TOWN OF LOS GATOS
Los Gatos Youth Commission
March 14, 2023
15900 Los Gatos Boulevard
Police operations Building -Community Room
7:00 PM

Quincy S., Kamron E., Esha B., Sasha B., Pravin B., Maia B., Cody C., Taj C., Kaedon C., Colette D., Mikaela L., Ryan I., Anjali K., Najman M., Megan C., Eloise M., Jack N., Gwyneth P., Aanya S., Olivia V.

This meeting will be held in-person at the Town Council Chambers at 110 E. Main Street. Members of the public may only provide public comments for the agenda item in-person.

PARTICIPATION IN THE PUBLIC PROCESS

The Town of Los Gatos strongly encourages your active participation in the public process, which is the cornerstone of democracy. If you are interested in providing oral comments during the meeting, you must attend in-person and complete a "speaker's card" located on the back of the chamber benches and return it to the staff. If you wish to speak to an item on the agenda, please list the item number. The time allocated to speakers may change to better facilitate the Board meeting. You are welcome to submit written comments via email to JRose@losgatosca.gov.

Public Comment During the Meeting:

- When called to speak, please limit your comments to three (3) minutes, or such other time as the Chair may decide, consistent with the time limit for speakers at a Town meeting.
- Speakers at public meetings will be asked to provide their full name and to state whether they are a resident of the Town of Los Gatos. This information is optional and not required.

Deadlines for Public Comment and Presentations are as follows:

- If you are unable to participate in person, you may email JRose@losgatosca.gov with the subject line "Public Comment Item #_" (insert the item number relevant to your comment). Persons wishing to submit written comments to be included in the materials provided to Board must provide the comments as follows:
  - For inclusion in the regular packet: by 11:00 a.m. the Friday before the Board meeting
  - For inclusion in an Addendum: by 11:00 a.m. the Monday or Tuesday before the Board meeting
  - For inclusion in a Desk Item: by 11:00 a.m. on the day of the Board Meeting
- Persons wishing to make an audio/visual presentation on any agenda item must submit the presentation electronically, either in person or via email to JRose@losgatosca.gov to the by 3:00 p.m. the day of the meeting.

RULES OF DECORUM AND CIVILITY

The purpose of the meeting is to conduct the business of the Town in an effective and efficient manner. For the benefit of the community, the Town of Los Gatos asks that you follow the Town's meeting guidelines while attending Town meetings and treat everyone with respect and dignity. This is done by following meeting guidelines set forth in State law and in the Town Code.

The Town does not tolerate disruptive conduct, which includes but is not limited to:

- addressing the Commission without first being recognized;
- interrupting speakers, Commission or Town staff;
- continuing to speak after the allotted time has expired;
- failing to relinquish the microphone when directed to do so;
- repetitiously addressing the same subject.

Town Policy does not allow speakers to cede their commenting time to another speaker. Disruption of the meeting may result in a violation of Penal Code Section 403.

MEETING CALL TO ORDER

ROLL CALL

VERBAL COMMUNICATIONS *(Members of the public are welcome to address the Youth Commission on any matter that is not listed on the agenda consistent with the Participation instructions contained on page 2 of this agenda. To ensure all agenda items are heard and unless additional time is authorized by the Chair, this portion of the agenda is limited to 30 minutes and no more than three (3) minutes per comment. In the event additional comments were not able to be heard during the initial Verbal Communications portion of the agenda, an additional Verbal Communications will be opened prior to adjournment.) Speakers at public meetings will be asked to provide their full name and to state whether they are a resident of the Town of Los Gatos. This information is optional but not required.*

OTHER BUSINESS

1. Approve Youth Commission Meeting Minutes from 2/15/2023

2. Provide Input for the Draft Justice, Equity, Diversity, and Inclusion (JEDI) Plan – Laurel Prevetti and Holly Young

3. Sub-Committee Meeting Reports and Discussions
    - Environmental – Jacob Noymer/Kamron Emami
    - Social Justice/Equity – *This sub-committee is on Hold for 2023*
    - Teen Wellness – Olivia Vinckier/Megan McCurrie
    - Community Outreach – Maia Bernholz

4. Report and Discussion from Commission Liaisons:
    - Arts and Culture Commission – Najman Mahbouba/Maia Bernholz
    - Community Health and Senior Service Commission – Maia Bernholz
    - Library Board – Ryan Idemoto
    - Parks Commission – Kamron Emami/Gwyneth Pang/Aanya Singh/Prav Balasingham
    - Complete Streets and Transportation Commission – Sasha Balasingham

5. EBike/Town Bike Ordinance Update and Video working Session – SRO Milroy

ADJOURNMENT

IN COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT, IF YOU NEED SPECIAL ASSISTANCE TO PARTICIPATE IN THIS MEETING, PLEASE CONTACT THE CLERK DEPARTMENT AT (408) 354-6834. NOTIFICATION 48 HOURS BEFORE THE MEETING WILL ENABLE THE TOWN TO MAKE REASONABLE ARRANGEMENTS TO ENSURE ACCESSIBILITY TO THIS MEETING [28 CFR §35.102-35.104]

TOWN OF LOS GATOS
YOUTH COMMISSION REPORT

MEETING DATE: 03/14/2023
ITEM NO:

DATE: March 14, 2023

TO: Youth Commission

FROM: Laurel Prevetti, Town Manager

SUBJECT: Provide Input for the Draft Justice, Equity, Diversity, and Inclusion (JEDI) Plan.

RECOMMENDATION:

Provide input for the draft Justice, Equity, Diversity, and Inclusion (JEDI) Plan.

BACKGROUND:

On August 17, 2021, the Town Council unanimously voted to authorize the Town Manager to enter into an agreement for JEDI consultant services with American Leadership Forum Insights (ALFI). ALFI was selected to address the Town's external JEDI goals through Town partnerships with local organizations and the broader community. ALFI specializes in external engagement and dialogue and leveraging community partnerships.

Attachment 1 contains ALFI's final Discovery Report documenting their approach, high level findings/themes, and recommendations. ALFI engaged with community leaders and Town partners, including the Chamber of Commerce, faith-based organizations, business owners, local school districts, and others in a series of listening sessions to assess the level of understanding of the current JEDI efforts and identify barriers and opportunities.

The recommendations were organized under the following topics:

- Collaborative on-going engagement;
- Develop safe spaces;
- Build capacity for the work;
- Connect this work to the vibrancy of the Town economy;
- Intentionally engage school districts and youth; and
- Continue to build affordable housing.

PREPARED BY: Holly Young
Senior Management Analyst

BACKGROUND (continued):

On September 6, 2022, the Town Council unanimously voted to direct the Town Manager to work with ALFI on the development of a formal JEDI Plan. The Plan would fold in the individual recommendations from the Discovery Report and include specific long and short-term goals, action items with timelines, and metrics. The overall goal is to co-create with the community an actionable Plan for the Town of Los Gatos to become a more inclusive place and where all community members feel welcome and a sense of belonging.

In addition, the Town's recently adopted 2040 General Plan includes a Racial, Social, and Environmental Justice Element that includes definitions, goals, policies, and implementation programs (https://losgatos2040.com/images/docs/LGGPU_02_EJ.pdf). The JEDI Plan is intended to function in concert with this Element.

DISCUSSION:

ALFI and Town staff are taking a multipronged approach to gather input on the initial ideas for action items to be included in the JEDI Plan (Attachment 2). These items are based on the recommendations in the Discovery Report and other related Town work. Some of these items are already underway and Attachment 2 includes updates on all the items.

Feedback on the Potential Action Items is being sought from Town Boards, Committees, and Commissions; and the greater Los Gatos community. At least one community workshop will be held in Spring 2023 to garner additional public input. Town staff also will be reflecting on the organization internally in terms of how the Town can foster a more diverse workforce, strengthen procedures to protect staff from uncivil behavior, and be more welcoming for all. All of this input will be synthesized into a Draft JEDI Plan and the Town Boards, Committees, and Commissions will have another opportunity to provide comments.

The input of the Town's Boards, Committees, and Commissions is an important piece of the development of the JEDI Plan. To guide the discussion, please reflect and comment on the following:

1. Overall input on the Potential JEDI Plan Action Items in Attachment 2.
2. How should we define "inclusion" and "belonging" in Los Gatos?
3. How do justice, diversity, equity, and inclusion intersect with the work of your Board/Committee/Commission?
4. How can your Board/Committee/Commission help to increase equity and inclusivity in Los Gatos?
5. How can we measure success?
6. Other ideas for how the Town Government organization as a whole can work toward a more equitable and inclusive Los Gatos.

CONCLUSION:

Staff looks forward to the Board/Commission/Committee's feedback.

COORDINATION:

This report was coordinated with all Town Departments.

FISCAL IMPACT:

There is no fiscal impact associated with the development of the JEDI Plan.

ENVIRONMENTAL ASSESSMENT:

This is not a project defined under CEQA, and no further action is required.

Attachments:

1. ALFI Discovery Report
2. Potential JEDI Plan Action Items

ALFINSIGHTS™

STATUS OF DISCOVERY REPORT RECOMMENDATIONS AND OTHER TOWN EFFORTS

ALF Insights

Town of Los Gatos Discovery Report: Recommendations Update 2/2023

Collaborative, On-going Engagement

- **RECOMMENDATION:** Form a facilitated, community working group that will come together to build relationships and develop a deeper understanding of JEDI concepts. Use this group to iterate and deepen the JEDI plan that includes short and long-term goals as well as a timeline of activities.
- **RECOMMENDATION:** Develop a statement of what inclusivity and belonging mean to the Town as a part of the JEDI Plan.
- **UPDATE:** Both of these items are moving forward through the Community Working Group process.

Develop Safe Spaces

- **RECOMMENDATION**: Create guidelines for safety that allow working group and community members to develop solidarity and commitment to seeing the process through.
- **RECOMMENDATION**: Ensure all threats to personal safety will not be tolerated through clear policies and practices.
- **RECOMMENDATION**: Utilize art and community engagement with art as a path to create safe spaces for learning and expression.
- **UPDATE**: The Town Council has adopted civility guidelines for all Council and Commission meetings, being clear that:
    - The Town embraces diversity and strongly condemns hate speech and offensive, hateful language or racial intolerance of any kind at Town meetings.
    - Town Council and staff are well aware of the public's right to disagree with their professional opinion on various Town issues. However, anti-social behavior, slander, hatred, and bigotry statements are completely unacceptable and will not be tolerated in any way, shape, or form at Town meetings.

- All public comments at the Town Council meeting must pertain to items within the subject matter jurisdiction of the Town and shall not contain slanderous statements, hatred, and bigotry against non-public officials.

Build Capacity for the Work

- **RECOMMENDATION**: Provide spaces for members of the community to learn and be in dialogue together.
- **RECOMMENDATION**: Emphasize that the JEDI work benefits everyone and detail how and why this is the case as they engage in these community dialogues.
- **UPDATE**: The Town is providing spaces for members of the community to learn and be in dialogue together, starting with programming through our Library on Affordable Housing and the intersection of environmental sustainability and equity.

Connect the Work to the Vibrancy of the Town's Economy

- **RECOMMENDATION**: Develop a public facing campaign about what the Town is doing in regards to its JEDI work along with its plan. Ensure that there is transparency about what the Town is learning and how they will be adjusting their work in support of the JEDI Plan.

Intentionally Engage School Districts and Youth

- **RECOMMENDATION**: Ensure that the school districts and youth have an intentional and connected voice to the JEDI work as it moves forward.
- **RECOMMENDATION**: Reaffirm to the school districts that they are not alone in handling these incidents. Create space for them to work collaboratively with the Town to brainstorm solutions to these problems.
- **UPDATE**: The Town signed an agreement with the Los Gatos Saratoga Union High School District and Los Gatos Union School District to be part of a social norms effort. The Districts have been invited to participate in the Town's JEDI Plan process.

Continue to Build Affordable Housing

- **RECOMMENDATION**: Continue to build and support affordable housing through the General Plan and Housing Element.
- **UPDATE:** The 2040 General Plan adopted with its Racial, Social, and Environmental Justice Element on 6/30/22. The Housing Element with modifications was adopted by the Town Council on 1/30/23, finding it to be in substantial compliance with State

law. The Town is continuing to address the detailed comments from the State, engaging with the community in that process.

Town of Los Gatos Justice, Equity, Diversity, and Inclusion Work Plan Update 2/2023

JEDI Plan

- **UNDERWAY:** Work with ALFI to prepare an actionable JEDI Plan with clear goals, timeframes, and measurable outcomes. Town staff will lead staff, general public, and other engagement in this effort.

Town Operations

- **UNDERWAY AND ONGOING:** Require all Town Departments to use a lens of justice, equity, diversity, and inclusion in the:
  - Development of the Town budget, Capital Improvement Program, General Plan (see more information below), and other guiding documents;
  - Delivery of Town services; and
  - Creation of all new programs, projects, and policies.
- **UNDERWAY AND ONGOING:** Examine all proposed policies and ordinances in the context of promoting, facilitating, and improving justice, equity, diversity, and inclusion in Los Gatos. This work is done by the Council Policy Committee, appropriate Town Boards, Committees, and Commissions, and the Town Council.

Communications/Community Engagement

- **UNDERWAY AND ONGOING:** Expand the Town's community engagement to include more Black, Indigenous, and People of Color.
- **UNDERWAY AND ONGOING:** Communicate actively on social media and in other forums to reinforce messages of inclusion, belonging, and welcoming.

Town Boards, Committees, and Commissions

- **UNDERWAY AND ONGOING:** Recruit Town Board, Committee, and Commission members to reflect diverse communities of color, identity, and backgrounds.
- **UNDERWAY AND ONGOING:** Incorporate diversity, equity, and inclusion into the work of all Town Boards, Committees and Commissions and discuss these efforts with the Town Council and the public.
- **UPDATE:** DEI training is scheduled for all Town Board, Committee, and Commission members on February 23, 2023.

Transparency in Government

- **UNDERWAY AND ONGOING**: Expand access to Town records and information to further demonstrate the Town's commitment to transparency in governmental operations.

Police Reforms

- **UNDERWAY AND ONGOING**: Biannual Reports to review progress at Town Council meetings on Police Reforms, including independent investigations, mental health/homeless support, traffic stop data, and options for non-emergency calls.
- **UNDERWAY AND ONGOING**: Continue to strengthen the Police Department relationship with the County Behavioral Health services staff and Mobile Crisis Response Team.
- **UNDERWAY AND ONGOING**: Work toward the Police Chief's goal for all Department personnel to exceed the minimum number of hours of training in de-escalation and crisis intervention.
- **UNDERWAY AND ONGOING**: Continuously review and update Department policies and procedures to ensure that it is employing the best practices for hiring, training, eliminating bias, and ensuring the public's safety.

Town Personnel

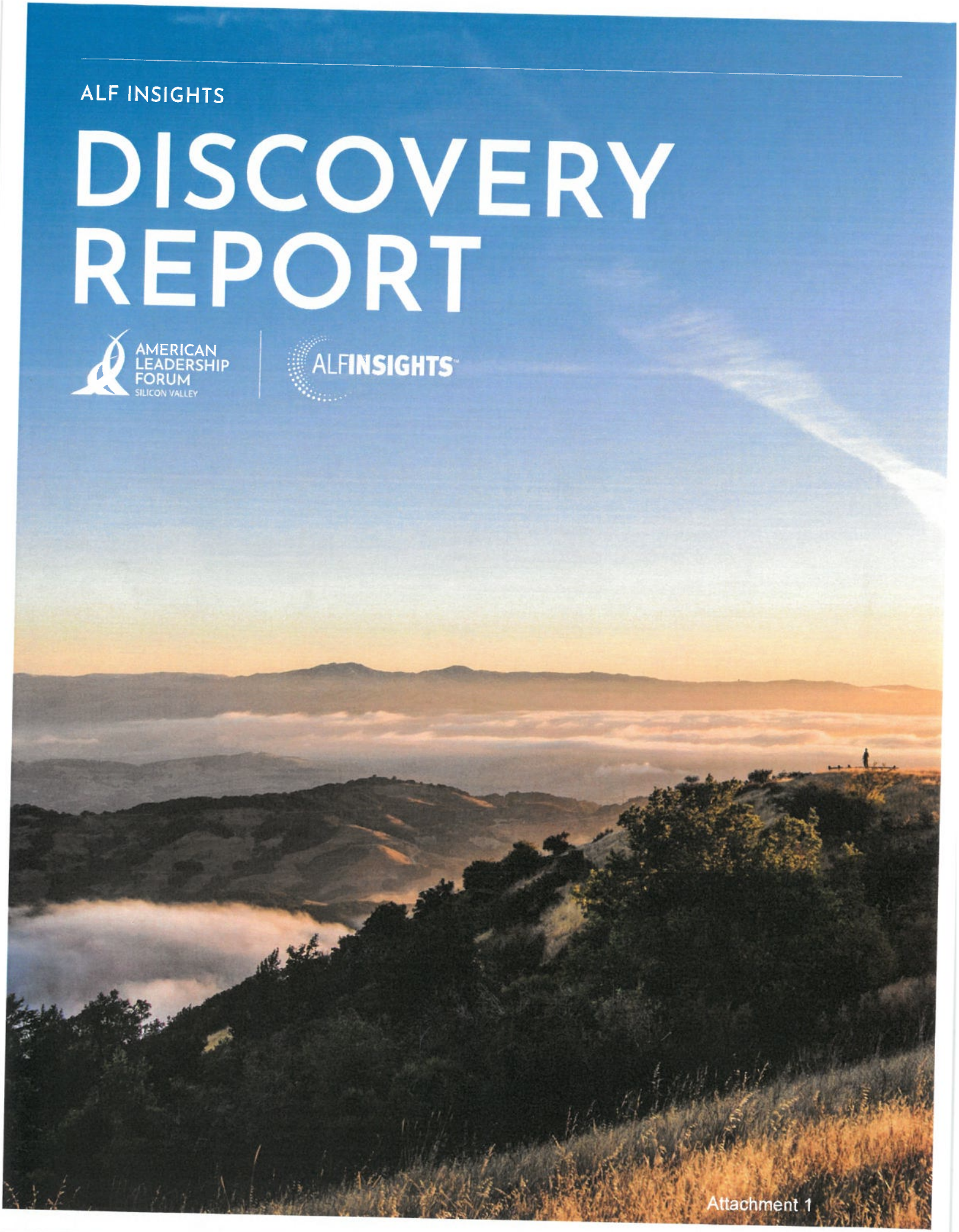
- **UNDERWAY AND ONGOING**: Foster a more diverse workforce by updating job descriptions and minimum qualifications to encourage a broader set of candidates, promoting job opportunities using conventional and unconventional techniques to reach deeper into the talent pool, and encouraging professional development to expand skills and abilities.
- **UNDERWAY AND ONGOING**: Strengthen procedures to protect employees from bullying, racism, and other uncivil behavior.
- **UNDERWAY AND ONGOING**: Encourage justice, diversity, equity, and inclusion training for Town staff members and Departments.

ALF INSIGHTS

DISCOVERY REPORT

AMERICAN LEADERSHIP FORUM
SILICON VALLEY

ALFINSIGHTS™



Attachment 1

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We can leverage our pride and use the JEDI plan to build upon the best of Los Gatos.

Dave Watermulder, Town of Los Gatos Interfaith Group

TOWN OF Los GATOS CALIFORNIA

THE TOWN of Los Gatos over the past couple of years has worked diligently to create their Justice, Equity, Diversity and Inclusion Plan (JEDI) with the intent of lifting that work up into Town processes and policies as well as the community. The Town engaged ALF Insights (ALFI), the consulting arm of American Leadership Forum Silicon Valley (ALFSV), which is committed to bringing groups of people together in spaces of productive tension in order to build deeper relationships that lead to the creation of powerful community impact. As a neutral convener of cross sector leaders, ALFI has the ability to emerge new frameworks for how an organization or network manages change and embraces dynamic processes that use tension as a vehicle to bring their work to the next level.

ALFI was hired to accomplish the following phases of work:

Phase I Goals: Discovery
Engage community partners, through meetings with individuals and groups, in order to ascertain their understanding of the JEDI plan as well as gather input on equity and inclusion efforts in the Town.

Phase II: Summary and Recommendations
Summarize themes and ideas and provide back a set of recommendations about gaps in the current plan, suggestions for additions and deletions as well as points of clarity and to offer a process for on-going community engagement.

WHAT WE DID: PROCESS OVERVIEW

ALFI held a total of 18 Discovery sessions with 27 individuals spanning community members, business owners, nonprofit leaders, faith groups and education administrators. Please see the full list of who participated and their affiliation in Appendix D. Each individual or group was asked the following questions.

- What are the opportunities that you see for the Town as they move forward with their equity work ?
- What are you feeling most hopeful about?
- What are you most concerned about?
- What in your mind creates an inclusive community?
- JEDI Plan thoughts and feedback? Are you willing to engage in the JEDI process in the future? In what context?

WHAT WE LEARNED: HIGH LEVEL THEMES

The work of grappling with race and systemic inequities is hard and are not quickly resolved. It requires courageous and brave leadership, often in the face of strong opposition. Through the discovery process, ALFI heard the following themes across all of those we spoke to. It should be noted that of all those we interviewed, everyone was willing to be engaged in the on-going work.

Opportunities Overall participants saw many opportunities for the Town's continued commitment to the JEDI Plan:

- The opportunity for the Town government to create initiatives, policy, action and tone setting around the JEDI work.
- The opportunity for community learning centered around events, specific programs and dialogue in order to create awareness and enlightenment.
- The opportunity for the Town to engage and leverage the energy and voices of youth.
- The opportunity for businesses to promote inclusive practices.
- The opportunity to address this work through affordable housing which would impact the demographics of the Town and shift the definition of who is welcome.
- The opportunity to leverage the energy of the Town and the pride the community holds for the Town.

Hope The process and plan created a sense of hope for those that ALFI spoke to.

- Previous and current efforts to address race equity brings hope.
- The new ideas and possibilities that are centered in creating a new future for the Town.
- The participation and voices of youth through their school campuses, the March Against Hate and participation in government.
- The open acceptance of the LGBTQIA+ community through physical and visible solidarity such as public art displays.
- The interfaith work happening in the Town.
- That the JEDI Plan was created and being discussed openly and woven through the policies and practices of the Town.

Inclusion Being an inclusive Town, while defined differently by the participants, mattered to everyone. For some that was about wanting everyone to be comfortable in the Town and for others it was about ensuring that business is supported and creating a place that folks want to visit. An inclusive Town was defined as:

- A place in which there is open and visible support for all people.
- A place that is safe where people do not have to worry about being discriminated against based on their race, gender or sexual preference.
- A place with a diverse population in terms of race and economic background that provides for shared community experiences.
- A place that creates a true sense of belonging and seeks to create spaces without judgment.
- A place that can tolerate a diversity of viewpoints and in which its residents are able to engage in civil discourse across differences.
- A place that the community in Los Gatos has pride in and that those outside of the Town want to visit.

Concerns Along with the opportunities and hope that discovery participants felt, there are also real fears and concerns about the on-going JEDI work.

- Fear about engaging in the work and how that might impact the personal safety of participants.
- Fear that this work will reflect negatively on the Town, that it will keep people away from the Town, impacting businesses or will have negative fiscal impacts.
- Concern that the Town, and the larger community, lacks the capacity or knowledge to do the work. Who will own this work and ensure that it gets done?
- Concern that some residents do not agree with the Town doing this work and the resulting impact that has on individual leader's ability to stay engaged with the work.
- Concern that the Town will not go deep enough or far enough with the JEDI work to make a lasting impact. How do we ensure authentic versus performative action?
- Concern that the JEDI work may derail other critical work of the Town.

JEDI Plan Discovery participants had various levels of knowledge about the JEDI Plan in its current form and the following feedback.

- Ensure that the community is a part of creating and iterating the plan so that there is collective and coordinated energy to support the implementation of plan objectives.
- Ensure that the plan works in conjunction with the other work happening across the school,

business and nonprofits communities.

- Stay invested in the work and provide the support and infrastructure for that to occur.
- Create more specificity and accountability in the plan itself to ensure that the plan is not performative.
- Commit to this process for the long-term.

> We are Los Gatos. We are working towards an authentic and accurate depiction of the people who live in the Town.
>
> **Catherine Somers, Los Gatos Chamber of Commerce**

RECOMMENDATIONS

As the Town moves forward with the JEDI plan and its resulting work products, we believe that the following recommendations will aid them in staying the course in creating a Town that is inclusive and safe for all.

Collaborative, On-going Engagement

Instead of different groups working individually to address the issues of race equity, the Town of Los Gatos should provide the infrastructure and funding for those groups to work together long-term. Additionally, as these organizations will be doing the work, their voices should be a part of the design and implementation of the work in order to ensure the authenticity of the process.

> **RECOMMENDATION:** Form a facilitated, community working group that will come together to build relationships and develop a deeper understanding of JEDI concepts. Use this group to iterate

and deepen the JEDI plan that includes short and long-term goals as well as a timeline of activities.

> **RECOMMENDATION:** Develop a statement of what inclusivity and belonging mean to the Town as a part of the JEDI Plan.

Develop Safe Spaces

In order for people to be willing to publicly engage in this work, there needs to be a commitment to the physical safety of those who participate.

> **RECOMMENDATION:** Create guidelines for safety that allow working group and community members to develop solidarity and commitment to seeing the process through.

> **RECOMMENDATION:** Ensure all threats to personal safety will not be tolerated through clear policies and practices.

> **RECOMMENDATION:** Utilize art and community engagement with art as a path to create safe spaces for learning and expression.

Build Capacity for the Work

In order for the JEDI plan to be effective, there needs to exist a baseline of knowledge and understanding of historical inequities and how those impacts show up currently. Specifically the following concepts: intersectionality, color-blindness, economic disparities, historical inequities and the work of reconciliation.

> **RECOMMENDATION:** Provide spaces for members of the community to learn and be in dialogue together.

> **RECOMMENDATION:** Emphasize that the JEDI work benefits everyone and detail how and why this is the case as they engage in these community dialogues.

Connect the Work to the Vibrancy of the Town Economy

Often there is a concern that engaging in JEDI work might negatively impact the public perception of the Town and the people who live there. In fact, the willingness to be "front and center" on the work of addressing historical and current inequities can in fact be a boost for the Town and its public image.

> **RECOMMENDATION:** Develop a public facing campaign about what the Town is doing in regards to its JEDI work along with its plan. Ensure that there is transparency about what the Town is learning and how they will be adjusting their work in support of the JEDI Plan.

Intentionally Engage School Districts & Youth

One of the places where issues related to race and anti-semitism have shown up the most publicly has been on school campuses. In addition, there are many young people that are deeply engaged in JEDI work as the March Against Hate demonstrated.

> **RECOMMENDATION:** Ensure that the school districts and youth have an intentional and connected voice to the JEDI work as it moves forward.

> **RECOMMENDATION:** Reaffirm to the school districts that they are not alone in handling these incidents. Create space for them to work collaboratively with the Town to brainstorm solutions to these problems.

Continue to Build Affordable Housing

Across all the participants ALFI spoke with, housing was brought up at least once in each of the discovery sessions. Ensuring economic diversity through affordable housing was seen as a critical piece in the JEDI puzzle.

> **RECOMMENDATION:** continue to build and support affordable housing through the General Plan and Housing Element.

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The town is starting to awaken now and we have to do something collectively to bring about change.

Kareem Syed, Former Resident; Peacemaker during BLM and other protests

APPENDIX A: QUESTION SUMMARIES

Discovery Question #1: What are the opportunities that you see for the Town as they move forward with their equity work?

> "In a world moving more and more toward a global way of thinking, the Town would be better served with the addition of a Unity Commission made up of diverse groups – ages, backgrounds, etc. – to be the eyes and ears of the Town and who bring more vitality to the community. Existing partnerships in the Town should be leveraged and synergies explored. Organizations such as NUMU, Los Gatos Library, Chamber of Commerce, Rotary, AWO, and others can work together to center, promote, and celebrate diversity."
>
> **— Folake Phillips**

Overall, participants felt that opportunities exist. Most communicated that the Town government can be leveraged as conveners, supporters, or initiators of the equity work. Collaboration was mentioned as a key ingredient to the success of this work and that the Town officials should foster environments for multiple sectors to work together. Business was a key sector discussed along with Community Based Organizations (CBO's).

Although collaboration was discussed most, the need for support and leadership from the Town government, financial, organizational, and otherwise, was recognized as well. Often mentioned as initiators of events and programs that community leaders could then take over or amplify the work of CBO's that is already happening. Some participants also stated that large businesses want to recruit skilled workers from all backgrounds and having an inclusive and diverse Town aids in the process.

Events, dialogues, and programs centered on community awareness and learning about JEDI were also seen as an opportunity. These occasions create space for various experiences and perspectives to be acknowledged and valued. The events should focus on elevating voices that are often marginalized, helping to make the Town inclusive and safe for all. Some direct ideas were, music festivals, economic investments in departments to push the work forward, ongoing equity curriculum, and opportunities to learn of the Town's painful past.

A focus on youth in this process was also suggested. The thought is to have similar opportunities as mentioned above for students to lead and participate. Including JEDI into the school curriculum was also highlighted.

Affordable housing was another notable topic. The idea that diversity, equity, and inclusion depend on who can 'afford' to live in Los Gatos was at the heart of these suggestions.

Discovery Question #2: What are you most hopeful about?

> "I'm hopeful with the direction of this DEI process and am glad that it has begun. I'm proud of how the Town is handling these challenges and of the steps they have taken to prioritize their DEI efforts. I have listened to a few council meetings and am impressed by how the youth in this community have spoken up about their feelings and how articulately they were able to get their points across. Due to this involvement of the town's youth I think it would be a great opportunity to engage with the Town's youth commission."
>
> **— Dominic Broadhead**

Participants were most hopeful regarding past and/or current events. Events like the March Against Hate, student-led initiatives at the high school and visual representations, such as rainbow sidewalks, were repeatedly mentioned. Some participants mention the existence of a JEDI plan and the surveying AFLI was conducting as signs of positive movement. Participants also mentioned that the town leadership bringing the JEDI conversation to the forefront was encouraging along with hearing and seeing so many other residents looking to create change.

Participants also expressed hope about future events and projects. There were numerous ideas communicated that had participants excited and engaged. Many discussed the opportunity for people to engage each other as people and not ideological groups. The space for human connectivity through dialogue, storytelling, music, and the arts was highly regarded and a source of hope for many participants. Participants mentioned hope in new people hired/elected to important roles within the Town i.e., new police chief and mayor.

Participants also discussed student engagement as a source of hope. Past events and the desire to create more opportunities for young people to influence policies, share ideas, and learn more about equity and inclusion seemed to come from participants across the board.

Other things to explore: Participants mentioned that the beginning of this work may be tough but believe the overall community will come along with time. Some believe the Town can handle the challenges ahead, but officials need to keep moving the ball forward. To change will require the development of new skills and a higher capacity to hear and understand one another. Another thing that was notable is how infrequently the topic of the Town's police department was mentioned. This is a potential place of hope since policing, by and large, has shown up a lot in other cities and communities regarding JEDI work.

Discovery Question #3: What are you most concerned about?

> "Neither the Town nor the school district can solve this issue on their own. It is a community problem and to address it effectively, we need to find ways to work collaboratively across sectors to find solutions."
>
> **— Dr. Michael Grove**

The overwhelming response to this question, along with it being mentioned throughout our interviews, was fear. The trepidations of many participants centered on the response of residents who may be resistant to the work. Although negative interactions were not expected from most residents, the strong and vitriolic nature of a small segment of residents weighed heavily on the minds of everyone we spoke with. Concerns about personal safety, alienation, and retaliation were consistently brought forward. Concerns about safety need to be addressed for the Town to get strong buy-in from the community. Addressing this issue will increase who and how long people stay engaged.

The next issue of concern is the efficacy and capacity to make change. Participants questioned the long-term commitment the Town has toward equity work. It was mentioned that the General Plan should reflect JEDI concerns to help it properly move forward. There was also concern that some people with influence and power will impede any progress either because change is hard or holding the status quo is preferred. Participants, acknowledging the large scope of the work and the challenging political climate, questioned if the Town possessed the knowledge and ability to create a more equitable and inclusive community.

Other things to consider in addressing

participant concerns are affordable housing, training and education for youth, and accessibility to resources to increase the community's knowledge around equity work.

Discovery Question #4: What in your mind creates an inclusive community?

> "I'd like to be able to see a black, lesbian developer come and live comfortably in Los Gatos and attend her synagogue."
>
> **— Jon Hicks**

When participants were asked to imagine what an inclusive community looked like they painted this picture: A community that is safe and welcoming to those who do not fit the norm, empathy and compassion exhibited between neighbors, vibrancy that is attributed to diversity, new voices welcomed at decision-making tables, and a deep sense of belonging that crosses the boundaries of gender, culture, race, sexual preference, and socio-economics. It was acknowledged that some of these characteristics may not be measurable, but the feeling would be recognizable.

Participants stated that an inclusive community has JEDI dialogues, addresses unconscious bias, educates people on the history of the indigenous people, creates intentional spaces and opportunities for residents to come together and celebrate differences. The inclusive community creates and highlights role models for the next generation to emulate, helping them be even better informed and aware of JEDI issues.

Participants stated that representations of diversity in business ownership, government officials and teachers would be part of an inclusive community. Community policing standards should be employed, where all residents are treated fairly no matter race, religion, or sexual orientation. Affordable housing should be part of an inclusive community.

Other topics to note, questions about the current demographics of the Town were raised and concerns that perceived homogeneity of economic backgrounds within the town may obscure the actual needs. Some participants mentioned the need for greater clarity regarding what the Town is communicating when it speaks of justice, equity, diversity, and inclusion.

Discovery Question #5: What are your thoughts on the JEDI Plan? Are you willing to engage in the JEDI process in the future? In what context?

> "I fully support the town's JEDI efforts. I think they'll be strengthened by including reasons why this is good for Los Gatos and worth town expenditure. I'd like to add that the town staff needs to make clear to the community how and why the JEDI efforts benefit everyone and harm no one."
>
> **—Amy Nishide**

Everyone who participated was open and willing to engage the JEDI process in the future. Most were enthusiastic and excited to see the Town take these initial steps. There were some concerns about possible politicizing of the process and potential backlash.

Participants were generally familiar with the JEDI plan. Overall, participants thought the direction was good, while expressing concerns about clarity of purpose, tangible deliverables, and the long-term commitment. Collaboration between the various sectors; government, business, education, and the community; was highlighted as a large need. The development of a Unity Commission was suggested as a step to keep the work moving forward. Despite all the positive feedback, fear regarding the perception and response of some residents was mentioned. Fear was one of the most expressed emotions along with the desire for progress.

Participants suggested numerous ideas about how to engage the process. The majority fell into three categories: events/entertainment, dialogue, and training/education. Ideas such as movie viewings, concert series and using the arts to bring people together around topics of diversity and inclusion were suggested. Creating spaces for open and honest dialogue to help residents learn from one another was referenced. Training and educational partnerships between CBO's, schools and the government were also highlighted. Previous events and groups were named as examples to build on; March Against Hate, the Anti-Racism Coalition and the Chamber of Commerce to name a few.

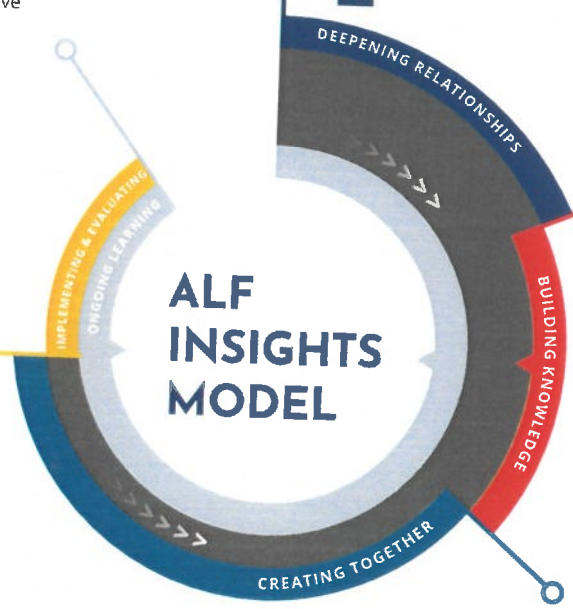
APPENDIX B: ALF INSIGHTS MODEL

The work of emerging and building spaces for high quality dialogue within an organization is not a linear process but a cyclical one. The process of learning, creating, implementing, evaluating and iterating should become a cultural norm for an organization or network. When this process is built into the day to day ethos of an organization, it allows for growth, flexibility, nimbleness and responsiveness to the needs of employees, those served and the larger community.

ALF Insights (ALFI) knows, through its many years of working with diverse groups, that the creation and maintenance of relationships is critical for the success of any working group. In order for members of a group to begin to engage with the work at hand, they have to be able to successfully take risks with each other in order for the ultimate products to have full buy-in and be responsive to the community's needs. The ability for members to authentically share their personal and professional value propositions, and to seek common ground, is inherently connected to the quality of relationship within the team. ALFI is focused on developing a highly personalized program that will move both relationships and impact forward. It is important to note that this is not a linear process as vigorous, generative social-impact groups are a picture of evolving social relationships *and* a robust platform for sustained production and impact.

ALF Insights works with the organization to **establish a structure of ongoing learning and development.** Maintenance of generative teams is ongoing and emergent work. It is critical to have structures in place and natural leaders identified so that the organization can evaluate, learn and iterate as needed.

A vital cornerstone of this work is the building of relationships and the **creation of authentic dialogue and risk-taking.** The work here is to create a container that is "stretchy" enough to handle productive tension and discord.



ALF Insights works with the organization to **develop knowledge** and understanding of team culture, practices for effective dialogue, processes for managing and leveraging tension and the creation of impact.

ALF Insights works with the organization to **create a process of accountability at the staff, board and partner level** in order to ensure fidelity to new structures.

ALF Insights assists the organization in **thinking together** about how the wisdom gained and the relationships built can be leveraged into new structures, processes and systems for the organization.

APPENDIX C: ALF INSIGHTS FACULTY

For this project the following faculty members were engaged:

Jenny Niklaus
ALFI Chief Facilitation Officer

Jason Reynolds
ALFI Faculty

Darcie Green
ALFI Faculty

Allyson Paul
ALFI Executive Assistant

APPENDIX D: LIST OF DISCOVERY PARTICIPANTS

Rabbi Melanie Aron, *Congregation Shir Hadash*

Father Ricardo Avila, Dave Watermulder, Erica Rader, *Town of Los Gatos Interfaith Group*

Diane Fisher, *Jewish Silicon Valley*

Kareem Syed, *Former Resident; Peacemaker during BLM and other protests*

Jon Hicks, *Netflix*

Catherine Somers, *Los Gatos Chamber of Commerce*

Dr. Michael Grove, *Los Gatos-Saratoga Union High School District*

Paul Johnson, *Los Gatos Union School District*

Kristi Grasty, *Los Gatos High School*

Kylie Clark, Jeffrey Suzuki, Amy Nishide, Ali Milano, Sandrine Chaumette, Rob Moore, Alicia Spargo, *Los Gatos Anti-Racism Coalition*

Ami Davis, *NUMU*

Karen Rubio, *Plant Based Advocates*

Sasha Balasingham, *Youth Commission Chair, Los Gatos High School*

Dominic Broadhead, *Los Gatos-Saratoga Parks and Recreation Center*

Folake Philips, Varily Isaacs, *AWO*
Teri Hope, *Business Owner*

Susan Farwell, *Business Owner*

Jim Foley, *Business Owner*

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