



DEI Action Plan: Board Presentation

November 15, 2023

AGENDA

1. DEI Action Plan History
2. Current DEI Action Plan: Themes, Strategies, and Action Items

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INITIAL DEVELOPMENT OF DEI ACTION PLAN

- CRA Staff join the KSA's Diversity, Equity, and Inclusion (DEI) Learning Community in 2019
- CRA participates in Cambridge's STEAM Advisory Race and Equity Working Group in 2019
- CRA sponsors and CRA staff participate in first KSA Inclusion Drives Innovation training in 2020
- Original DEI Action Plan organized by staff in the summer of 2020
 - Comprehensive Excel document with 127 action items
 - A "Living Document" that also has functioned as a work plan – it's never "done"
 - Level of detail for actions varied considerably as document evolved

IMPLEMENTATION MILESTONES

- Several key action items have been implemented from the DEI Action Plan:
 - Incorporation of **DEI into Strategic Plan** as overarching lens to our work
 - Creation of **Strategic Advisory Group** to enhance community input into our work
 - Incorporation of **targeted questions into interview protocols** to assess candidates' values and perspective as it relates to implementing DEI goals through their work
 - Establish **outreach guidelines** grounded in principles of DEI
 - All staff **attend DEI Training** (KSA's Inclusion Drives Innovation Program or equivalent)

REFINEMENT OF DEI ACTION PLAN IN 2023

- Staff have focused on re-confirming priority actions and pathways of influence for the CRA
- Goal to set in motion core set of action items with assigned responsibilities for implementation
- Never “done” but plan to make significant progress against core actions in 2024

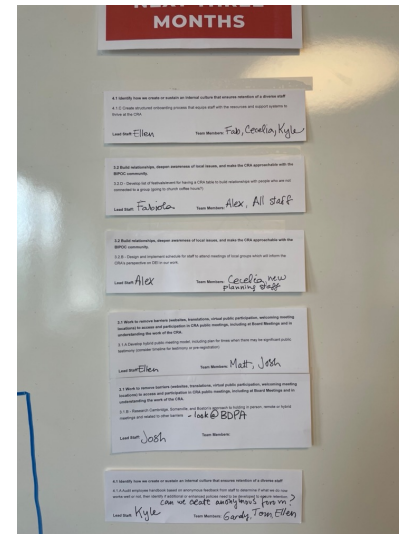
DEVELOPMENT OF DEI ACTION PLAN 2.0

• Winter 2023 Consolidation

- Consolidated 127 Actions into 70 Actions
- Focused on combining micro-tasks into larger tasks
- Removed some low priority tasks
- Staff-related items consolidated in Employee Development section

• Spring-Summer 2023

- Top ~15 to 20 Actions prioritized in terms of timing for implementation
- Actions to be implemented in the next 6-12 months
- Assigned staff leads in workshop

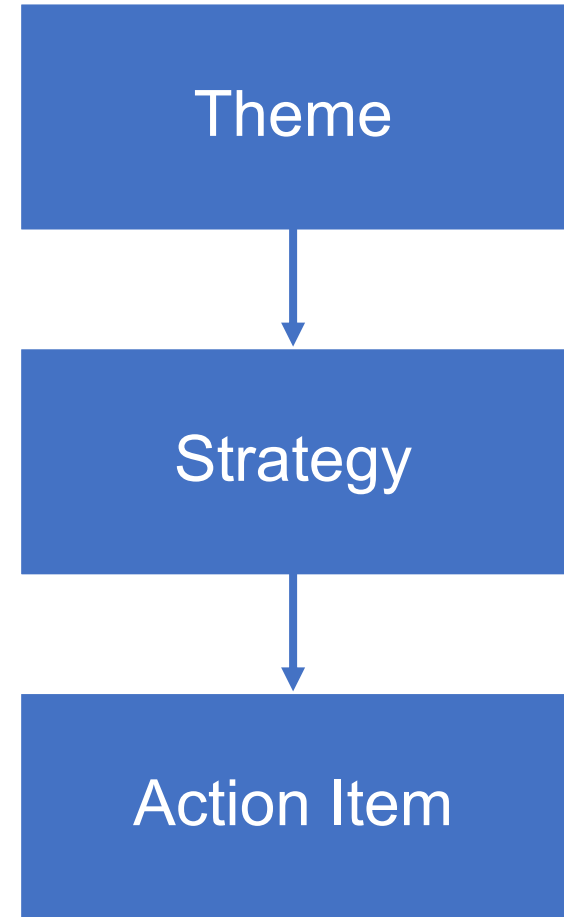


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ORGANIZATION OF DEI ACTION PLAN

- **5 Themes**
 - Policies & Procedures
 - Board
 - People & Programs
 - Workplace Culture & Staff Development
 - Resource Organization
- **16 Strategies** grouped under Themes
- **64 Action Items** grouped under Strategies



1. POLICIES & PROCEDURES STRATEGIES AND PRIORITY ACTION ITEMS

1.1: Improve procurement practices to increase BIPOC vendors and consultants

- Track CRA's DEI procurement performance in recent years to establish baseline to measure against
- Research how other MA government agencies are developing inclusive procurement practices under current procurement and contract law
- Develop list of kinds of services we tend to need and corresponding list of vendors providing these services, with a BIPOC/MBE/WBE focus
- Attend Inspector General Diversity and Inclusion in Procurement training

1.2: Review all CRA policies through an equity and inclusion lens, including by-laws and continuity plan

- Research our abilities under state law to advance DEI objectives through investments
- Adjust Investment Policy to ensure a DEI/ESG lens

1. POLICIES & PROCEDURES STRATEGIES AND PRIORITY ACTION ITEMS

1.3: Incorporate DEI guidelines into hiring process for all staff and interns

1.4: Research editing contract language to require DEI actions by our program beneficiaries

2. BOARD STRATEGIES AND PRIORITY ACTION ITEMS

2.1: Implement DEI training at Board level

- Create new member welcome packet that includes DEI readings and expectations
- Curate suggested readings, including CRA history, role of Redevelopment Authorities in USA racial history, and current readings and articles relevant to our work

2.2: Enhance the CRA Board's engagement with DEI considerations through its activities

2.3: Create pathways for attracting Full and Alternate Board members who reflect diverse views and life experiences

3. PEOPLE & PROGRAMS STRATEGIES AND PRIORITY ACTION ITEMS

3.1: Work to remove barriers to participate in CRA public meetings

- Research Cambridge, Somerville, and Boston's approach to holding in person, remote or hybrid meetings and related to other barriers
- Develop hybrid public meeting model, including plan for times when there may be significant public testimony

3.2: Improve access to information developed by the CRA

- Determine process for maintaining language translations of website content
- Improve digital accessibility of webpage content

3. PEOPLE & PROGRAMS STRATEGIES AND PRIORITY ACTION ITEMS

3.3: Build relationships, deepen awareness of local issues, and make the CRA approachable with the BIPOC community

- Manage Strategic Advisory Group as a primary community conduit
- Design and implement schedule for staff to attend meetings of local groups which will inform the CRA's perspective on DEI in our work
- Develop list of festivals/events for having a CRA table to build relationships with people who are not connected to a group

3.4: Widely solicit input from the BIPOC community and grant as much influence to these populations as possible

3.5: Establish a workforce/professional development internship to help students in the community learn about career opportunities in planning and development

4. WORKPLACE CULTURE & STAFF DEVELOPMENT STRATEGIES AND PRIORITY ACTION ITEMS

4.1: Create and sustain an internal culture that ensures retention of a diverse staff

- Create structured onboarding process that equips staff with the resources and support systems to thrive at the CRA
- Audit employee handbook based on feedback from staff and identify if additional or enhanced policies need to be developed
- Annually update employee handbook and other practices and policies to account for staff feedback

4.2: Engage in professional organizations that promote racial equity

- Research professional organizations to join and track organizations staff are part of, aiming for broad coverage

4.3: Staff participate in DEI training on an ongoing basis

- Require annual anti-harassment training for all staff
- Require annual anti-discrimination training for all staff

5. RESOURCE ORGANIZATION STRATEGIES AND PRIORITY ACTION ITEMS

5.1: Create structure to track data that is collected



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