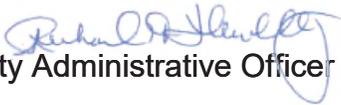


**CITY OF LOS ANGELES**  
INTER-DEPARTMENTAL CORRESPONDENCE

Date: March 17, 2021

To: The Mayor  
The City Council

From: Richard H. Llewellyn, Jr., City Administrative Officer 

Subject: **INNOVATION FUND RECOMMENDATION – CITYWIDE INCLUSION AND ANTI-BIAS PLAN**

**RECOMMENDATIONS**

That the Council, subject to the approval of the Mayor:

1. Establish and appropriate a new appropriation account entitled Personnel Department - Citywide Inclusion and Anti-Bias Plan in the amount of \$250,000 within the Innovation Fund No. 105/10 from the available cash balance of the Innovation Fund.
2. Transfer \$250,000 from the Innovation Fund No. 105/10, Account to be Established, Personnel Department - Citywide Inclusion and Anti-Bias Plan to Fund No. 100/66 as follows:

<u>Fund/Dept.</u>	<u>Account No.</u>	<u>Account Name</u>	<u>Amount</u>
100/66	003040	Contractual Services	\$250,000

3. Instruct the Personnel Department to:
  - a. Separately track all encumbrances and expenditures of Innovation Fund monies so that unspent funds can be returned to the Innovation Fund at the end of the fiscal year;
  - b. Report to the Innovation and Performance Commission with an accounting of the funds, the lessons learned, and any obstacles faced; and,
  - c. Report to the Innovation and Performance Commission if, after the receipt of funds, the scope of the funded item differs from the scope approved for funding by the Mayor and the City Council.
4. Authorize the City Administrative Officer to make technical corrections as necessary to those transactions included in this report to implement Mayor and Council intentions.

## **SUMMARY**

The City Administrative Officer herewith transmits the recommendation of the Innovation and Performance Commission (IPC) to approve funding in the amount of \$250,000 from the Innovation Fund (IF) for the Personnel Department - Citywide Inclusion and Anti-Bias Plan. Please note, as with all IPC recommendations, this report presents the idea as submitted by the Department and approved by the IPC along with the necessary recommendations to implement the idea as presented. If the scope of the Innovation Fund item changes after the Department receives funding, the Department must return to the IPC to present the revised scope to the Commission to determine whether alternative recommendations are required.

The Personnel Department's Office of Workplace Equity (OWE) proposes the development of a Citywide Anti-Bias and Inclusion Plan to transform Citywide workplace culture and address structural inequities across City Departments and in service delivery. This pilot includes a Citywide cultural assessment, followed by tailored training, interventions, and the development of a process for increasing equity in service delivery. Through this pilot, OWE intends to develop ongoing engagement programs focused on mentoring, social interaction among diverse groups, and social accountability, contrary to the traditional approach focused on control of employees' thoughts and behavior.

According to OWE, the first component of the plan is a cultural assessment of all City personnel to determine specific equity issues within each City department in order to tailor programs to respond to the specific issues. OWE states that the cultural assessment will be conducted by an outside contractor with expertise in the fields of workplace equity, diversity, and inclusion and will allow City employees to provide anonymous responses. The assessment will measure concepts such as employees' individual perceptions of their department's inclusivity, fairness, trust in leadership, sense of belonging, and developmental opportunities. Employees will be encouraged to relay their experiences in working environments more broadly, to help the City to recognize recurring issues and to act as a benchmark to measure the success of future programs. Through these assessments, OWE will establish a baseline to track progress and information to efficiently allocate diversity, equity, and inclusion (DEI) resources.

OWE would conduct these evaluations biennially to measure changes in department culture and identify new areas of concern as they arise as well as provide ongoing training and mentorship programs, specifically tailored to address the issues identified in departmental evaluations. These assessments would result in customized, evidence-based reports describing the City's diversity and inclusion culture overall and outline what issues within individual departments need to be addressed through interventions - including training curriculum and engagement. OWE is exploring potential partnerships with educational institutes such as the University of California, Los Angeles (UCLA) and the University of Southern California (USC) to advise on and potentially conduct these evaluations.

After the cultural assessment concludes, OWE will follow-up with training, inclusion tools, and ongoing outreach. The training components include a comprehensive curriculum of DEI concepts, customized modules, and workshop and coaching opportunities. The inclusion tools consist of mission and value statements, mentoring programs, and evaluations focused on

inclusion. Ongoing outreach consists of regular outreach on workplace DEI, partnering with department leadership to incorporate DEI strategies, and ongoing reassessment.

Following the cultural assessment and response, OWE will initiate the equity process to provide impactful services that extend beyond providing anti-bias trainings. OWE states that it wants to exceed the expected minimum of standardized implicit bias training to make use of pioneering new processes and systems being developed by expert Workplace Equity consultant firms. OWE has identified a program to help achieve these goals called the "Equity Sequence" which was developed by Tidal Equality. The Equity Sequence is a system designed to help individuals make more equitable decisions when designing programs, policies, outreach strategies, and even workplace or community meetings. It features a gamified platform that makes learning the sequence an easy and gratifying experience. The Equity Sequence would first be offered as a pilot program to around 500 City employees, as is recommended by the experts at Tidal Equality. This pilot will provide necessary feedback on program effectiveness, as well as provide a pool of staff to act as mentors and advocates for the full roll out of the program.

The Commission recommends funding of \$250,000 for Citywide Inclusion and Anti-Bias Plan. Of this, \$225,000 will be used for the cultural assessment and the remaining \$25,000 for the Equity Sequence.

## **FISCAL IMPACT STATEMENT**

Approval of these recommendations will allocate \$250,000 of the remaining \$716,112 Innovation Fund 2020-21 available balance. The \$250,000 will be transferred to the Personnel Department to begin implementation of the pilot project that has been approved by the Innovation and Performance Commission. In some cases, departments will incur ongoing costs.

## **FINANCIAL POLICIES STATEMENT**

The recommendations of this report are in compliance with the City's Financial Policies as Innovation Fund monies are being utilized for an eligible project which will improve the quality, efficiency and effectiveness of City service through innovation, productivity, and performance measurement.