discrimination Policy**
Policy #: 301
Sponsored by: Human Resources
Approved by: City Manager
Date: Issued: 8/1985 Amended: 11/21/19

Purpose

The City of San Mateo is committed to providing a work environment free of all forms of harassment and discrimination. This policy defines harassment, sexual harassment and discrimination and sets forth a procedure for the investigation and resolution of complaints of such conduct by or against an employee or applicant or from a person providing services to the City pursuant to a contract.

Policy

1. Discrimination is Prohibited

The City of San Mateo is an equal opportunity employer and makes employment decisions on the basis of merit. All discrimination and harassment on the basis of a protected category, as outlined below, is strictly prohibited. The City does not base an employment decision as to job applicant or employee (i.e., decision to hire, promote, transfer, terminate, etc.) on any protected characteristic, including race (including traits historically associated with race, including but not limited to, hair texture and protective hairstyles), religion, creed (including, but not limited to, religious dress or grooming practice), color, sex (including, but not limited to, gender, gender identity, gender expression, pregnancy, childbirth, and breastfeeding or medical conditions related to breastfeeding), age over 40 years, national origin, ancestry, marital status, domestic partnership, medical condition, genetic information, sexual orientation, military and veteran status, or physical or mental disability or association with a person on the basis of that person's actual or perceived protected characteristic. Discrimination against an employee, applicant or a service provider, includes, but is not limited to, the following misconduct:

- A. Treating an applicant or employee differently with regard to any aspect of employment because of his or her protected status.

- B. Engaging in harassing activities.
- C. Taking an adverse employment action (i.e. demotion, transfer, discipline, termination) against an employee based on the employee opposing discrimination in the workplace, assisting, supporting, or associating with a member of protected group status who complains about discrimination, or assisting in an investigation of discrimination.

2. Harassment

The City of San Mateo prohibits the harassment of an applicant, employee or person providing services pursuant to a contract based on actual or perceived protected characteristics: race (including traits historically associated with race, including but not limited to, hair texture and protective hairstyles), religion, creed (including, but not limited to, religious dress or grooming practice), color, sex (including, but not limited to, gender, gender identity, gender expression, pregnancy, childbirth and breastfeeding (or medical conditions related to breastfeeding), persons 40 years or older, national origin, ancestry, marital status, domestic partnership, medical condition, sexual orientation, military and veteran status, or physical or mental disability or association with a person on the basis of that person's actual or perceived protected characteristic regardless of whether the harassment is targeted specifically to the applicant, employee or service provider.

Prohibited harassment may include, but is not limited to, epithets, slurs, derogatory comments or jokes, intimidation, negative stereotyping, threats, assault, or any physical interference with the employee's normal work or movement, directed at individual employees, their relatives, friends or associates based on a protected category. Harassment may also include written or graphic material placed on walls, delivered via email, displayed on bulletin boards or elsewhere on City premises or circulated in the workplace that denigrates, shows hostility or aversion towards an individual or group on the basis of a protected category.

Whether or not the individual means to offend or believed his or her actions, words, jokes or comments were welcome is not determinative. Rather, the City's policy is violated when other employees, contractors, or applicants whether recipients or mere observers, are subjectively and objectively offended by comments or conduct based on a protected characteristic. Management, administrative, supervisory personnel and employees at all levels of government share the responsibility of ensuring a working environment free from harassment. The City of San Mateo will take all steps necessary to prevent harassment and discrimination.

3. Sexual Harassment

The City of San Mateo also is committed to providing a workplace free of harassment based on any protected category, including sexual harassment. Sexual harassment is defined as unwelcome or unwanted sexual conduct or advances, requests for sexual favors or visual, verbal, or physical conduct of a sexual nature when: 1) submission to such conduct is made a term or condition of employment; or 2) submission to or

rejection of such conduct is used as a basis for employment decisions affecting the individual; or 3) such conduct has the purpose or effect of unreasonably interfering with an employee's work performance or creating an intimidating, hostile, or offensive working environment. These activities do not need to be motivated by sexual desire in order to be considered sexual harassment.

Prohibited sexual harassment includes unwelcome sexual conduct including, but not limited to:

- A. Verbal or written harassment (examples include unwanted sexual requests or advances, derogatory comments, sexually explicit jokes, slurs, inappropriate comments about an individual's body, etc.);
- B. Physical harassment (examples include touching, kissing, assaulting impeding or blocking movement, etc.);
- C. Visual harassment (examples include leering, making sexual gestures, and displaying sexually suggestive objects or pictures, such as posters, photographs, calendars, cartoons, screen savers or drawings of a sexual nature);
- D. Making or threatening reprisals after a negative response to sexual advances; and
- E. Verbal abuse of a sexual nature, sexually degrading words to describe an individual, suggestive or obscene letters, notes, or invitations.

It is unlawful for males to sexually harass females or other males, and for females to sexually harass males or other females. Sexual harassment on the job is unlawful whether it involves coworker harassment, harassment by a supervisor or manager, or by persons, including customers or clients, doing business with or for the City. The City's workplace is not limited to the City's facilities, but also includes client and vendor facilities, anywhere a business-related function is taking place, and any place that employees and their supervisors are together.

4. Retaliation

Any retaliation against a person for filing a discrimination/harassment charge, making a discrimination and/or harassment complaint, any actions related to Title I of the Affordable Care Act (ACA), or assisting in the investigation of such a complaint is prohibited. Employees found to be retaliating against another individual on this basis shall be subject to disciplinary action up to and including termination depending on the severity of the action. Any disciplinary action taken will be in accordance with the provisions for disciplinary action as outlined in the applicable employee Memorandum of Understanding (MOU) and the City's Personnel Rules.

5. Disciplinary Actions

Appropriate action, including disciplinary action up to termination, will be taken against any employee, supervisory, or otherwise, engaging in conduct violating this policy. The City also

recognizes the seriousness of a charge, and the impact it can have on innocent men or women. Therefore, fabricated or wholly frivolous accusations may result in appropriate action, including disciplinary action being taken against anyone who makes baseless charges. Persons who report harassment are not to be punished if they complained in good faith.

A single act can violate this policy and provide potential grounds for discipline. Therefore, if you are in doubt as to whether any particular conduct may violate this policy, do not engage in the conduct, and seek guidance from a supervisor. If you believe you are being harassed or discriminated against on the basis of any of the protected categories, report the conduct immediately to your supervisor or the Human Resources Department.

Scope

This policy shall apply to employees, applicants, interns, volunteers and persons providing services to the City pursuant to a contract.

Responsibility

This section identifies each person's role and responsibility pertaining to this policy.

1. Employee:
 - A. Whenever possible, any employee who believes that s/he is experiencing or witnessing discrimination or harassment is encouraged to inform the person that the particular conduct is unwelcome, offensive, unprofessional or highly inappropriate. If this does not resolve the matter or if the employee feels uncomfortable, threatened or has difficulty expressing his/her concern, the employee shall report the matter to a supervisor or to Human Resources or City Manager.
 - B. All employees shall report any incidents of discrimination, harassment or retaliation to a supervisor, Department Head, the Human Resources Department, or Office of the City Manager. This includes conduct of non-employees, such as sales representatives or service vendor or harassing conduct toward such contractors. If the supervisor or department head is involved in the reported conduct or, for some other reason the employee feels uncomfortable about reporting to that individual, the employee should report directly to Human Resources or the Office of the City Manager.
 - C. Employees shall report and must cooperate with any authorized investigations of alleged discrimination, harassment or retaliation.

2. Supervisor/Department Head:

- A. Periodically distribute the City policy and complaint procedure regarding discrimination, harassment, and retaliation to all employees within the department.
- B. Immediately contact Human Resources if witnessing or hearing of an incident that may constitute discrimination, harassment or retaliation under this policy.
- C. Receive complaints from employees and immediately report any complaints to the Human Resources Department.
- D. Maintain confidentiality to the extent possible in communicating or investigating any claim of alleged discrimination or harassment including maintenance of documents related to complaints.
- E. Sit with investigation team, if appropriate, during evidence gathering procedures. Confer with the investigation team on extent of investigation and discipline.
- F. Following investigation, take appropriate action, including disciplinary action under City hearing procedures.

3. Human Resources Department:

- A. Assume responsibility for administration of the complaint and investigation procedure
- B. Receive complaints.
- C. Assist in the investigation of any reported incident of alleged discrimination, harassment or retaliation. The investigation shall be conducted in a way that ensures, to the extent feasible, the privacy of the parties involved. Consult with the Department Head on disciplinary action as may be appropriate.
- D. Coordinate training.
Newly hired employee – training within six months of hire.
Every current employee – refresher training every 2 years.
New supervisor – training within six months of becoming a supervisor.
All supervisors – refresher training every 2 years.
- E. Provide information on sexual harassment as provided by the Department of Fair Employment and Housing Department and at the Department's website: www.dfeh.ca.gov.
- F. Notify all employees within 30 days of all substantive changes to this policy and procedure.

Procedures

1. The City's reporting procedure provides for a timely, thorough and objective investigation of any harassment or discrimination claim, appropriate disciplinary action against one found to have engaged in prohibited harassment or discrimination, and appropriate remedies if warranted under the circumstances. Any employee who feels he/she has been the victim of, or who has observed, improper conduct under this policy should immediately contact his/her supervisor, Department Head, the Department of Human Resources, or the Office of the City Manager. The Director of Human Resources or designee(s) shall be immediately informed by the supervisor, department head, or City Manager, unless the complaint is about the Director, of all complaints that refer to potential violations of this policy. The report can be verbal or written.
2. Upon receipt of the summary complaint, the City Manager, Human Resources Director, and City Attorney (the Committee) will determine whether the accusations are within this policy. The City Manager, Human Resources Director, and City Attorney, or their designee(s), will conduct an investigation of any charges they determine to be within this policy. A record of evidence should be created, including witness statements, which may be recorded, transcribed, or summarized. The record of evidence shall be given to the department head for consideration of any discipline.
3. Either the committee or their designee shall contact the person who allegedly engaged in the harassment, informing him/her of the basis of the complaint; the committee may provide the accused a summary of the complaint in order to preserve confidential information, and may exclude names of witnesses and perhaps even the accuser(s). The accused shall have an opportunity to respond in writing within the time period designated by the committee.
4. Upon completion of the investigation, the investigating team and the Department Head will consult on what, if any, disciplinary or other action will be taken. Discipline, if it is to be taken, will be decided upon and imposed by the Department Head in accordance with City procedures.
5. A conclusion that no harassment, sexual harassment or discrimination occurred under this policy does not mean that the conduct, if it occurred, was proper or appropriate. The Department Head may determine that other action, including disciplinary action, is warranted.
6. Job applicants may file a complaint claiming a violation of this policy. Notwithstanding other provisions of this policy, the City Manager shall determine how the complaint shall be handled. The City Manager may utilize the investigation committee established by this policy.
7. Complaints may be made to the State of California Department of Fair Employment and Housing and United States EEOC.
8. Nothing herein shall be construed to prevent the City from itself initiating an investigation under this policy. Nothing herein shall be construed to prevent the investigation committee from determining how to conduct the investigation, including whether an

individual investigator shall be used in whole or in part of the investigation. Whenever an employee who has a responsibility under this policy is a complainant, the person against whom the complaint has been brought, or a central witness to the complaint, that person may not undertake the responsibility and a designee shall be designated.

Policy History

1. This policy was originally issued on 8/1985.
2. The policy was revised on 9/5/2013 (previously known as III.G.5).
3. This policy was reformatted on 9/25/2014 and a new version was approved on 11/10/2014.
4. A new version that removed Reasonable Accommodations for Disabilities so it could be a standalone policy was approved on 9/21/2018.
5. The policy was revised on 11/21/19 to incorporate a change to Section 12926 of the Government Code effective 1/1/20.

Related Policies

1. Policy 325 – Reasonable Accommodations for Disabilities Policy

Contact for this Policy

Human Resources Director

Approval

This policy was issued on November 21, 2019 and approved by:

DREW CORBETT
CITY MANAGER

Diversity, Equity, and Inclusion Committee Charter
City of San Mateo ("CoSM") & San Mateo Consolidated Fire Department ("SMCFD")

Committee Sponsor: Drew Corbett, City Manager, COSM & Chief Administrative Officer, SMCFD

***Committee Co-Chairs:** Denise J. Garcia & Salina Vavia-Johnson

***Sub-Committees' Co-Leads:** *Framework Sub-Committee-* Suzette Silberman
Research and Policy Development Sub-Committee- Brian Alexander
H.E.G.O. Sub-Committee- Lourdes Coles and Philip Kawakami
Education Sub-Committee- Sani Kolokihakanfisi and Siliva Pauli
Staff Engagement Sub-Committee- Alice Chen and Lorena Vargas
Communication Sub-Committee- Jeanine Ovalle and Amber Shong

Committee Members: Teresa Abrahamsohn, Mae Chesney, Joan Diskin, Wendy Lao, Julia Klein, Charisse Roldan, Heather Stewart, Jonathan Strange, Lisa Tatola-Joachim, Daisy Thach, and Nicky Vu

**Steering Committee Members is comprised of the DEI Leadership Team to ensure all Sub-Committees are aligned together and with the overall DEI Committee.*

Purpose	<p>The purpose of the DEI Committee is to create an organizational culture in which employees have a sense of belonging to one another and to the organization. We are empowered to foster an inclusive and diverse workplace that promotes respect and appreciation of differences within the City of San Mateo and the San Mateo Consolidated Fire Department.</p> <p>The DEI Committee will explore, create, and implement mechanisms to promote a supportive and positive work environment. By strengthening DEI workplace efforts internally, staff will be better equipped to provide services and authentically engage with all members of the communities we serve.</p>
Objectives	<p>Objectives are separated into different focus areas with the understanding of a sub-committee structure for each objective to oversee specific deliverable(s).</p> <p><i>Phase I Sub-Committees commence in the 1st year.</i></p> <p><u>PHASE 1:</u></p> <ul style="list-style-type: none"> • Framework: Develop a shared understanding of the purpose of Diversity, Equity, and Inclusion. • Research and Policy Development: Identify and address systemic barriers that perpetuate inequities and other forms of discrimination within the workplace. • Hiring, Employment, and Growth Opportunities ("HEGO"): Identify, implement, and improve policies, practices, and initiatives that strengthen diversity, inclusivity, and equity in recruitment, hiring, onboarding, advancement, retention, leadership, and growth opportunities. • Education: Offer experiences that develop empathy and inspire action

	<p>among staff, raise awareness, and deepen both personal and organizational culture towards diversity, equity, and inclusion.</p> <ul style="list-style-type: none"> • Staff Engagement: Create opportunities through various channels to promote a supportive and welcoming work culture. • Communication: Create opportunities for staff to have meaningful discussions and engagement with Executive Leadership and one another to promote organizational culture and equity in the workplace. <p><u>PHASE 2:</u></p> <ul style="list-style-type: none"> • Community Engagement: Identify and collaborate with community organizations to promote diversity, equity, and inclusivity.
Budget	<ul style="list-style-type: none"> • Citywide funding to be determined by sponsor for DEI Committee sponsored and/or supported activities, functions, initiatives, programs relative to objectives. • Staff resources within applicable operating budgets • Department-specific services with funding from applicable departments
Business Priority	High – We recognize, appreciate, and act on the importance of creating an environment in which all staff members feel valued, included, and empowered to do our best work, share ideas, and collaborate to advance just and equitable systems within the organizations and the communities we serve.
Success Criteria	<ul style="list-style-type: none"> • Establish and implement qualitative and quantitative success criteria for each of the DEI Committee objectives. • Ensure staff are empowered to share their diverse perspectives, experiences, and identities and create a work-culture where people honor and respect differences. • Recognize and discover the inequities embedded in our system and find ways to address those inequities. • Hold our organizations accountable for ensuring that diversity, equity, and inclusion are at the center of the organizations’ work.
Decision(s) Process	Modified consensus – consider all participating Committee members’ contributions, implement majority rules, and support the collective decision. For DEI Committee meetings that involve action items, a quorum of a majority of members must be present, including at least one Co-Committee Chair.
Final Approval	Final approval is owned by the Sponsor
Boundary Conditions	<ul style="list-style-type: none"> • Committee parameters include: Committee Charter and By-Laws as well as laws, regulations, labor agreements, organizational policies, budget

	<p>constraints, and specific time frame issues.</p> <ul style="list-style-type: none"> • For projects, initiatives, and programs an analysis assessment may be conducted to include, but not limited to risks, assumptions, potential issues, and limitations. • Assess the best deliverable method to successfully implement objectives, such as a Committee recommendation to departments, organizations, and agencies; lead DEI initiatives for CoSM and SMCFD; partner with specific departments, organizations, and agencies on programs, policies, and/or procedures.
<p>Team Schedule</p>	<p>Jul. – Dec. 2020: Create & Distribute anonymous all staff DEI Survey and DEI Committee Interest announcement/coordination Draft DEI Survey Report</p> <p>Jan. – Feb. 2021: Form the DEI Committee Establish an approved DEI Committee Charter</p> <p>March 2021: Communications, including develop Committee Intranet page, share DEI Survey Report, and ongoing efforts</p> <p>April 2021: Launch the DEI Committee’s Intranet page, Establish the 6 Sub-Committees, and Establish DEI Committee By-Laws</p> <p>May – Dec. 2021: Committee and Sub-Committees will assess its objectives, create and implement these efforts through deliverable DEI initiatives, partnerships, policies, and procedures</p> <p>Jan. 2022: Evaluate contributions, accomplishments and deliverables Develop annual status report Revisit the Charter to determine next steps and objectives</p>
<p>Team Structure</p>	<p>This Committee is comprised of CoSM and SMCFD employees who volunteer to participate and contribute to these efforts. All Committee members do serve on at least one Sub-Committee. The Committee may meet monthly or bi-monthly.</p> <p>Each Objective will be managed by a Sub-Committee, in which the Sub-Committee Lead(s) will oversee the targeted specific Sub-Committee’s deliverables and will meet at least monthly.</p> <p>The Committee Co-Chairs will serve as project managers for the Committee and to direct, guide, facilitate, organize and manage the Committee’s efforts. A Steering Committee is comprised of both leadership roles (Committee Co-Chairs and Sub-Committee Leads) and they will meet at a minimum monthly for</p>

	<p>discussion, review, and track Committee's progress as well as meeting Sub-Committee's targeted deliverables.</p> <p>The Committee will provide quarterly status reports and meet with its Sponsor on at least a bi-annual basis.</p>
Closeout	Year-end assessment will be conducted by the end of the year to evaluate results and determine next steps for future years.

Sponsor Approval:

Signature: 

Date: 4/2/21