

AN EXECUTIVE ORDER TO ASSESS AND ADDRESS STRUCTURAL AND INSTITUTIONAL RACISM WITHIN THE CITY OF WORCESTER'S MUNICIPALITY

I, Edward M. Augustus, Jr., by virtue of the authority vested in me as city manager, do hereby order and direct the following:

§ 1. PURPOSE

This order establishes the policy of the city of Worcester to acknowledge and affirm the city of Worcester's ongoing commitment to address the role of structural and institutional racism. Racial, economic and social inequities persist across many issue areas, including health, education, the justice system, employment, housing, the environment, arts and culture, and access to city services and contracting. This order acknowledges the role structural and institutional racism have had and continue to contribute to the individual and collective trauma for communities of color. This order sets forth the framework for the ongoing development of institutional capacity for reflection, change and resiliency.

§ 2. POLICY

The city of Worcester's municipality embraces the diversity of its residents and non-residents, and is committed to providing an inclusive, equitable and non-discriminatory experience for all people living, working, visiting and doing business with the city of Worcester. Accordingly, it is the policy of the city that:

- A. By July 2021, starting with the Worcester Police Department, Human Resources, and the Department of Health and Human Services, the municipality will submit proposals from reputable and experienced third-party organization with expertise in conducting a racial equity audit to evaluate current policies, procedures, and culture, and provide recommendations to disrupt systems of racism and inequity in any form.
- B. By July 2021 the Executive Office of Diversity and Inclusion and the Office of Human Resources will work collaboratively to create training/professional development opportunities to prepare municipal staff for racial equity work.
- C. By September 2021 the municipality will undergo an internal review of municipality wide demographic and operational data collection and evaluation relative to advancing racial equity.
- D. By January 2022 the municipality commits to change business as usual and restructure our strategic planning which includes our mission, vision, and values (culture, policies and practices) with a focus on diversity, equity, and inclusion (DEI) using a racial equity lens throughout all departments with all stakeholders.

- E. By January 2022 the municipality will incorporate racial equity goals and objectives into their annual departmental development plan to ensure that departmental operational actions incorporate specific racial equity strategies to ensure our work leads to meaningful outcomes. Work plans will include timelines for implementation, designation of accountability, and performance measures for advancing racial equity as well as inclusive outreach and public engagement.
- F. By January 2022 the municipality will increase our commitment to reflect community in the workplace. Each department will incorporate a diversity recruiting action plan as part of their department development plan, which will highlight departmental goals, strategies, and candidate sourcing, specific to their department goals and operational needs.

§ 3. DEFINITIONS

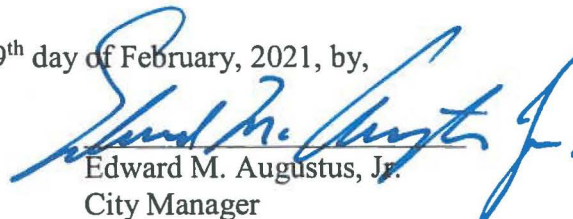
Establishing a shared language to present data, describe conditions and outcomes and identify root causes of inequities serves an important function. A common language creates a narrative that makes it easier to communicate the commitment to racial equity, both internally and externally, and it creates a platform for coordinated work toward equitable outcomes.

To illuminate racism, we need to name it, frame it and explain it. The following are definitions of core concepts that can help assist in the development of a shared language for racial equity and inclusion:

- A. As used in this Order, the term **“Diversity”** refers to the presence of difference within a given setting. You can have, for example, a diversity of species within an ecosystem, a diversity of clothing brands in your closet, or a diversity of opinion or experiences. Diversity is about a collective or a group and can only exist in relationship to others. E.g. A candidate for employment is not diverse they’re a unique, individual. They may bring diversity to our team or our hiring pool, but they in themselves are not diverse.
- B. As used in this Order, the term **“Equity”** is defined as treating everyone fairly. An equity emphasis seeks to render justice by deeply considering structural factors that benefit some social groups/communities and harms other social groups/communities. Equity is often conflated with the term “Equality” (meaning sameness). In fact, true equity implies that an individual may need to experience or receive something different (not equal) in order to maintain fairness and access. For example, a person with a wheelchair may need differential access to an elevator relative to someone else.

- C. As used in this Order, the term “**Equality**” is defined as treating everyone exactly the same. An equality emphasis often ignores historical and structural factors that benefit some social groups/ communities and harms other social groups/communities.
- D. As used in this Order, the term “**Inclusion**” shall mean authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power & opinion. Inclusion is an intentional effort to transform the status quo by creating opportunity for those who have been historically marginalized. As used in this order, inclusion emphasizes outcomes of diversity rather than assuming that increasing the amount of explicit diversity of people automatically creates equity in access/opportunity, or an enhanced organizational climate.
- E. As used in this Order, the term “**Institutional Racism**” refers to institutions and systems of power. These are the unfair policies and discriminatory practices of institutions (schools, workplaces, systems of health, etc.) that routinely produce inequitable outcomes for different racial groups. The policy may never refer to any social identity group, but their effect is to create and sustain inequities.
- F. As used in this Order, the term “**Structural Racism**” refers to the interplay of policies, practices, programs and systems of multiple institutions which leads to adverse outcomes and conditions for Communities of Color compared to White communities, that occurs within the context of racialized historical and cultural conditions.
- G. As used in this Order, the term “**Racial Equity Lens**” is a set of reflective questions we ask ourselves when we are planning, developing or evaluating a policy, program or decision. It helps us assess if we are taking in the perspectives of the racially diverse people and communities we intend to serve, and whether our policies and programs are resulting in equitable or inequitable outcomes. An equity lens helps us assess where challenges and opportunities exist, so that we can make intentional steps to ensure more equitable outcomes for all individuals and communities.

ORDERED at City Hall this 19th day of February, 2021, by,


Edward M. Augustus, Jr.
City Manager