



Diversity, Equity and Inclusion Committee Draft DEI Action Plan

October 28, 2021

We are Irvine Diversity Campaign and Communications

Goal 1: Continue promoting and fostering the City's We Are Irvine campaign.				
Strategy	Team	Description	Metric	Status
Develop additional collateral.	PIO	Expand the We Are Irvine collateral to include video testimonials, City banners, Q&A, etc.	<ul style="list-style-type: none"> • Number of campaign collateral. • Number of languages included in collateral. 	-Underway -Ongoing
Continual promotion of campaign.	PIO	Continue to promote the campaign on the City website and social media accounts to ensure campaign awareness and branding. Highlight existing citywide programs and services that are committed to diversity, equity, and inclusion.	<ul style="list-style-type: none"> • Social media analytics. • Number of events that include We Are Irvine campaign. • Number of publications highlighting We Are Irvine campaign. • Number of services and programs focused on diversity, equity, and inclusion. 	-Underway -Ongoing
Develop partnerships with community-based organizations.	PIO	Utilize local nonprofits to share the campaign and increase visibility.	<ul style="list-style-type: none"> • Number of partner organizations with informal and executed translation and outreach contracts. 	-Underway -Ongoing

Goal 2: Build and deliver outreach and marketing collateral that reflect the diversity of all City residents.				
Strategy	Team	Description	Metric	Status
Incorporate the We Are Irvine essence into City campaigns and marketing initiatives.	PIO	Utilize the campaign as a model for all outreach and education in the City. Incorporate elements of diversity, language, and inclusivity into each campaign moving forward.	<ul style="list-style-type: none"> • Number of campaigns translated. • Number of materials translated. • Number of social media posts translated. 	-Underway -Ongoing
Outreach through education partners.	PIO	Develop long-term outreach programs with the community's educational systems that encourages	<ul style="list-style-type: none"> • Number of education institutions participating in outreach program. 	-Underway -Ongoing

		diversity and equity. Include education entities such as UC Irvine, Bradman University, Irvine Valley College, and others beyond Orange County.		
Outreach through community partners.	PIO	Establish and foster long-term relationships with nonprofit agencies such as South Coast Chinese Cultural Center, Love Irvine, Abrazar, and others in Orange County.	<ul style="list-style-type: none"> • Number of community partner organizations. • Number of residents reached/served. 	-Underway -Ongoing

Goal 3: Establish multilingual communication tools for the diverse communities comprising the City of Irvine.

Strategy	Team	Description	Metric	Status
Streamline written translation accessibility.	PIO	Develop a written translation contract with a reputable translation agency to provide accurate and timely campaign translations.	<ul style="list-style-type: none"> • Number of translations provided by the company. 	-Complete -Ongoing
Include translated assistance messaging in communications.	PIO	Translate “ <i>for more information, please call</i> ” messaging in to eight languages spoken in the City in all external news bulletins.	<ul style="list-style-type: none"> • Number of language footers provided on external communications. 	-Complete -Ongoing
Explore the establishment of a language phone line.	PIO	Research setting-up a translation phone line for any caller or in-person visitor to access City information and services.	<ul style="list-style-type: none"> • Executed contract and phone line usage analytics. 	-Complete
Provide translation services on the City’s website.	PIO	City’s website currently include Google Translate feature. Expand website to include a more robust translation service	<ul style="list-style-type: none"> • Development of a translation request form on the website and translation request analytics. 	-Complete -Ongoing

Goal 4: Leverage key community partners and stakeholders to provide outreach and education to the diverse Irvine population.

Strategy	Team	Description	Metric	Status
Identify key organizations and community stakeholders to assist with outreach and education efforts.	PIO	Engaging these community stakeholders will provide another arm of education and outreach and be deemed a credible source in the community.	<ul style="list-style-type: none"> • Number of community stakeholders and organizations. 	-Complete -Ongoing
Contract with targeted nonprofits and community partners to provide relevant	PIO	Nonprofits staffed by and serving the key demographics of the City can provide credible, trusted information to the populations they serve. The City can leverage these	<ul style="list-style-type: none"> • Number of contracted community partners providing translation services. 	-Underway -Ongoing

and culturally and linguistically competent resources.		partnerships to share citywide programs, events, campaigns, etc. and ensure all residents have access to City information.		
Develop and implement a We Are Irvine lecture series.	PIO	Work with the South Coast Chinese Cultural Center to develop and present a “We Are Irvine: Living Resource Guide Lecture Series” a proactive program that offers constructive and methodical introduction to local government to Chinese-speaking newcomers. Further develop this series to other audiences throughout the City.	<ul style="list-style-type: none"> • Lecture Series outline and class analytics. 	-Complete -Underway

City Contracting

Goal: Continue outreach and education to disadvantaged businesses.				
Strategy	Team	Description	Metric	Status
DBE Education.	Purchasing/ PIO	Provide resources and information to register as vendor, become DBE certified, and bidding process	<ul style="list-style-type: none"> • 4 sessions annually beginning in 2022. 	-Under Development
Vendor Spotlight.	Purchasing/ PIO	Showcase vendors on City’s website and social media	<ul style="list-style-type: none"> • 1 vendor per quarter. 	-Research & Planning
Training/Outreach to Business Associations.	Purchasing	Facilitate “How to do Business with the City” training sessions to business association members	<ul style="list-style-type: none"> • 6 meetings annually. 	-50% complete for 2021
DBE Companies Able to Participate in Bidding Opportunities.	Purchasing	Increase the number of DBE companies notified of bidding opportunities. Achieve goal through continued outreach.	<ul style="list-style-type: none"> • 2.5% increase quarterly. 	-100% Achieved for Q2 & Q3
Business Association Outreach.	Purchasing	Perform business outreach to business association	<ul style="list-style-type: none"> • Connect with 2 – 3 business associations each month. 	-100% achieved to date -Underway -Ongoing
DBE Contract Award.	Purchasing	Total contract amounts awarded to DBEs	<ul style="list-style-type: none"> • Minimum of \$50,000 in contracts awarded annually. 	-Under Development
Virtual Conference.	Purchasing	Participate in the 2021 California Department of Insurance Diversity Summit on October 7 and 8 (virtual conference) with a City exhibitor booth – resources with links to City DBE webpage, videos and rack	<ul style="list-style-type: none"> • Total number of Exhibitor Booths: 24 (COI was the only city to participate). • Number of “visitors” to our booth: 54. • Number of live connections: 3. 	-Complete

		card; live Q&A with staff; 54 “visitors” attended booth	<ul style="list-style-type: none"> • Highest number of visitors to a booth: 71 – California Dept. of Insurance. 	
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Public Safety

Goal 1: Continue to focus on recruitment and hiring qualified candidates from diverse backgrounds.				
Strategy	Team	Description	Metric	Status
Continue to advertise and recruit in multiple languages.	OPR and PIO	Public Safety will continue recruitment efforts using digital signs, websites, and social media to attract qualified candidates from diverse backgrounds, with material published in English, Farsi, Korean, Mandarin, Spanish, and Vietnamese.	<ul style="list-style-type: none"> • Number of social media posts and related analytics. • Website analytics. • Number of foreign languages used. 	-Complete -Ongoing
Implement Community Recruitment and Mentoring Program.	OPR	Public Safety has created a program designed to reach and recruit from under-represented groups to become police officers. The program includes a recruitment team made up of officers from diverse backgrounds. Members of this team attend community events. Officers assigned to the team share information about IPD, explain the hiring and selection process, and share the expectations of our department and community.	<ul style="list-style-type: none"> • Number of events attended by members of the team. • Number of individuals brought into the program for mentoring. 	-Complete -Ongoing
Continue outreach through education partners and community-based organizations.	OPR	Develop long-term outreach programs with the community’s educational system that encourages development of a diverse pool of qualified candidates.	<ul style="list-style-type: none"> • Number of contacts made with educational partners. • Number of educational partners actively engaged with Public Safety for recruitment purposes. 	-Complete -Ongoing

Goal 2: Continue to ensure Public Safety personnel perform their duties with professionalism and respect at all times.				
Strategy	Team	Description	Metric	Status
Continue to provide ongoing training to	OPD	Public Safety will continue to provide training on the following topics: <ul style="list-style-type: none"> • Implicit Bias/Racial Profiling 	<ul style="list-style-type: none"> • Number of trainings offered. • Number of officers who received the training. 	-Complete -Ongoing

department personnel.		<ul style="list-style-type: none"> • Cultural Awareness and Competency • Crisis Intervention • De-escalation Tactics • Force Options • First-aid/CPR 		
Implement a Body Worn Camera (BWC) Program.	PS	Public Safety deployed BWCs to all officers and professional staff assigned to the field, or who come in contact with members of the public.	<ul style="list-style-type: none"> • Number of BWCs deployed. 	-Complete
Commence Racial and Identity Profiling Act (RIPA) Collection and Reporting.	PS	Pursuant to AB 953, Public Safety will begin collecting RIPA data in January 2022 and will begin reporting that data to the California Department of Justice.	<ul style="list-style-type: none"> • Number of RIPA stops reported to the DOJ. 	-Underway

Goal 3: Continue to engage our diverse community to build mutual respect.

Strategy	Team	Description	Metric	Status
Continue to share public safety information in multiple languages.	OPR	Continue to provide information in multiple languages on social media platforms, written documents, and department website.	<ul style="list-style-type: none"> • Number of social media posts, written documents, and website information translated into multiple languages. • Social media and website analytics. • Number of posts on foreign language-based platforms and analytics. 	-Complete -Ongoing
Continue to participate in community meetings and forums.	PS	Continue to attend HOA and other community meetings and forums when invited or when needed to communicate public safety information.	<ul style="list-style-type: none"> • Number of community events or forums. • Number of attendees. 	-Complete -Ongoing
Continue hosting Community Police Academy (CPA) classes.	PS	Public Safety held virtual CPA classes during the height of the pandemic.	<ul style="list-style-type: none"> • Number of events. • Number of attendees. 	-Complete -Ongoing
Continue hosting Community Emergency Response Team (CERT) trainings.	PS	The CERT program is an important program for developing our community's readiness to respond to disasters and other emergencies.	<ul style="list-style-type: none"> • Number of events. • Number of attendees. 	-Complete -Ongoing
Continue hosting community events.	PS	Community events continue to be the cornerstone of our outreach and engagement strategy.	<ul style="list-style-type: none"> • Number of events. • Number of attendees at each event. • Number of police personnel at each event. 	-Complete -Ongoing

City Employment

Goal 1: Build a more diverse and inclusive workforce in which employees reflect the diversity of all city levels.				
Strategy	Team	Description	Metric	Status
Multicultural advertisements & outreach.	HRI	<p>Develop multicultural ads and outreach targeting a diverse applicant pool.</p> <p><u>Created We Are Irvine insert:</u> A diversity marketing piece for City positions that will include the <i>We are Irvine</i> graphic and language.</p> <p><u>Posted multicultural ads:</u> Ads placed with several diverse organizations and publications including the Viet Daily News, World Journal, Korea Times, and El Aviso.</p> <p><u>Ad placement on diverse sites:</u> Placement of ads on sites shared at the <i>National Conference on Race and Ethnicity</i> (NCORE). HRI plans to incorporate many of these organizations into its advertising efforts.</p> <p><u>Join Team Irvine ads:</u> Ads placed in various social media outlets, including LinkedIn, Facebook, and Instagram. Ads include versions in English, Korean, Chinese, Farsi, Vietnamese, and Spanish.</p> <p><u>Diversity mentorship outreach:</u> HRI partnership with IPD to connect with diverse citizens to provide mentorship and guidance on how to prepare for a career in law enforcement. Attended CSULB Criminal Association, Irvine Global Village Festival, and IPD Open House.</p> <p><u>Updated Virtual Oral Board Guide:</u> Provides panelists with the City's <i>Commitment to a</i></p>	<ul style="list-style-type: none"> • We are Irvine insert completed and now being included in other postings. • Number of multicultural ads created for diverse organizations and publications. • Number of ad placements on sites shared at the National Conference on Race and Ethnicity (NCORE). • Number of ads on social media outlets. • Number of outreach events with education and community partners. 	-Complete -Ongoing

		<i>Fair Process</i> , promoting diversity in the City's workforce by conducting respectful, inclusive, and fair employment practices.		
Outreach with education partners.	HRI	Outreach to education partners to encourage applicants from diverse backgrounds. <u>Outreach efforts to regional universities:</u> Outreach to include UC Irvine DECADE Mentors, Irvine Valley College Equity Fellows, and CSUF Diversity Resource Center.	<ul style="list-style-type: none"> • Number of education partners and organizations. 	-Underway -Ongoing

Goal 2: Welcome and value differences (racial/ethnic/gender) as a strength and leverage diverse talent to deliver city services and programs.

Strategy	Team	Description	Metric	Status
Encourage diversity through internships.	HRI	Encourage diverse pool of candidates through internship opportunities with various departments <u>Enhanced City's internship page:</u> Includes Public Information Office-Communications intern to help focus on providing translation in Irvine's threshold languages of Chinese, Korean, Vietnamese, Arabic, Farsi, and Japanese.	<ul style="list-style-type: none"> • Number of applications received through internship page. 	-Complete -Ongoing
Develop job shadow program for middle and high school youth.	HRI	Provide job immersion opportunities for middle and high school youth with various city staff. <u>Program development:</u> Youth in Government Day, developed in part by CS Youth Outreach Team and High School Youth Action Team.	<ul style="list-style-type: none"> • Number of participants received through program. • Program development underway. 	-Underway
Develop job rotational program for employees.	HRI	Rotate employees through various departments to gain experience in a range of projects and processes, from budget development and analysis to optimization	<ul style="list-style-type: none"> • Number of participants received through program. 	-Underway

		<p>projects and City-wide strategic initiatives.</p> <p><u>Program development:</u> Discuss with departments on various assignments and rotations</p>		
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Goal 3: Implement an unbiased equity framework and principles of fairness in all employee performance reviews, promotions, and disciplinary actions.

Strategy	Team	Description	Metric	Status
Require second-level review of promotional requests from City Manager's Office.	HRI	Requires promotional requests be given a second review by the City Manager's Office to ensure fairness.	• TBD	-Underway -Ongoing
Random audit of performance reviews from City Manager's Office.	HRI	Requires random audits done by the City Manager's Office to ensure fairness.	• TBD	-Underway -Ongoing

Goal 4: Implement employee development programs in collaboration with a diverse working group of employees that promote diversity and inclusion.

Strategy	Team	Description	Metric	Status
Develop Meet Your Team Series.	HRI	<p>Bi-monthly virtual meetings and spin-off of Meet Your Executives series.</p> <p><u>Launched September 2021</u> Featuring Community Services Youth Outreach Team. Upcoming Nov. 2021: Public Safety's Crime Prevention Team.</p>	• Number of programs launched each year, highlighting the team members involved.	-Complete -Ongoing
Continue citywide mentorship program.	HRI	<p>Provide employees with opportunity to be paired with a mentor or mentee to develop skills and expand their network.</p> <p><u>Launched 2nd edition</u> Second edition launched Summer/Fall 2021 to build momentum from pilot from Winter 2020/Spring 2021.</p>	<ul style="list-style-type: none"> • Number of participants received through program. • To date, a total of 164 participants (60 mentors, 104 mentees). 	-Complete -Ongoing
Continue Meet Your Executive Team Series.	HRI	Provides employees an opportunity to get to know the City's executive team in a more informal setting. From learning about their vision for their departments, to sharing	• Number of programs launched each year.	-Complete -Ongoing

		<p>their experiences in and out of the workplace, this series is designed to help employees navigate their careers.</p> <p><u>Launched October 2021:</u> Featuring City Clerk Carl Petersen. Upcoming Nov. 2021: Chief of Police Michael Kent.</p>		
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Goal 5: Celebrate a wide spectrum of employee racial/ethnic demographics.

Strategy	Team	Description	Metric	Status
Offer diversity, equity and inclusion training to employees.	HRI	<p>Provide diversity, equity, and inclusion training to include essential topics such as bias, cultural competence, communication, allyship, and accountability.</p> <p><u>Launched Linked Learning Training:</u> Offers 4.5 hour learning path of DEI content to learn about the challenges and opportunities inherent in working in diverse organizations. This training reviews current thinking and best practices on essential topics such as bias in all of its forms, cultural competence, communication, allyship, and accountability.</p>	<ul style="list-style-type: none"> Track employee training on diversity, equity, and inclusion and explore other DEI training options. 	<p>-Underway -Ongoing</p>
Employee Listening Sessions/Brown Bag Series.	HRI	<p>Host Brown Bag Series to gather input from employees on the City's DEI efforts.</p> <p><u>Launched September 2021:</u> Featuring members of the DEI committee. Forum to gather input from employees on the City's DEI efforts.</p>	<ul style="list-style-type: none"> Number of participants received through program. 	<p>-Complete -Ongoing</p>
Develop International Week/Month.	HRI	<p>Celebration of multicultural heritage among all City employees counting down the days to the City's signature event: Irvine Global Village Festival.</p> <p><u>Launched September 2021:</u> Employees encouraged to share photos and stories</p>	<ul style="list-style-type: none"> Number of activities/events celebrating diversity. 	<p>-Complete -Ongoing</p>

		based on virtual activities planned for the week.		
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