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Key Team





Executive-in-Charge
Lamont Browne, Ed.D., MBA



Manager
Lara Opheim, MA



Consultant
David Bushnell, MA




Consultant
Vernetta Mitchell

City of Riverside

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Nationally recognized public sector consultants
We are respected and experienced leaders in management consulting who equip our clients with innovative solutions so they can better serve their agency, stakeholders, and community.

20,000+ projects **48+ years of service**

Our DEI Solutions

- ✓ Organizational Assessment
- ✓ Community DEI Audit
- ✓ Facilitation of Internal DEI Task Force
- ✓ Talent Systems Redesign
- ✓ Pay Equity Analysis
- ✓ DEI Strategic Planning
- ✓ Leadership Coaching and Training

Our DEI Clients

- County of Sacramento (CA)
- Housing Authority of the City of San Buenaventura (CA)
- City of Shaker Heights (OH)
- City & Police Department of Battle Creek (MI)
- Arapahoe County (CO)
- Maricopa Community College (AZ)
- Gwinnett County Public Schools (GA)
- School District of Kansas City (MO)

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Overview of project goals

1. Conduct an analysis and develop a baseline assessment report for the City of Riverside organizational practices
2. Provide knowledge of DEI best practices in similar local government agencies
3. Develop a framework that may include an organizational statement regarding DEI, that may later become a mission statement that may guide the practices, operations, and direction of future efforts
4. Develop recommendations for initial strategies and long-term efforts. The recommendations must be presented on a priority basis and must be achievable in the short-term. Recommendations for long-term efforts should include a timeline and indicate strategies or deliverables for each recommendation
5. Create a Strategic Plan that is specific, measurable, attainable, relevant with timebound initiatives that are meaningful to DEI and includes a vision and mission statement and reflects the aspirational DEI goals for the City

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Overview of project goals (cont'd.)

6. Identify key benchmark metrics that can assist the City in monitoring progress, identify risk areas, and measure overall initiative goal attainment. Develop corresponding reporting structure.
7. Conduct an analysis on the creation of a new classification of Chief Diversity Officer for the City that would focus on both City staff and community initiatives, define roles and responsibilities, appropriate placement under a City department and a salary recommendation based on comparable classification in other governmental agencies.
8. Recommend strategies and develop a roadmap that is aligned with the City's DEI organization Strategic Plan and values and City's Strategic Plan Goals and values to advance efforts to remove barriers and foster DEI initiatives communitywide.
9. Develop a comprehensive toolkit that can be used communitywide by partners, contractors, and other stakeholders. The toolkit may include recommendations for training and communication.
10. Identify key benchmark metrics that can assist the City in monitoring progress, identify risk areas, and measure overall initiative goal attainment. Develop corresponding reporting structure.

Project Delivery | A Four Phase Approach





Overview of Policy Analysis

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MGT's Policy Maturity Model Scale

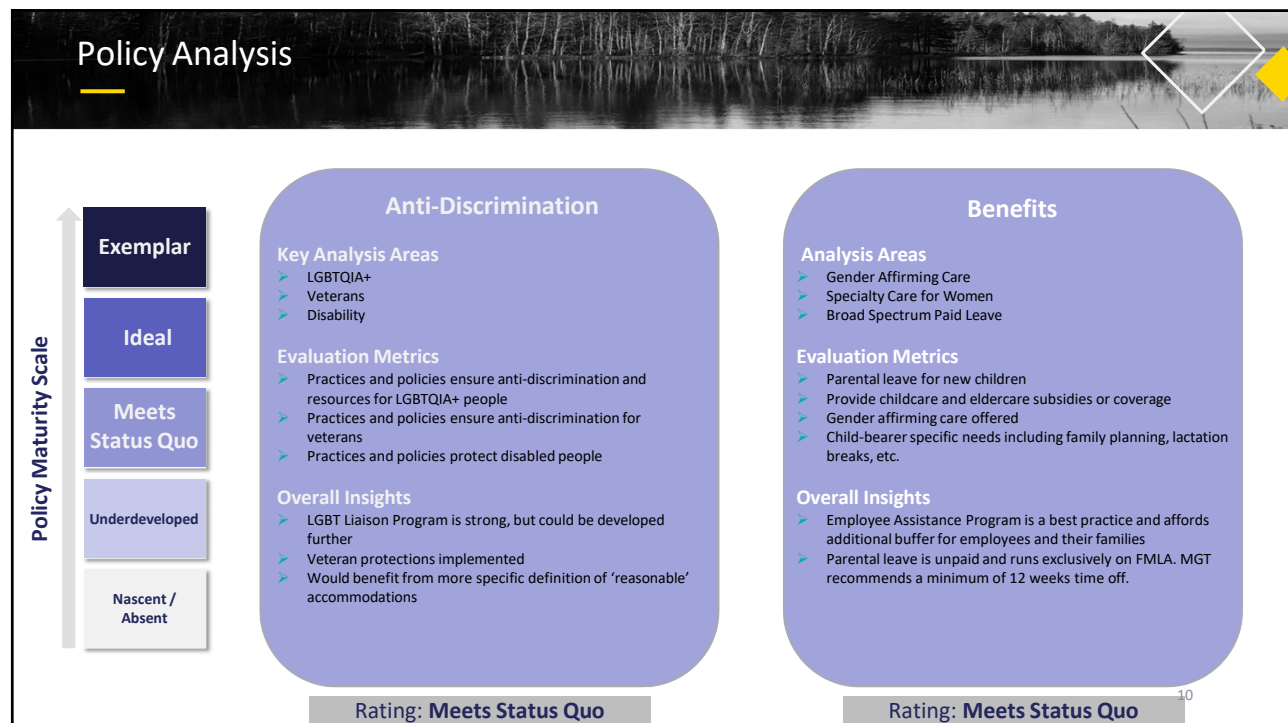


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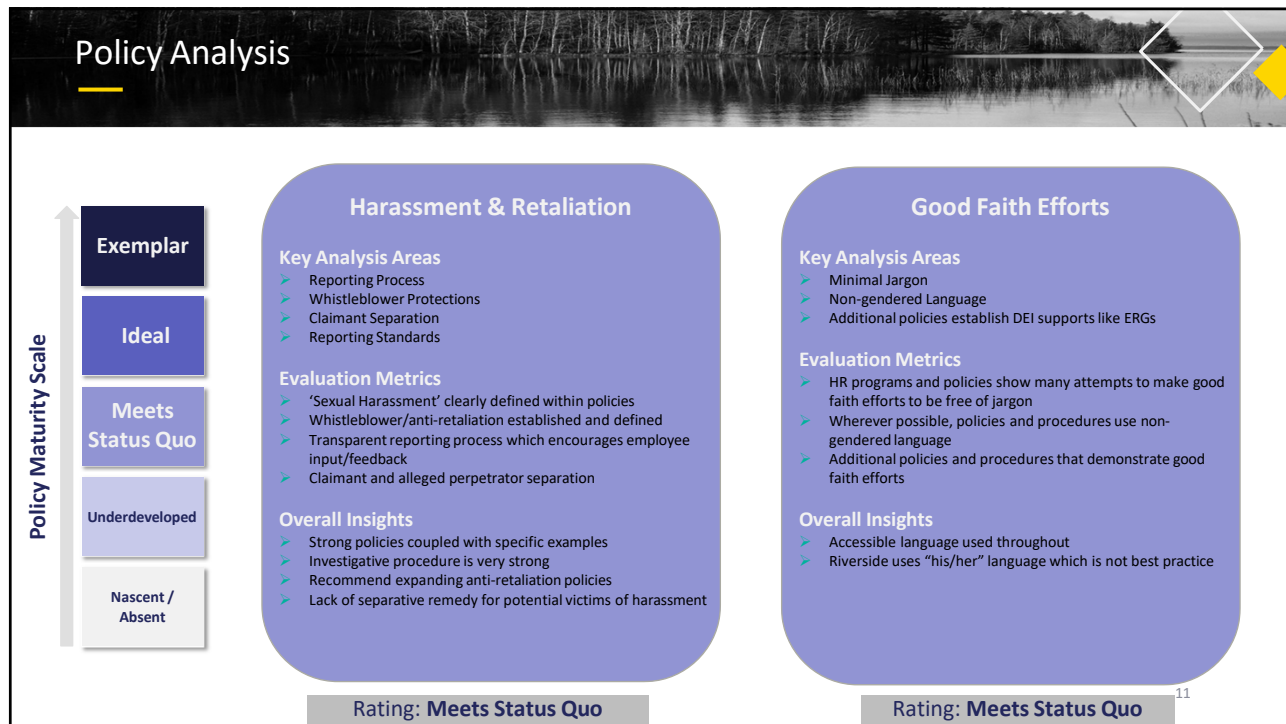
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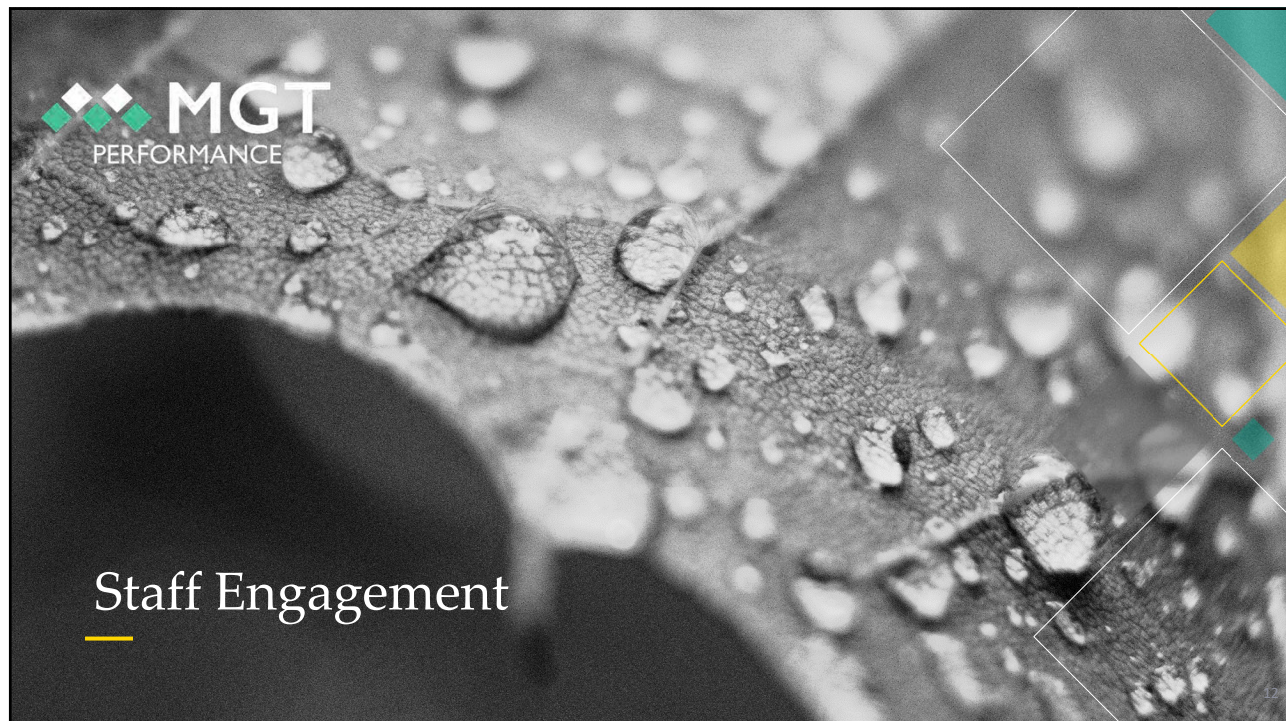
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DEI Survey

What was the Purpose of the Survey?

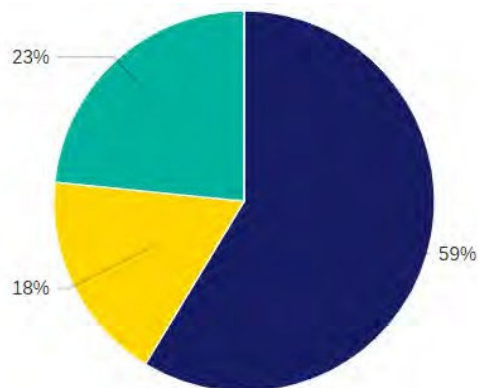
- ▶ Assess and identify employee's feedback on DEI in the workplace
- ▶ An opportunity for employees to provide feedback on the City's culture and strategies as it relates to DEI
- ▶ All feedback will be categorized into general themes that will drive future improvement efforts
- ▶ Tied to Envision Riverside 2025 Strategic Plan (Equity as Cross-Cutting Thread)

- ▶ Open June 6 to June 24
- ▶ 685 employees responded, 33% response rate
- ▶ Statistical significance at 95% confidence level, 5% margin of error
- ▶ Voluntary responses

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Survey Results: Likert Statements

The City fosters a safe workplace that allows employees to be themselves without fear.



■ Favorable ■ Neutral ■ Unfavorable

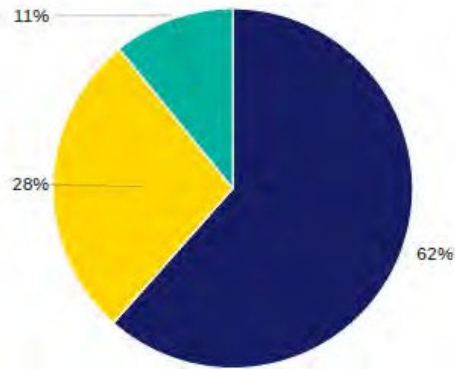
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Survey Results: Likert Statements



The City's Human Resources policies and/or procedures encourage diversity, equity and inclusion.



■ Favorable ■ Neutral ■ Unfavorable

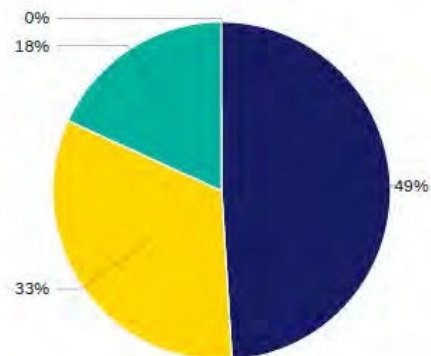
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Survey Results: Likert Statements



The City takes active measures to seek a diverse candidate pool when hiring.




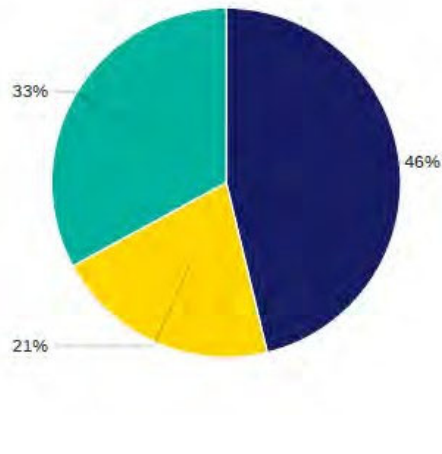
■ Favorable ■ Neutral ■ Unfavorable

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Survey Results: Likert Statements

 City leadership treats all employees equitably.



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Survey Results: Likert Statements

 I believe the City will take appropriate action in response to incidents of discrimination or bias.



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Survey Results: Open Ended Responses

Open Ended Questions	Thematic Codes
Comments or suggestions for improving: Overall Diversity, Equity, and Inclusion Culture	<ul style="list-style-type: none"> Anti-Retaliation Authenticity of Policies Avoid "Flavor of the Month" DEI Equitable Work Assignments Inclusive Programming Increased Accessibility – Paid Family Leave Increase Efforts messaging Lead by Example More Diversity in Leadership
Comments or suggestions for improving: Hiring and Recruitment	<ul style="list-style-type: none"> "Blind Interviews" Bilingual Preference Diversity Interview Panels Diversity in Leadership Hiring Transparency Maintain Status Quo More Diversity Wanted
Comments or suggestions for improving: Career Development	<ul style="list-style-type: none"> Cross Training Equitable Pay for Different Positions Improve/Implement Specialized Training Maintain Status Quo Need for Development/Promotion Paths Remove Degree Requirement for Promotion Social Cross-Pollination
Comments or Suggestions for improving: Personal Experiences	<ul style="list-style-type: none"> Maintain Things Going Well Neutral, non-political attire + Etiquette Professional Speakers
Comments or suggestions for improving: Policies and Procedures	<ul style="list-style-type: none"> "Good Old Boys" Club Discipline/Accountability Reinforce Policies Sexism
Comments or Suggestions for improving: Inclusion	<ul style="list-style-type: none"> Allow for self-expression Implement Employee Feedback Make Work Environment more LGBT Friendly Open Conversation Starters
Comments or Suggestions for improving: Your immediate supervisor	<ul style="list-style-type: none"> Add Open Door Policy My Supervisor is Great Weak Supervisor
Comments or suggestions for improving: Diversity Training	<ul style="list-style-type: none"> Allow Employee Participation Raise awareness of Provided Programs Continue/Increase DEI training/programming
Dog Whistles	
What improvements can be made to citywide DEI efforts	<ul style="list-style-type: none"> Continue/Increase DEI Training Discipline/Accountability Diversity Interview Panels Division-Specific Surveys Ease Political Divide Employee Social Gatherings/Team Building End Favoritism/Nepotism Hire/Promote from within the Department Hire/Promote more Diverse Candidates Inclusive Programming Increase Accessibility/Paid Family Leave Increase DEI Efforts Messaging Maintain Status Quo
What is the city doing well in terms of building a diverse equitable and inclusive workforce	<ul style="list-style-type: none"> Continue/Increase DEI Training Emphasizing Equality/equity Hiring Diverse Employees Increase DEI Efforts/Messaging Increase DEI Practices within Department Maintain Status Quo Outreach/Surveys

Our Approach

- Our Parent Codes map directly onto the open-ended questions of our survey.
- Child Codes were developed based on participant feedback and common answers to questions coupled with DEI best practices. Minimum responses to be included were 3 responses with the exception of experiences of exclusion which were all included.
- MGT identified five overarching survey themes:
 - Clearly Define Advancement Policies
 - Increase Accountability and Reinforce Harassment Policies
 - Offer More Inclusive Programming & DEI Training
 - Employees Appreciate Current DEI Efforts

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Survey Results: Key Themes

Clearly Define Advancement Policies

Training and Skill Expansion opportunities have not been offered equally to employees which impacts career development paths for those not offered the same opportunities.

Nepotism is common and should have no place in a public agency.

There is always talk of the need for succession planning, but it seems like nothing ever happens with it.

HR used to have a pretty decent internal training program, but it seems like that has either gone away or just isn't advertised well anymore. In their defense, they likely don't have enough people to develop let alone implement and maintain such a program.

The City has many individuals with years of experience that are unable to even apply for positions because they do not have a college degree or unit credit. I think a review of college unit requirements for all SEIU positions should be conducted.

Increase Accountability and Reinforce Harassment Policies

I understand that there are channels for this. But I have seen employees follow those channels and then end up with no help and in an awkward work situation. If there's a process for reporting incidents, there also needs to be a process to resolve them.

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Survey Results: Key Themes

Offer More Inclusive Programming & DEI Training

[We need] more conversations with staff so we feel comfortable talking about DEI and have the language to express ourselves and communicate with community members.

All new City staff should have to complete DEI training and sexual harassment training in the workplace.

Share more of the examples of the video in our diversity training that included more actual City staff in the video. This part of our training was the most effective because it gave you a more real example. Obviously, many negative examples might not work with City staff due to privacy but real examples that were mitigated within the City might be good examples.

Employees Appreciate Current DEI Efforts

The City is doing their part by providing awareness. An example would be the upcoming webinar, Cultural Diversity & Gender Differences by TCTI.

Translations and making the city more accessible has been great for the city overall, however, that comes at the price of overworking and underappreciating the current workforce

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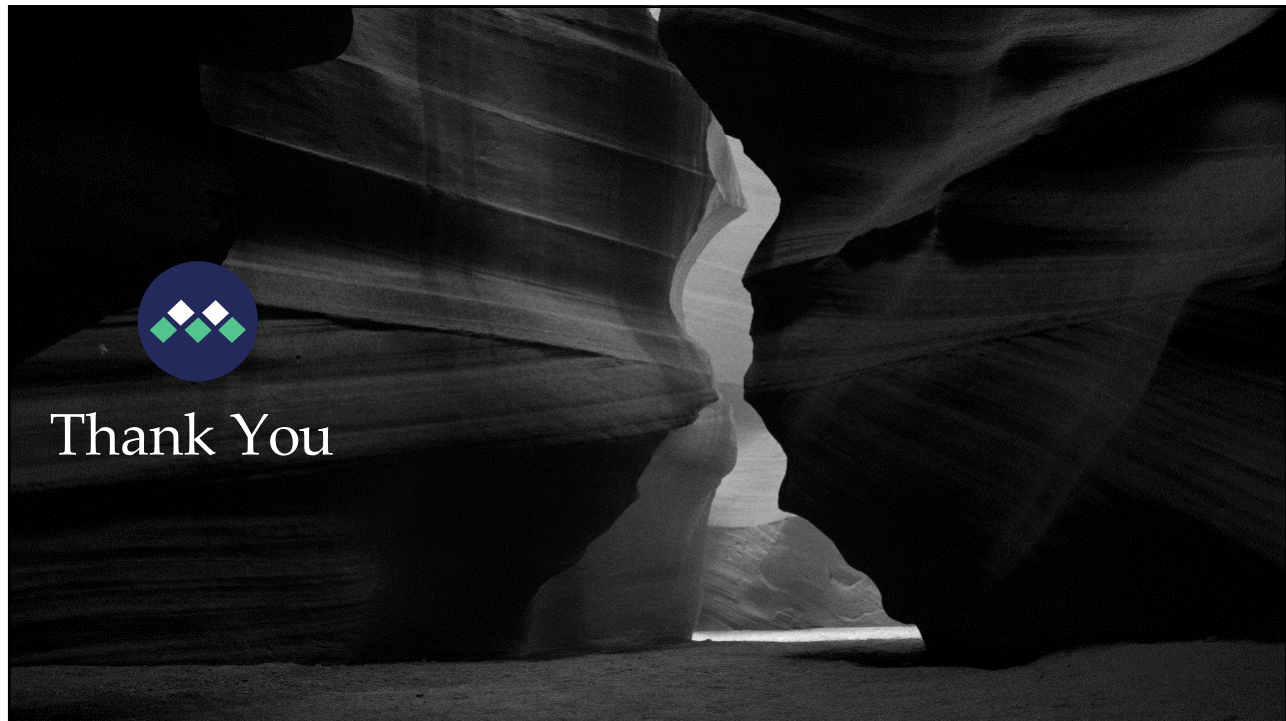
Recommendations

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Recommendations

- ❖ Conduct an external DEI assessment with community input based upon the communitywide roadmap
- ❖ Establish and implement a progress monitoring tool to assess implementation and impact of DEI Action Plan
- ❖ Clarify the roles and authority of the DEI Committee in relation to the City's DEI initiatives and the role of the DEI Officer
- ❖ Clearly define promotion and advancement criteria and processes as well as provide employee-wide communications to establish transparency
- ❖ Implement training plan to ensure continued DEI training opportunities for all employees





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 DEI Action Plan (Draft) 	
Strategic Priority #1	Invest sufficient time and resources to ensure all City of Riverside staff practice DEI principles.
Initiative A	Ensure the DEI Officer has the authority, autonomy, and resources to successfully execute the role.
Initiative B	Establish a permanent DEI committee that works in collaboration with the DEI Officer to execute the DEI Action Plan, highlight areas of success and development, and uplift all employee voices.
Initiative C	Identify a DEI ambassador within each City department to support the work of the DEI committee and Officer.
Initiative D	Align focus of City Manager, leadership team, and people managers with DEI initiatives.
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DEI Action Plan (Draft)

Strategic Priority #2	Embed a culture of diversity, equity, and inclusion into the fabric of all City of Riverside departments.
Initiative A	Provide opportunities for all staff to participate and engage in the development and implementation of the City's DEI initiatives.
Initiative B	Promote inclusion by identifying and celebrating all cultures represented within the City.
Initiative C	Foster an environment that encourages change, flexibility, authentic conversation, and psychological safety.
Initiative D	Ensure compensation equity for all employees based on the results and recommendations of a valid and reliable compensation study.
Initiative E	Strengthen hiring efforts by aligning job titles with professional expectations and ensuring job qualifications match each role.
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DEI Action Plan (Draft)

Strategic Priority #3	Demonstrate City-wide commitment to DEI through communication, training, and accountability for Riverside staff.
Initiative A	Establish a DEI mission statement, values, and goals.
Initiative B	Clarify DEI terminology, definitions, and expectations for use of common language.
Initiative C	Broadly communicate the City's DEI focus, mission, and strategy to all staff members,
Initiative D	Create and implement a comprehensive DEI training plan that includes in-person facilitation and opportunities for self-reflection for all staff.
Initiative E	Hold leaders and people managers accountable to practicing and promoting DEI principles through 360 performance evaluations and emotional awareness.
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<div><div></div><div>DEI Action Plan (Draft)</div></div>	
Strategic Priority #4	Align external-facing work with the DEI mission and goals of the City of Riverside.
Initiative A	Conduct an external facing assessment that includes input from residents, community-based organizations, and other key stakeholders.
Initiative B	Create and implement an external DEI Action Plan based on external assessment findings.
Initiative C	Establish and publicly communicate community-facing mission and goals.
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