



**TOWN OF LOS GATOS
COUNCIL AGENDA REPORT**

MEETING DATE: 09/19/2023

ITEM NO: 12

DATE: September 14, 2023
TO: Mayor and Town Council
FROM: Laurel Prevetti, Town Manager
SUBJECT: Consider Adopting an Enabling Resolution to Establish an Equity Commission Entitled the Unity and Solidarity Commission and Direct its Recruitment with the Annual Fall Commission Recruitment

RECOMMENDATION:

Consider adopting an Enabling Resolution (Attachment 1) to establish an equity commission entitled the Unity and Solidarity Commission and direct its recruitment with the annual fall Commission recruitment.

BACKGROUND:

In 2021, Town staff began to identify Town processes, policies, and other Town work that would enhance equity and inclusion in Los Gatos. In addition, the adopted 2040 General Plan contains a new Racial, Social, and Environmental Justice Element. On August 17, 2021, the Town Council approved engaging ALF Insights (ALFI), the consulting arm of American Leadership Forum Silicon Valley, to complete a phase of discovery, engaging community partners to ascertain their understanding of the Town's Justice, Equity, Diversity, and Inclusion (JEDI) work to date as well as gather input on equity and inclusion efforts in the Town. ALFI summarized the themes and ideas gathered in those meetings and provided a set of recommendations in a Discovery Report accepted by the Town Council on September 6, 2022.

Also on September 6th, the Town Council directed the Town Manager to continue work with ALFI to assist in strategizing and identifying Justice, Equity, Diversity, and Inclusion (JEDI) Implementation Actions to include clear goals and action items.

DISCUSSION:

To do this work, ALFI convened a Community Advisory Group to move the Discovery Report recommendations forward and provide concrete steps for implementation. The Community

Reviewed by: Town Manager, Assistant Town Manager, Town Attorney, and Finance Director

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DISCUSSION (continued):

Advisory Group utilized the initial Discovery Report recommendations as a jumping off point for their dialogues. Attachment 2 contains the Implementation Actions as the summary of that work. This product complements the Town's larger JEDI Plan and other potential implementation actions, which are scheduled to come before the Council on October 17, 2023 as discussed in more detail under Conclusion and Next Steps.

To provide context to the work, definitions were identified (Attachment 3), many of which are based on the adopted Racial, Social, and Environmental Justice Element. A status of the Town's implementation of ALFI's initial Discovery Report and other JEDI actions is contained in Attachment 4.

One of the most significant recommendations of the Community Advisory Group is the establishment of a new Commission, entitled the Unity and Solidarity Commission (TUSC). Its purpose would be to work to create more equitable opportunities and increase a sense of belonging for all Los Gatos community members and visitors through community engagement and collaborative activities. It would be an advisory Commission to the Town Council to help the Town implement its JEDI Plan.

The proposed composition of 15 people is larger than the majority of the Town's Commissions to reflect a broad spectrum of perspectives and include members from other Town Commissions (see Attachment 1). Specifically,

- Two Youth Commissioners;
- One Arts and Culture Commissioner;
- One General Plan Committee Member;
- One Community Health and Senior Services Commissioner;
- One Town of Los Gatos business owner and resident;
- Two Town of Los Gatos business owners or employees who may or may not reside in Los Gatos;
- One Town of Los Gatos faith leader who leads a congregation in Los Gatos but does not reside in Los Gatos;
- One Town of Los Gatos non-profit employee who may or may not reside in Los Gatos; and
- Five Town of Los Gatos residents.

Should the Council establish TUSC, staff further recommends that the Council direct its recruitment to occur this fall with the Town's annual Commission recruitment. Staff would create an application specifically for this Commission. Interviews for vacancies on all

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DISCUSSION (continued):

Commissions are tentatively scheduled for December 6, 2023. Once seated, TUSC would meet monthly beginning in January 2024.

CONCLUSION AND NEXT STEPS:

Staff recommends that the Council adopt an Enabling Resolution for the Unity and Solidarity Commission and direct its recruitment with the Town's annual fall Commission Recruitment.

Staff intends to return to the Town Council on October 17, 2023 to discuss the overall JEDI Plan for the Town, including the Implementation Actions recommended by ALFI (Attachment 2). Given the other important business of the Town on the September 19th, a separate agenda item allows the Town Council to consider all of the JEDI Plan action items together and prioritize the initial work of the new Commission.

COORDINATION:

The preparation of this report was coordinated with the Town Attorney.

FISCAL IMPACT:

There is no monetary impact with the creation of a new Commission.

The creation of a new Commission does add new work to the Town Manager's Office at a time when it is also absorbing Council Strategic Priorities related to the Senior Roadmap and the Town's unhoused residents. A new Commission would also increase the workload for the Town Attorney and Town Clerk. If Council approves the new Commission, workload items would be redistributed among existing staff to handle the monthly meetings beginning in January 2024.

ENVIRONMENTAL ASSESSMENT:

The establishment of a new Commission is not a project defined under the California Environmental Quality Act, and no further action is required.

Attachments:

1. Draft Enabling Resolution
2. Justice, Equity, Diversity, and Inclusion (JEDI) Implementation Actions
3. Definitions
4. February 2023 Update on Discovery Report and Town Work Plan Items

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DRAFT RESOLUTION 2023-

RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF LOS GATOS ESTABLISHING THE UNITY AND SOLIDARITY COMMISSION

WHEREAS, the Town Council of the Town of Los Gatos does hereby formally establish the Unity and Solidarity Commission (TUSC).

WHEREAS, the Town is working to institutionalize Justice, Equity, Diversity, and Inclusion in the Town's ethos, the role of TUSC is to support and foster new opportunities for marginalized groups in the Town.

WHEREAS, TUSC will be committed to Justice, Equity, Diversity, and Inclusion across all sectors within the Town of Los Gatos and the purpose of TUSC is to work to create more equitable opportunities and increase a sense of belonging for all Los Gatos community members and visitors through community engagement and collaborative activities.

NOW, THEREFORE, BE IT RESOLVED:

1. The TUSC is hereby established as an advisory committee to the Los Gatos Town Council and shall operate in the manner hereinafter prescribed.
2. Membership/Organization
 - a. The Town is seeking a diversity of members that includes but is not limited to: youth; seniors; Black, Indigenous, and People of Color (BIPOC); Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and Asexual (LGBTQIA+); those that are disabled; and religious diversity. The Commission shall consist of fifteen (15) members. Membership composition shall be:
 - i. Two (2) Youth Commissioners as voting members, whose term of office shall be for one (1) year with no limitations on reappointments, appointed by the Youth Commission;
 - ii. One (1) Arts and Culture Commissioner as a voting member, whose term of office shall be for one (1) year with no limitations on reappointments, appointed by the Arts and Culture Commission;
 - iii. One (1) General Plan Committee member as a voting member, whose term of office shall be for one (1) year with no limitations on reappointment, appointed by the General Plan Committee;
 - iv. One (1) Community Health and Senior Services Commissioner as a voting member, whose term of office shall be for one (1) year with no limitations on reappointments, appointed by the Community Health and Senior Services Commission;
 - v. One (1) Town of Los Gatos business owner and resident as a voting member, whose term of office shall be for three (3) years with a two-term limit, appointed by the Town Council;
 - vi. Two (2) Town of Los Gatos business owners or employees who may or may not reside in Los Gatos as voting members, whose term of office

shall be for three (3) years with a two-term limit, appointed by the Town Council;

- vii. One (1) Town of Los Gatos faith leader who leads a congregation in Los Gatos but does not reside in Los Gatos as a voting member, whose term of office shall be for three (3) years with a two-term limit, appointed by the Town Council;
 - viii. One (1) Town of Los Gatos non-profit employee who may or may not reside in Los Gatos whose term of office shall be for three (3) years with a two-term limit, appointed by the Town Council; and
 - ix. Five (5) Town of Los Gatos residents whose term of office shall be for three (3) years with a two-term limit, appointed by the Town Council.
- b. Commission members is expected to report back to the Board, Committee, Commission, or organization the Commissioner represents (i.e., Arts and Culture Commission, faith community, etc.).
 - c. The Commission shall appoint a Chair and Vice Chair.
 - d. Commission members shall serve without compensation.
 - e. The Commission shall hold regular monthly meetings.
 - f. The Commission shall establish a regular time and location for its meetings and shall otherwise call and conduct its meetings in compliance with the provisions of the Ralph M. Brown Act.
 - g. Meeting attendance requirements will conform with all current Town Resolutions and Policies.
 - h. A record of all meeting minutes and resolutions of the Commission shall be kept and shall be a public record.

3. Powers and Duties

- a. The duties of TUSC shall be to:
 - i. Act in an advisory capacity to the Town Council in matters pertaining to creating equitable opportunities and a sense of belonging within Town. The TUSC's scope of work may include the following items:

1. Community Based Programming

- a. Develop new and promote current programs/events that foster unity and diversity within the Town.
- b. Identify Equity Training opportunities for Town Council, staff, residents, business owners/employees, students, and/or Commission/community members.
- c. Incorporate community feedback into programming and training.

2. Collaborative Efforts

- a. Foster stronger collaborations between current Town Boards, Commissions, and Committees and community-based organizations to integrate equity practices and principles.
- b. Build relationships with local public and private school systems in order to provide support and resources for

Equity work.

- c. Build collaborative processes with other Town Boards, Committees, and Commissions to ensure integration of Equity practices into the Town community grant program.

3. Policy Recommendations

- a. Make policy recommendations to the Town Council regarding Justice, Equity, Diversity, Inclusion, and Unity issues.

4. Communications

- a. Create a communications campaign centered around equity education and promotion of Town events.
- ii. Not to affect powers of the Town Council. Nothing in this resolution shall be construed as restricting or curtailing any of the powers of the Town Council, or as a delegation to TUSC of any of the authority or discretionary powers vested and imposed by law in such Council.

PASSED AND ADOPTED at a regular meeting of the Town Council of the Town of Los Gatos, California, held on the 19th day of September 2023 by the following vote:

COUNCIL MEMBERS:

AYES:

NAYS:

ABSENT:

ABSTAIN:

SIGNED:

MAYOR OF THE TOWN OF LOS GATOS
LOS GATOS, CALIFORNIA

DATE: _____

ATTEST:

TOWN CLERK OF THE TOWN OF LOS GATOS
LOS GATOS, CALIFORNIA

DATE: _____

DRAFT



Town of Los Gatos

Justice, Equity, Diversity, and Inclusion (JEDI) Implementation Actions





OVERVIEW

The Town of Los Gatos identified work plan items in 2021 when it became clear that the Town could be doing more to create a welcoming community in Los Gatos. These early efforts focused on Town processes, policies, and other Town work that would enhance equity and inclusion in Los Gatos. In addition, the Town engaged ALF Insights (ALFI), the consulting arm of American Leadership Forum Silicon Valley, to complete a phase of discovery, engaging community partners to ascertain their understanding of the Town's JEDI work to date as well as gather input on equity and inclusion efforts in the Town. ALFI summarized the themes and ideas gathered in those meetings and provided a set of recommendations about gaps in the current plan and suggestions on a process for on-going community engagement in a Discovery Report provided to the Town.

From those recommendations, the Town of Los Gatos re-engaged ALFI to assist in strategizing and identifying Justice, Equity, Diversity, and Inclusion (JEDI) Implementation Actions to include clear goals and action items. To do this work, ALFI convened a Community Advisory Group to move the Discovery Report recommendations forward and provide concrete steps for implementation. The Community Advisory Group utilized the initial Discovery Report recommendations as a jumping off point for their dialogues and planning conversations. The following Implementation Plan is the summary of that work. This product complements the Town's larger JEDI Plan and other potential implementation actions.

CRITICAL DOCUMENTS

| ALF Insights Documents | Town of Los Gatos Documents |
|---|---|
| ALFI Discovery Report | February 2023 Update on Discovery Report and Town Workplan Items |
| Town of Los Gatos JEDI Definitions | Town of Los Gatos 2040 General Plan Racial, Social, and Environmental Justice Element |
| Town of Los Gatos Unity and Solidarity Commission Charter | |

KEY HIGHLIGHTS AND NEXT STEPS

After six months of meetings with the Town of Los Gatos and the Community Advisory Group, there were several key highlights:

- Community Advisory Group members showed great passion and concern regarding the Town of Los Gatos being inclusive and equitable for all residents, workers in all sectors, and visitors. This was a consistent theme that recurred in every meeting.
- The Community Advisory Group was appreciative of the current JEDI work the Town of Los Gatos has put forward but expressed concern regarding implementation and if commitment would remain for long-term goals. The Community Advisory Group views the JEDI work as a long-term engagement and commitment by the Town and Town leadership.
- The Community Advisory Group suggested that the Town Council establish The Unity and Solidarity Commission (TUSC), with the purpose of cementing the goals and objectives of the Town's JEDI Plan and these Implementation Actions into the ethos of the Town of Los Gatos. The Community Advisory Group helped draft a proposed initial charter for the new Commission. This recommendation was the most significant and valued desired outcome of the meetings, a natural progression of the work that the Town, community participants and ALFI have done.

- In order for the work to be successful, the Town needs to commit resources for the community-based work and leverage natural partnerships and collaborations.

ALFI recommends the following next steps:

- **Realizing the Plan:** in order for the JEDI work to be successful, intentionality for how the Plan is implemented and monitored needs to be larger than the Town staff and centered in the community. This must be a top priority for the Town staff and Council. To that end the following immediate steps are recommended:
 - Integration of this document with the Town's full JEDI Plan.
 - Acceptance of the JEDI Plan by Town Council.
 - Acceptance by Town Council to create The Unity and Solidarity Commission.
- **Implementing the Plan:**
 - The Town should work to implement the components of the plan as appropriate and should Council create TUSC, the Council should determine the priorities for the Commission's first year work plan based on the action items identified below.

OVERALL PURPOSE

The overall intent of this work was to ensure that the Town of Los Gatos is creating an environment that is welcoming and safe for all of its residents, workforce and visitors. To that end, the following definition of belonging was adopted by the Community Advisory Group as a northstar for the Town's equity work. This and the other terms and definitions utilized by the group are linked in the table above.

***"Belonging is a core need of all humans and is defined as a system of values and practices where no person is left out of the circle of human concern. It is more than just access. It is having a meaningful voice and an opportunity to participate in the design of cultural structures. Belonging includes the right to contribute as well as the right to make demands and it requires shared power, access, and opportunity among all individuals within a shared system. Belonging is about being seen, heard and valued for the uniqueness that each individual brings into the circle."* (Sourced from Othering and Belonging Institute)**

IMPLEMENTATION ACTIONS

To develop these actions and set goals, the Community Advisory Group was guided by ALFI through a process that used the categories outlined in the Discovery Report. The goals below relate to these categories directly. The categories highlighted the following:

- *Collaborative, on-going engagement with community groups engaged in equity-based activities*
- *Creation of safe spaces that allows for community to learn together and engage in equity work*
- *Development of equity capacity through intentional learning about the impact of historical inequities in the community*
- *Linking equity work to the vibrancy of the Town's economy*
- *Engaging school districts and youth so that the voice of youth and the needs of school districts is heard and supported*
- *Building affordable housing to ensure more economic diversity*

The Implementation Actions are designed to highlight work flows in the major areas identified by the Community Advisory Group, connected to the Discovery Report work. The goals are happening concurrently and are often interdependent from one area of work to the other. This is intended to be an initial roadmap for the Town and community groups. Additionally, the Town Council could direct the work of the Unity and Solidarity Commission (TUSC) to accomplish some of these critical activities. As the work is initiated and realized, there should be intentional review and re-alignment as needed in order to account for changing capacity and budget needed to accomplish the work.

| Goals | Action Steps | Timeframe to Complete Task | Responsible Parties |
|---|---|----------------------------|---------------------|
| 1.0 Oversight: Create a Process for Oversight of the Town's JEDI Plan | 1.1 Form The Unity and Solidarity Commission (TUSC) <ul style="list-style-type: none">- Submit the draft JEDI Plan, concept of TUSC and its charter to Council for approval.- Promote the availability of the application for TUSC, based on the | Year 1 | Town Council/staff |

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| | <p>Council establishing the new Commission.</p> <ul style="list-style-type: none"> - Council selection of Commission members - Council to identify TUSC Priorities and first annual work plan created by the Commission | | |
| | <p>1.2 In partnership with other Commissions, review the community grants rubric for the community grant distribution process through an equity lens.</p> | Year 1 | As directed by Town Council |
| | <p>1.3 Create an annual review process and evaluation of the JEDI Work Plan action items.</p> <ul style="list-style-type: none"> - Create standing discussion item for the TUSC to review progress on the JEDI Plan - Submit annual progress update to the Council | Year 1 | As directed by Town Council |
| | <p>1.4 Recommend additional action items to the Town Council in order to make visible the equity issues that matter to the larger community.</p> <ul style="list-style-type: none"> - Utilize the TUSC meetings to obtain community feedback, discuss and identify potential equity action items to inform the on-going JEDI Plan | Longer Term | TUSC/Community Partners with direction from Town Council |

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| | Implementation, and listen to other community ideas. | | |
| 2.0 Safety: Create a robust & safe process for equity focused, community-based programming | <p>2.1 Review the Town's four events (Spring into Green, 4th of July, Screen on the Green, and Holiday Lighting) with an equity lens.</p> <ul style="list-style-type: none"> - Propose potential modifications and expansions to existing Town events to encompass a wider diversity of multi-cultural and/or other celebrations. - Consider adding a question to the Town's Special Event Permit application to ask how a proposed event would support equity and belonging. | Year 1-2 | Town staff/TUSC with direction from Town Council |
| | 2.2 Evaluate heritage/holiday celebrations and recognitions in the Holiday and Recognition Work Plan. | Year 1 | Town staff/TUSC with direction from Town Council |
| | <p>2.3 Create public forums and garner feedback from the community on the types of equity programming they would like to see offered in the Town, including but not limited to:</p> <ul style="list-style-type: none"> - Community Members - Business Owners - Faith Leaders - Community Based Organizations - Youth | Years 1-2 | Town staff/TUSC/Community Partners with direction from Town Council |

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| | <p>2.4 Working with other Commissions, curate safe and engaging learning, dialogue and advocacy spaces for community members, focused on but not limited to:</p> <ul style="list-style-type: none"> - BIPOC communities - LGBTQIA+ communities - Youth - Faith communities | Years 1-2 | Town staff/TUSC/Community Partners with direction from Town Council |
| | <p>2.5 Develop a community learning opportunity focused on historical inequities and the history of the Town of Los Gatos. Focused on but not limited to:</p> <ul style="list-style-type: none"> - Indigenous communities - Redlining practices - Other items as identified through community partners | Year 3 | Town staff/TUSC/Community Partners with direction from Town Council |
| <p>3.0 Collaboration: Leverage community resources in order to ensure equity efforts are collaborative and inclusive</p> | <p>3.1 Foster collaboration between community groups and other partners engaging in equity work in order to offer joint activities.</p> <ul style="list-style-type: none"> - Meet with community partners to determine how they would like to manifest equity learning in the community. Focused on, but not limited to, the following local groups: <ul style="list-style-type: none"> - Businesses - CBO's - Nonprofits - Education Partners | Years 1-2 | Town staff/TUSC/Community Partners with direction from Town Council |

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| | <ul style="list-style-type: none"> - Faith Based Partners - Local Businesses - Town Departments - Other Town Boards, Commission, and Committees - Focus on collaborative projects that promote art, expression and healing. - Evaluate Town spaces available for joint activities and projects and consider how those spaces can be best used to promote equity and belonging. | | |
| | <p>3.2 Engage school districts and youth to identify their needs for both community-based and school-based programming.</p> <ul style="list-style-type: none"> - Ensure schools have access to on site curriculum that support equity dialogues on campuses through local collaborative resources - Intentionally connect school districts to community groups for joint projects, centered in art and expression - Host a joint session with community partners and school leaders regarding equity dialogues and in support of their joint planning efforts | Years 1-3 | Town staff/School Districts with direction from Town Council |
| 4.0 Communication: Develop a communications | 4.1 Create a yearly communications campaign centered around equity education | Years 1-3 | Town staff/TUSC/Community Partners with direction |

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| campaign that highlights the Town's equity work | <p>and promotion of community events. Include in this process:</p> <ul style="list-style-type: none"> - Visible signage/banners - Local art and art displays | | from Town Council |
| | <p>4.2 Create a new Town tagline, in concert with the mission statement that involves the spirit of 'belonging', as a northstar for ongoing work.</p> <ul style="list-style-type: none"> - Engage the community in the development of this work - Garner input from Commissions, businesses and community-based organizations - Present to Council for approval | Years 2-3 | Town staff/TUSC/community partners with direction from Town Council |
| | <p>4.3 Engage the business community as a partner in promoting the benefits of the JEDI plan and the positive attributes of the Town of Los Gatos.</p> <ul style="list-style-type: none"> - Develop a local business pledge about belonging and unwillingness to tolerate discrimination - Create a plan for outreach and support for minority owned businesses - Engage the business community in supporting the development of more affordable housing as a path to support their businesses | Years 2-3 | Town staff/TUSC/Community Partners with direction from Town Council |

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| 5.0 Housing: Educate the community about affordable housing in order to ensure that the Town meets its Housing Element | 5.1 Bust the myths about affordable housing by providing: <ul style="list-style-type: none"> - Developer tours to completed affordable housing build outs - Education about affordable housing residents and the services they receive | Year 3 | Town staff with direction from Town Council |
| | 5.2 Investigate ways to attract affordable housing developers to the Town of Los Gatos <ul style="list-style-type: none"> - Review the work of other jurisdictions and what policy changes they have made to incentivize the building of affordable housing - Publicize opportunities to build affordable housing with developers - Educate the community about what affordable housing brings to the Town, in order to leverage and develop community support for these projects. | Year 3 | Town staff with direction from Town Council |

| Community Advisory Group Participants | |
|---------------------------------------|--|
| Name | Affiliation |
| Jessica Blitchok | Jewish Community Relations Council - Jewish Silicon Valley |
| Kareem Syed | Former Los Gatos Resident |

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|----------------------------|--|
| Catherine Somers | Chamber of Commerce |
| Kylie Clark | Los Gatos Anti-Racism Coalition |
| Jeffrey Suzuki | Los Gatos Anti-Racism Coalition |
| Sandrine Chaumette | Los Gatos Anti-Racism Coalition |
| Ali Miano | Los Gatos Anti-Racism Coalition |
| Ami Davis | NUMU |
| Kimberly Snyder | NUMU |
| Alexandra Schindler | NUMU |
| Karen Rubio | Plant-Based Advocates |
| Folake Phillips | AWO Center |
| Jim Foley | Los Gatos Chamber of Commerce/Pennant Properties |
| Dominic Broadhead | LGS Recreation |
| Varily Isaacs | Former Director of Events, Apple |
| Devorah Felder-Levy | Congregation Shir Hadash |
| Town Staff | |
| Laurel Prevetti | Town Manager |
| Holly Young | Senior Management Analyst |

| ALF Insights Team | |
|--------------------------|------------------------------------|
| Jenny Niklaus | Chief Impact Officer and Principal |
| Jason Reynolds | ALFI Faculty |
| Darcie Green | ALFI Faculty |
| Allyson Paul | Executive Assistant |

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Town of Los Gatos JEDI Definitions

Community Advisory Work Group: Equity Terms in Groupings (Source: [Race Forward](#))

| Racial Equity and Racial Justice |
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| <p>Racial Equity: is a process of eliminating racial disparities and improving outcomes for everyone. It is the intentional and continual practice of changing policies, practices, systems, and structures by prioritizing measurable change in the lives of people of color.</p> <p>From GARE: Racial equity is realized when race can no longer be used to predict life outcomes, and outcomes for all groups are improved.</p> |
| <p>Racial Justice: is a vision and transformation of society to eliminate racial hierarchies and advance collective liberation, where Black, Indigenous, Latinx, Asian Americans, Native Hawaiians, and Pacific Islanders, in particular, have the dignity, resources, power, and self-determination to fully thrive.</p> |
| <p>Distinction Between: Racial equity is the process for moving towards the vision of racial justice. Racial equity seeks measurable milestones and outcomes that can be achieved on the road to racial justice. Racial equity is necessary, but not sufficient, for racial justice.</p> |
| Diversity, Inclusion, Belonging |
| <p>Diversity: A variety of racial identities or characteristics (e.g. African Americans, Native Americans, Latinx) as well as people from a range of different social, racial, ethnic, cultural, and economic backgrounds; genders; sexual orientations; abilities; experiences; perspectives; and other personal identities. Diversity is a quantitative measure of representation.</p> |
| <p>Inclusion: The measure of the quality of representation, such as full access, authentic representation, empowered participation, true belonging and power-sharing. Inclusion is a qualitative measure of representation and participation.</p> |



Belonging: Belonging is a core need of all humans and is defined as a system of values and practices where no person is left out of the circle of human concern. It is more than just access. It is having a meaningful voice and an opportunity to participate in the design of cultural structures. Belonging includes the right to contribute as well as the right to make demands and it requires shared power, access, and opportunity among all individuals within a shared system. Belonging is about being seen, heard and valued for the uniqueness that each individual brings into the circle. **(Source: Othering and Belonging Institute)**

Distinction Between: You can have diversity without inclusion (e.g. tokenism, assimilation). You can't have inclusion without diversity. Focusing on inclusion gets you further than just focusing on diversity. Belonging is a term that goes beyond the legal or HR definitions and gets to how power and meaningful inclusion can look and feel within the context of a group or network.

Equity and Equality

Equality: Is sameness; everyone gets the same thing. Equality focuses on everyone getting the same opportunity, but often ignores the realities of historical exclusion and power differentials among whites and other racialized groups.

Equity: Ensures that outcomes in the conditions of well-being are improved for marginalized groups, lifting outcomes for all. Equity is a measure of justice.

Distinction Between: Equality uses the same strategies for everyone, but because people are situated differently, they are not likely to get the same outcomes. Equity uses differentiated and targeted strategies to address different needs and to get to fair outcomes. Equality-focused strategies don't work for, or benefit, everyone – e.g. teaching everyone the same way does not work for different kinds of learners—each must be taught the appropriate way for them.

Types of Racial Bias

Explicit/Conscious: Conscious attitudes and beliefs about a person or group; also known as overt and intentional racial bias.

Implicit/Unconscious: Attitudes or stereotypes that affect our understanding, decisions and actions in an unconscious manner.

Individual: Bias by individuals. But if the individual is acting in an institutional capacity (e.g. a teacher or a police officer) their individual bias is also a manifestation of institutional bias.

Institutional: Bias by institutions—such as patterns, practices, policies, or cultural norms that advantage or disadvantage people of color.

Debiasing Strategies: Interventions to eliminate, mitigate or prevent bias are often focused on the individual level, rather than at the institutional level, where interventions are most needed. Debiasing strategies focused on individual change (e.g. “just be aware of your bias),” have dubious impacts and success. Debiasing strategies focused at the institutional levels can help prevent and remove opportunities for bias by instituting practices, policies, and protocols that require institutional actors to address institutional racism.

Levels of Racism

Individual Racism (Internalized & Interpersonal)

- **Internalized:** lies *within individuals*. These are private beliefs and biases about race that reside inside our own minds and bodies. For White people, this can be internalized privilege, entitlement, and superiority; for people of color, this can be internalized oppression. Examples: prejudice, xenophobia, conscious and unconscious bias about race, influenced by the white normative or dominant culture.
- **Interpersonal:** occurs *between individuals*. Bias, bigotry, and discrimination based on race. Once we bring our private beliefs about race into our interactions with others, we are now in the interpersonal realm. Examples: public expressions of prejudice and hate, microaggressions (common place intentional or unintentional terms or hostility), bias and bigotry between individuals.

Systematic Racism (Institutional & Structural)

- **Institutional:** occurs *within* institutions. It involves unjust policies, practices, procedures, and outcomes that work better for White people than people of color, whether intentional or not. Example: A school district that concentrates students of color in the most overcrowded, under-funded schools with the least experienced teachers.

- **Structural:** is racial inequities *across* institutions, policies, social structures, history, and culture. Structural racism highlights how racism operates as a system of power with multiple interconnected, reinforcing, and self-perpetuating components which result in racial inequities across all indicators for success. Structural racism is the racial inequity that is deeply rooted and embedded in our history and culture and our economic, political, and legal systems. Examples: The “racial wealth gap,” where Whites have many times the wealth of people of color, resulting from the history and current reality of institutional racism in multiple systems.

Intersectionality

The concept of intersectionality describes the ways in which systems of inequality based on gender, race, ethnicity, sexual orientation, gender identity, disability, class and other forms of discrimination “intersect” to create unique dynamics and effects. All forms of inequality are mutually reinforcing and must therefore be analyzed and addressed simultaneously to prevent one form of inequality from reinforcing another. Intersectionality brings our understanding of systemic injustice and social inequality to the next level by attempting to untangle the lines that create the complex web of inequalities. It is also a practical tool that can be used to tackle intersectional discrimination through policies and laws. ([Intersectional Justice](#))

LGBTQIA+ Discrimination

Being harassed, discriminated against and/or being denied access to employment, housing, access to basic goods and services and/or the ability to participate meaningfully in our society's decision making processes, based on gender identity, sexual orientation and/or gender expression. ([Gender Equity Law](#))

Discrimination Based on Ability: Ableism

Ableism is the discrimination of and social prejudice against people with disabilities based on the belief that typical abilities are superior. At its heart, ableism is rooted in the assumption that disabled people require ‘fixing’ and defines people by their disability. ([Ableism 101](#))

Anti-Semitism

The belief or behavior hostile toward Jews just because they are Jewish. It may take the form of religious teachings that proclaim the inferiority of Jews, for instance, or political efforts to isolate, oppress, or otherwise injure them. It may also include prejudiced or stereotyped views about Jewish peoples. ([ADL](#))

Current Town of Los Gatos Racial Justice Terms: General Plan 2040

| Term | General Plan 2040 |
|--------------------------------|--|
| BIPOC | Acronym referring to Black, Indigenous, and Persons of Color. |
| Disadvantaged Community | An area identified by the California Environmental Protection Agency (CalEPA) pursuant to Section 39711 of the California Health and Safety Code or a predominantly low-income area that is disproportionately affected by environmental pollution and other hazards that can lead to negative health effects, exposure, or environmental degradation. |
| Environmental Justice | The fair treatment of people of all races, cultures, incomes, political and religious affiliation, and national origins with respect to the development, adoption, implementation, and enforcement of environmental laws, regulations, and policies including climate adaptation strategies. |
| Equality | Is sameness; everyone gets the same thing. Equality focuses on everyone getting the same opportunity, but often ignores the realities of historic exclusion and power differentials among whites and other racialized groups. |
| Equity | Ensures that outcomes in the conditions of well-being are improved for marginalized groups, lifting outcomes for all. Equity is a measure of justice. |

| | |
|--|---|
| Explicit Bias | Conscious attitudes and beliefs about a person or group, also known as overt and intentional bias. |
| Implicit Bias | Attitudes or stereotypes that affect our understanding, decisions, and actions in an unconscious manner. |
| Social Capital | A concept in social science that involves the potential of individuals to secure benefits and invent solutions to problems through membership in social networks. Social capital revolves around three dimensions: interconnected networks of relationships between individuals and groups (social ties or social participation), levels of trust that characterize these ties, and resources or benefits that are both gained and transferred by virtue of social ties and social participation. |
| Socially Disadvantaged Individuals and Groups | Socially disadvantaged individuals and groups who have been subjected to prejudice or some form of discrimination or bias because of their perceived identity as a member of a particular group (i.e., race, ethnicity, culture, sex, political or religious affiliation, sexual orientation, age, immigration status) without regard to their individuality and/or merit. |



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.
 - Public art that celebrates underrepresented groups
 - Film festivals at the Town theater (benefit events)
 - Listen learn campaign: put those back up connected to conversations
- **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.
 - Food system and inherent inequities that are a part of that system
- **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.
 - Need to take an anti-racist stance; drugs and alcohol is important but does that really help? Respect, history; an extension of history, where set of beliefs come from; connect to acceptance



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.
 - Economic; sexual orientation, faith and abilities
 - Define community engagement
- **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.