



**DENVER**  
OFFICE OF SOCIAL  
EQUITY & INNOVATION

City and County of Denver

# **2021 Annual Report**

Mayor's Office of Social Equity and Innovation

*This page intentionally left blank.*

## Table of Contents

Foreword .....	4
Executive Summary .....	5
Who is the Mayor’s OSEI .....	7
Organization Chart .....	8
Mayor’s OSEI’s Journey .....	9
Mayor’s OSEI’s By the Numbers .....	10
Equity in Emergency Operations .....	11
Projects and Partnerships .....	12
Race and Social Justice Academy .....	13
Equity, Diversity, and Inclusion Teams .....	15
Research and Evaluation .....	17
What’s Next for the Mayor’s OSEI .....	18
Meet the Team .....	19
Frequently Asked Questions .....	22

## Foreword

April 1, 2022

Greetings,

I greet each of you encouraged that brighter days are ahead despite facing the fatigue and impacts of an ongoing and unprecedented global pandemic.

While I am new to the role of Denver's Chief Equity Officer as of October 2021, I have served as a public servant for several years dedicated to improving city services and programs as it relates to people living with disabilities in Denver. I humbly stand on the shoulders of those who came before me and laid the foundation for the work of the Mayor's Office of Social Equity and Innovation (OSEI) to even be possible. As the proud daughter of two Civil Rights activists, who were once Denver residents originally hailing from Alabama, where they proudly marched with and sat at the feet of Dr. Martin Luther King, Jr., and many other civil rights icons, I didn't accept this position lightly. I had the full understanding that I would be continuing to carry the torch that had been carried by my predecessors in the Mayor's OSEI, many other leaders in Denver, and the nation, who have sacrificially challenged inequities.

Like everywhere in the country, Denver has faced unique challenges in 2020 and 2021 as the world has tirelessly contended with the global Coronavirus pandemic, which has only served to exacerbate already longstanding inequities. Two-thirds of the Mayor's OSEI staff served in Denver's Emergency Operations Center to ensure equity was centered in all decisions, processes, and procedures as it pertained to equitable vaccine distribution, mitigating any potential harms, and ensuring matters related to communities of color, non-English speakers, older adults, people with disabilities, and individuals incarcerated in the Denver county jails were addressed with priority during the pandemic.

In 2021, the Mayor's OSEI expanded to include several new staff members. Each addition to our team brings great dedication, passion, and expertise to their role. You will learn more about our flourishing team in the "Meet the Team" section and this report will give you a chance to see the work accomplished by this great team in just a short amount of time. The Mayor's OSEI is now better positioned to continue to lead, guide, and support equity-related work across the city. I have set the intention for our team to do this work with an emphasis on evidence-based research, precision, and passion, while also thinking outside of what has been previously accomplished, to boldly envision and build the equitable city and government we know to be possible.

Finally, I am looking forward to 2022 as we continue to build our office and the infrastructure that will help support all the equity work being done in Denver. There is a significant amount of meaningful work ahead of us, and the Mayor's OSEI is ready for the challenge.

Kind regards,

Dr. Aisha Rousseau, CRC  
Chief Equity Officer

## Executive Summary

### How the Mayor's Office of Social Equity and Innovation Began its Work

The Mayor's Office of Social Equity and Innovation (OSEI) was established to develop and implement the policies, programs, regulations, and initiatives of the City and County of Denver related to race, social equity, and social justice. The Mayor's OSEI is the nucleus that guides and informs Denver's approach to equity by providing coaching, education, training, and resource support.

In 2018, the Mayor's OSEI began as the Race and Social Justice Initiative and the first Equity, Diversity, and Inclusion (EDI) teams were established across all city agencies. The Mayor's OSEI became an office in 2019. In 2020, the Mayor signed Executive Order 146, establishing the office. From 2020 to 2021, the Mayor's OSEI dedicated two-thirds of its staff to serve in the City Emergency Operations Center to help coordinate Denver's response to the Covid-19 global pandemic. The office worked in a newly developed unit called the "Equity Branch" to ensure equity was centered in all decisions, processes, and procedures.

In 2021, the work of the office expanded, which was marked by the hiring of three Trainer/Strategists, a Data Analyst, an Operations Coordinator, a Special Projects Manager, a Deputy Director, and the creation of a Director of Operations and Innovations and Director of Training and Strategies. The inaugural Chief Equity Officer left the city, and Dr. Aisha Rousseau was appointed as CEO in October. Under Dr. Rousseau's leadership, four pillars of work were established: Training and Strategies, Operations and Innovation, Data Analysis and Evaluation, and Internal/External Councils.

### What We Do

The Race and Social Justice (RSJ) Academy, offered by the Training and Strategies team, is designed to train city staff on racial and other social identities and how to identify inequities and dismantle them in policies and practices. The RSJ Academy was refreshed and migrated to a hybrid model allowing Denver staff to take the training at a time and pace that worked for their schedules. By Q4 2021, the training was scaled up from 185 learners per quarter to nearly 900.

The Training and Strategies team also works with the Equity, Diversity, and Inclusion (EDI) Teams, which are comprised of staff members representing every city agency and department. The teams are responsible for leading equity efforts and implementing Racial Equity Action Plan strategies in their respective agencies. The teams met throughout 2021, growing the strategies from 24 in 2020 to 147 in 2021.

The Operations and Innovations (O&I) team is charged with leading and coordinating collaborative efforts with city staff, leaders, and other stakeholders in the development of innovative solutions, performance goals, and operational plans to close equity gaps. Additionally, O&I provides analysis and problem solving to ensure all products and processes are in line with the mission, vision, and goals of the office and city.

The Mayor's OSEI created a Data Analyst position in 2021 to serve as an internal resource for centering equity in data and evaluation work across city agencies. The Mayor's OSEI partners with agencies to collect, analyze and visualize data to evaluate the efficacy of existing programs, identify disparities and inform policy and program decisions. The Mayor's OSEI has also partnered with The People Lab from the University of California, Berkeley. This partnership supported several research projects across the city including peer-to-peer support at the Denver Sheriff Department (DSD) and the first Racial Equity Challenge in 2021.

The OSEI has two community councils, which create a direct link with the community that will guide, shape, and drive aspects of our work.

### Our Vision

Looking ahead, the Mayor's OSEI will continue:

- Training employees through the RSJ Academy, with a goal of 90% completion by Q1 2023
- Supporting agencies with coaching and support from the Mayor's OSEI and will manage their Racial Equity Action Plans in 2022 and beyond
- Hosting two community councils - The Racial Equity Council, which will be external to the office, and the Equity Core Council, an internal council of city staff who lead equity work in their respective agencies
- Developing innovative and operational solutions to directly influence policies, budget, and programmatic decisions that lead agencies in achieving measurable changes in racial and social equity in Denver

## Mayor's Office of Social Equity and Innovation

The Mayor's Office of Social Equity and Innovation (OSEI) was established to develop and implement the policies, programs, regulations, and initiatives of the City and County of Denver related to race, social equity, and social justice.

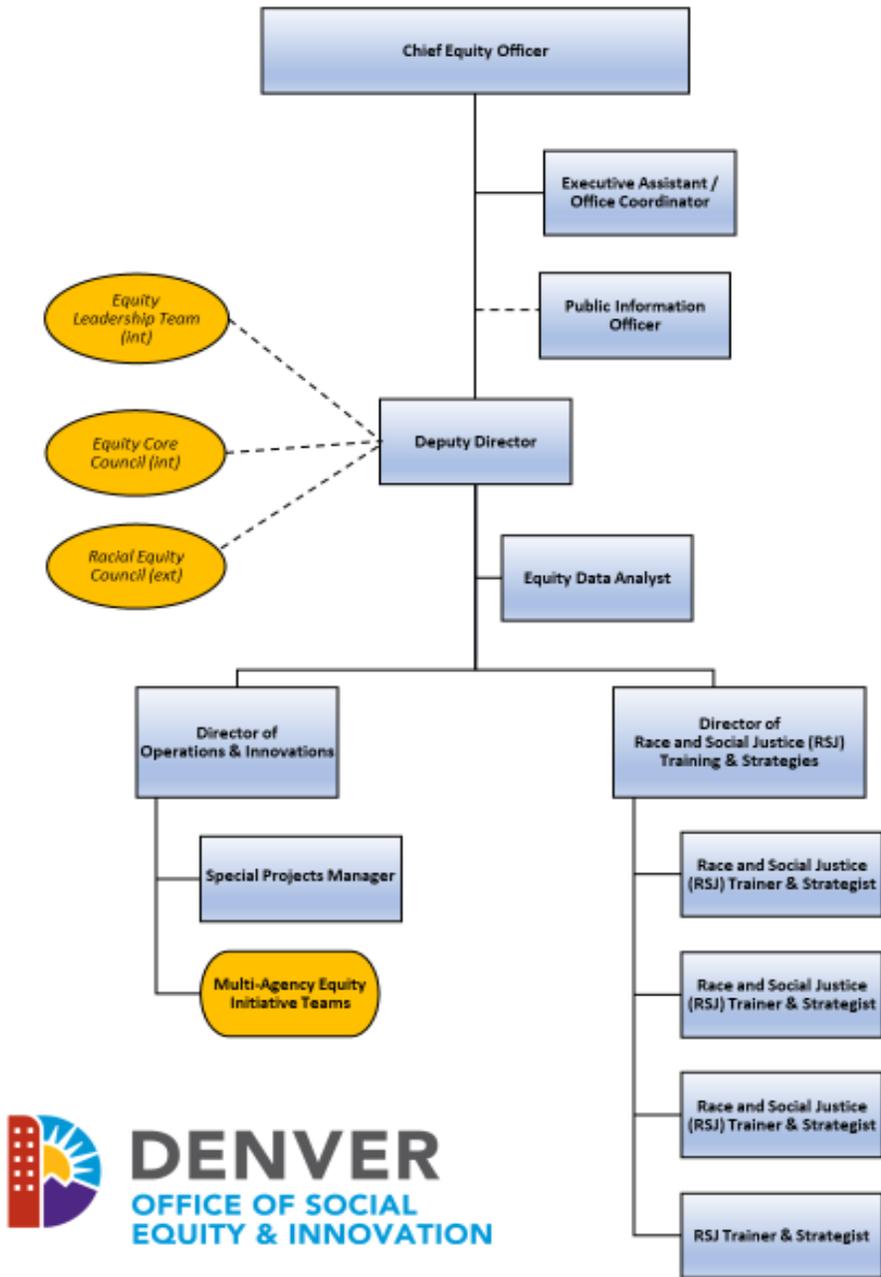
- **MISSION:** We utilize best and innovative practices to lead Denver in transformative change with a commitment to equitable outcomes.
- **VISION:** Equity is embedded in all facets of Denver's operations.
- **VALUES:** Given the structural and institutional inequities that impact the Denver community, our work centers those who have been negatively impacted by racial and social injustices.
- **EQUITY:** When race and other social identities can no longer be used to predict life outcomes, or the quality and depth of services received in the city.
- **EQUITY PROCESS:** Equity is achieved through the advancement of policies and practices that center those who are underrepresented and have been historically disadvantaged.

The Mayor's OSEI is the nucleus that guides and informs Denver's approach to equity by providing coaching, education, training, and resource support. Agencies are responsible for creating equity plans that align with the Mayor's citywide goals with ongoing guidance and coaching from the Mayor's OSEI staff. Our office is a resource for collaborative, cross-agency coordination, to support equity policies.

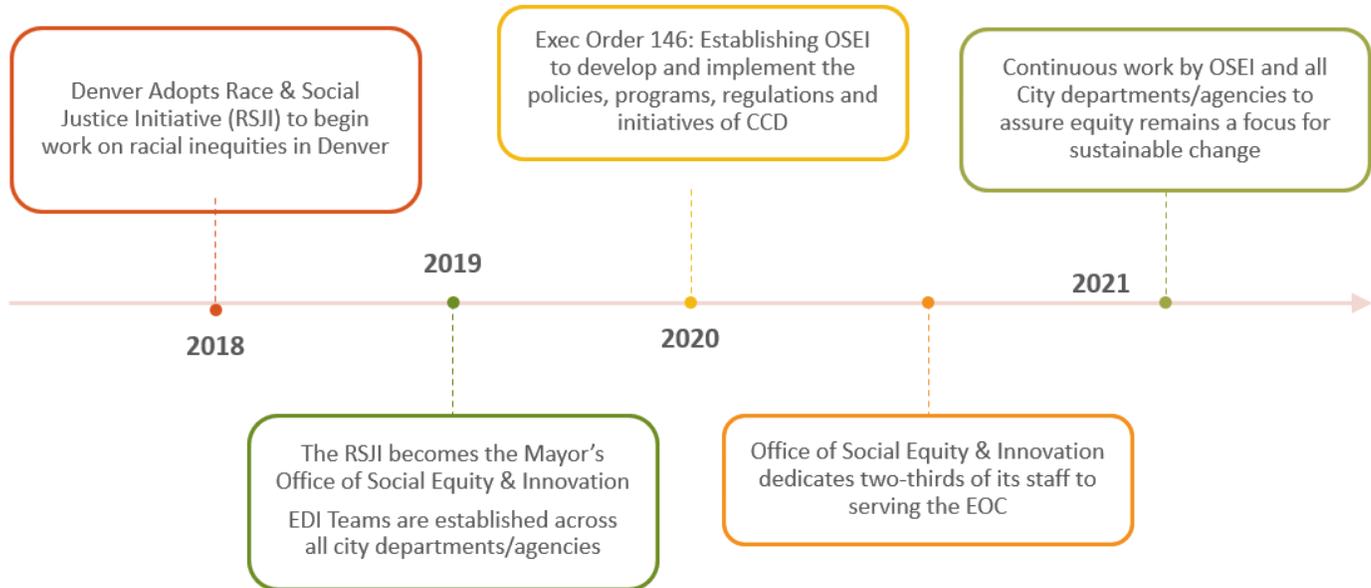
Research tells us that when equity is the primary focus, with diversity and inclusion as supportive facets, all segments of communities are improved. This allows individuals who have often been institutionally marginalized and historically disadvantaged to be fully engaged and supported to achieve successful outcomes. Because of this, the Mayor's OSEI emphasizes Equity, Diversity, and Inclusion, EDI, as the order of our efforts, not DEI.

Four Pillars of the Mayor's OSEI:
I. Operations and Innovation
II. Training and Strategies
III. Data Analysis and Evaluation
IV. Internal/External Councils

### The Mayor's OSEI Organization Chart



## The Mayor's OSEI Journey



The Mayor's Office of Social Equity and Innovation (OSEI) originally started as the Race and Social Justice Initiative (RSJI) under the office of Human Rights and Community Partnerships in 2018.

In 2019, it became the Mayor's Office of Social Equity and Innovation (OSEI). The Mayor's OSEI also stood up the Equity, Diversity, and Inclusion (EDI) team structure and trained all EDI team members with our national partner, The Government Alliance on Racial Equity (GARE). That year, the first staff was hired. Two Learning and Development Specialists joined the OSEI team in June 2019. The first Race and Social Justice (RSJ) Academy was created and delivered to the Denver City Council in August of 2019.

In 2020, the Mayor issued Executive Order 146, to establish and define the policy for the Mayor's OSEI. The RSJ Academy continued, and EDI teams began to create action plans across the city. Two-thirds of the Mayor's OSEI staff served in Denver's Emergency Operations Center to assist with the response to the Coronavirus pandemic.

In 2021, the team grew by hiring three Trainers/Strategists, a Data Analyst, an Operations Coordinator, a Special Projects Manager, a Deputy Director, and the creation of a Director of Operations and Innovation and Director of Trainings and Strategies. In the same year, the inaugural Chief Equity Officer left the city. Subsequently, her position was temporarily filled by the former Director of the Mayor's OSEI, and the role of Chief Equity Officer was permanently filled again by Dr. Aisha Rousseau, former Director of Denver's Division of Disability Rights, in October 2021.

# OSEI BY THE NUMBERS

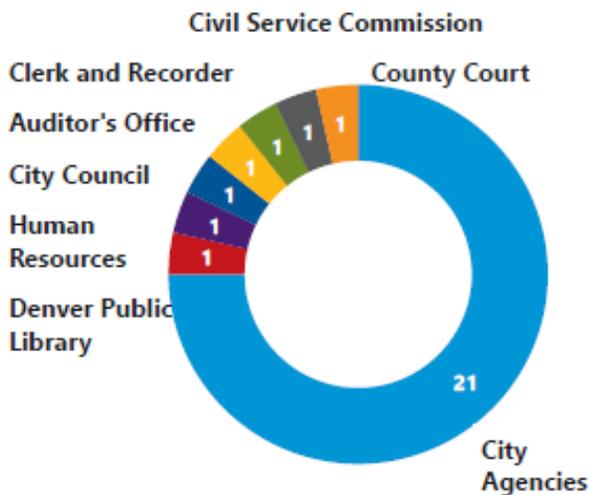
**10** team members

-  **4** Trainers + Strategists
-  **2** Executives
-  **2** Operations + Innovation
-  **1** Data Analyst
-  **1** Executive Assistant/Office Coordinator

## What agencies under the Mayor took RSJ training in 2021?

- City Attorney's Office
- Climate Action, Sustainability, and Resiliency
- Community Planning and Development
- Denver Economic Development & Opportunity
- Denver Human Services
- Denver International Airport
- Department of Excise and Licenses
- Department of General Services
- Department of Housing Stability and Environment
- Department of Safety
- Department of Transportation and Infrastructure
- Office of Children's Affairs
- Technology Services

## What agencies did OSEI work with in 2021?



## Equity in Emergency Operations

The City and County of Denver's Emergency Operations Center (EOC) and Joint Information Center (JIC) serve as the centralized location for government leadership and Denver employee personnel to coordinate operations during an emergency or declared disaster. The Denver EOC consists of 75 positions with representation from nearly every department and agency within the city. Members work together throughout the operation with a succinct and efficient response, which benefits the city as a whole and allows us to achieve our mission to *Save the City!*

The EOC and JIC activated from March to June 2020 and again from February to April 2021 to coordinate the city's response to the Covid-19 global pandemic. The activations supported a range of community-wide needs and ensured Denver's healthcare and sheltering systems were equipped to address pandemic-related demands. EOC Staff managed needs related to testing supplies, PPE procurement and distribution, disaster financial management, creating community-based vaccination events and sites, effective public messaging, and communications, and addressing various access concerns related to the equitable and timely distribution of vaccines.

Two-thirds of the Mayor's Office of Social Equity and Innovation (OSEI) personnel, including the Chief Equity Officer and Director, staffed a newly developed unit called the "Equity Branch," which ensured equity was centered in all decisions, processes, and procedures. An equity framework was developed to analyze who in the community was most benefitting, who was most burdened, and how to best mitigate any potential harms. The Equity Branch was instrumental in ensuring the needs of communities of color, non-English speakers, older adults, people with disabilities, and individuals incarcerated in the Denver county jails were addressed with priority during the activations.

In response to the EOC activation, the OSEI established the Racial Equity Council (REC) to ensure that community voice was incorporated into the decisions implemented by the Equity Branch during the EOC activation. The REC was convened with members of over 20 organizations, community advocates, medical personnel, and universities to advise city agencies and the Denver Department of Public Health and Environment on opportunities to advance racial equity during the response to Covid-19.

## 2021 OSEI Team Projects and Partnerships

Project	Agencies
Bloomberg Turn the Curve	DPHE, DHS, OCA, and DOF
OSEI SharePoint Site	OSEI
Participatory Budgeting	DOF
RISE Program Evaluation	DOS
DDPHE Strategic Plan - Equity Metrics	DPHE
Language Access Site	HRCP
Security Contract RFP	GS
Climate Protection Fund Equity Language	CASR
Community Partnership Hiring	CASR
Building Bridges Community Healing	CPD
Equity Deep Dive	DPHE
Urban Forest Assessment	DPR
Outdoor Adventure Master Plan	DPR
Continuity of Government	OEM
Hazard Mitigation Plan	OEM
Budget Review and Feedback	OSEI
Racial Equity Action Plans	OSEI
ARPA Equity Section	DOF
Budget Book Equity Section	DOF
Equity Indicators	OSEI
RSJ Training/Survey Data Cleanup	DEN, TS, OSEI, and OHR
Citywide Equity Indicators Group	OSEI, HOST, DPR, CPD, and TS
GARE/ESRI Partnership	OSEI
Denver Digital Equity Plan and Coalition	OSEI
Language Equity Guide	OSEI/DDPHE
DEN Equity in Procurement Project	DEN
White Privilege Curriculum	CAO and OSEI
OHR Diversity and Unconscious Bias Training Consult	OHR
CPD Park Hill Golf Course Consult	CPD
Historically Marginalized Neighborhood Preservation	CPD
Latino/Chicano Neighborhood Context	CPD
OSEI Academy Implementation Plan Oversight	OSEI
Racial Equity Action Plan Implementation Oversight	OSEI
Increasing Equity in Grantmaking	OCA

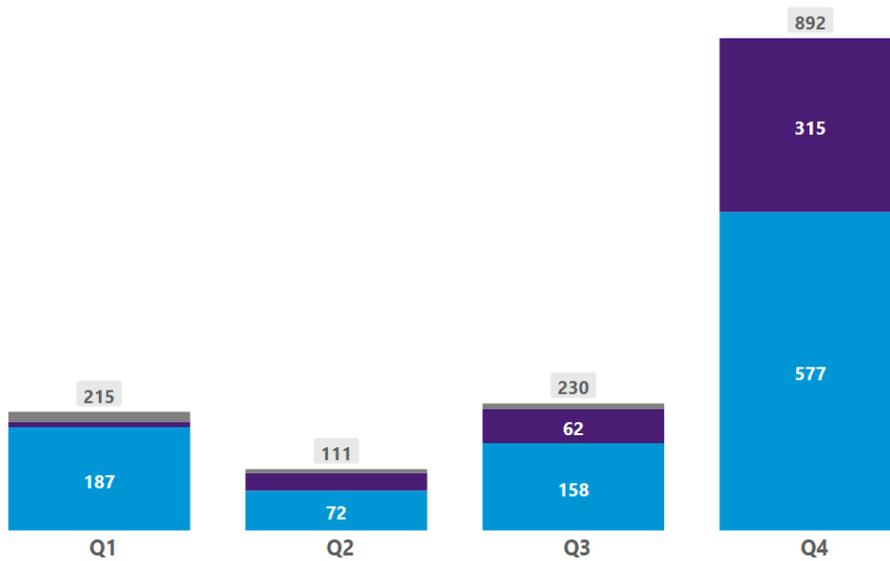
## Race and Social Justice (RSJ) Academy

The RSJ Academy is a citywide learning experience that the Mayor's OSEI uses to provide agencies and departments with shared language and common concepts for thinking and talking about racial equity in the City of Denver, examine our personal, social, and historical relatedness to racism and structural inequity, and provide tools for collaboratively building antiracist strategies for city policies, programs, and budgets.

RSJ Academy is comprised of four courses. Each course is made up of two parts: 1.) 60-90 minutes of pre-work related to academy content and 2.) a 90-minute meeting hosted by OSEI via Zoom. **Courses are designed to be taken in succession.**

### Employees Trained in RSJ Academy by Quarter

● Fully Trained ● Partially Trained ● Fully or Partially Trained Before Leaving CCD



The Mayor's OSEI Training/Strategy Team (formerly Learning and Development) grew by adding three team members in June of 2021. The team built upon the Race and Social Justice Academy. To expand the citywide reach, the team reviewed the modules, and designed them to be taken in a hybrid model with both online content and in-person (via Zoom) sessions. The new design allowed for Denver staff to take the pre-work at their own pace, at a time that fits best into their schedules. The team worked with the Office of Human Resources Learning and Development to utilize the city learning management system, Workday, to facilitate the hybrid learning model. In Q4 2021, the team piloted the new hybrid learning format, increasing our reach from an average of 185 learners per quarter to almost 900 learners trained in Q4.

## Race and Social Justice (RSJ) Academy Course Descriptions

Below are descriptions of each course in the RSJ Academy. These descriptions are listed in the order courses are taken.

### Foundations:

Foundations begins with normalizing conversation about RSJ, understanding and practicing common key terms related to RSJ work, exploring where to find oneself on the journey toward race equity, and setting intentions about what and how they will learn together. After hearing from city and agency leaders, participants will understand agency goals and how their work ties into the Mission, Vision, and Goals of the city. A framework to understand how racial equity is applicable in our lives and work will be created.

### RSJ 101 - The Story of Me:

RSJ 101 explores how participants' experiences have been shaped by the social construction of race. Participants will be able to recognize and transform\* their own racially biased practices and habits. (\*Here, "transform" refers to an active, ongoing process.) This course explores how racial identities have been shaped and are shaped by various influences, looking at how the social construction of race manifests through various forms, and crafts an ethnography that maps our formative experiences.

### RSJ 201 - The Story of Us:

RSJ 201 develops an awareness of historic social, political, and legal events and decisions that have created racially inequitable outcomes. This course focuses on how the impacts of historic events and decisions have constructed the conditions of today, paying attention to how these impacts are evidenced in Colorado and Denver, specifically. Participants will explore their understanding of our place in relation to that history and the ways in which it shapes their work and understanding of the community that is served.

### RSJ 301 - The Story of Now:

RSJ 301 builds upon the previous learning of 101 and 201 by applying it to an analysis of how systemic racism operates in government today. This course explores approaches, tools, and actions to take when working to dismantle systemic racism in government by examining policies, looking at data, applying interventions, evaluating them, and continuously critiquing our systems to advance equity.

## Equity, Diversity, and Inclusion (EDI) Teams

Denver EDI Teams are comprised of staff members representing every city agency and department. They are responsible for connecting employees in the day-to-day work of making Denver a place where equity, diversity, and inclusion are essential components of the way we work.

In 2021, the EDI teams were charged with getting input from staff and developing strategies for their Racial Equity Action Plans, which were due in the Summer of 2021. The Mayor's OSEI received over 147 strategies. Our office continues to work with EDI teams to develop and further their strategies to make Denver a city where equity is embedded in all we do.

**28**  
**EDI TEAMS**



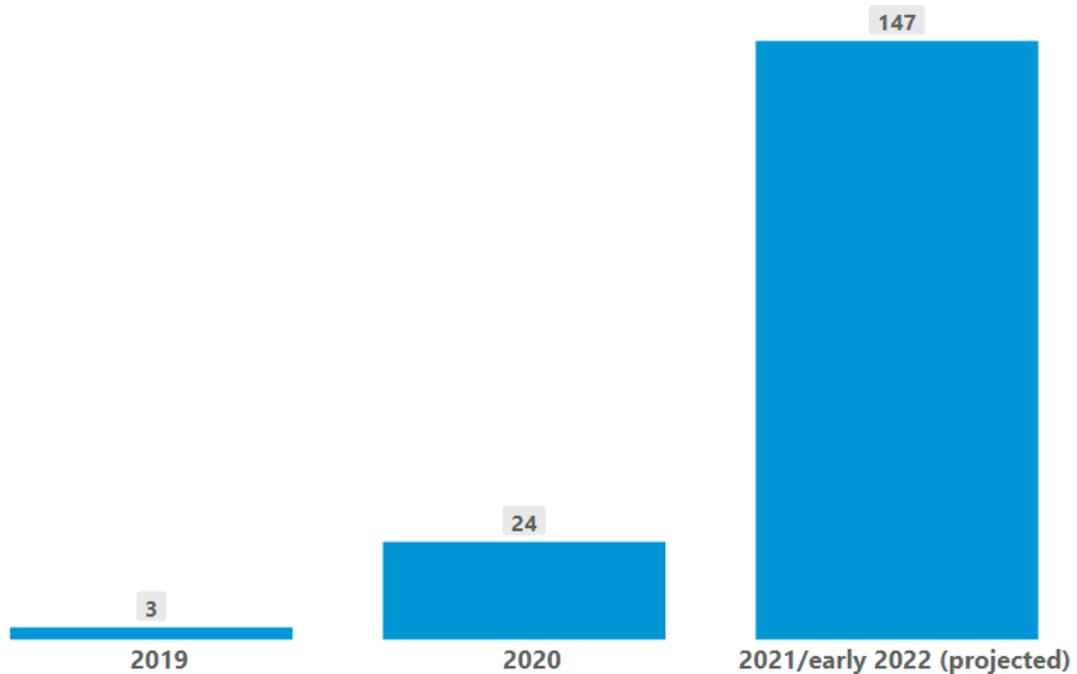
**200+**  
**EDI MEMBERS**



## Racial Equity Action Plans

A Racial Equity Action Plan is a living document where agencies capture their strategies for how they will take action to have an equitable impact on the Denver community. The plan consists of 1 to 3 strategies which are intentionally developed by understanding the impact the strategy will have in our city. Each agency that reports to the Mayor is required to have a plan. Our EDI teams are responsible for developing plans with input from city staff. Among our city agencies, we have a total of 147 city strategies the EDI teams are working to lead the way in executing.

### Number of Racial Equity Action Plan Strategies by Year



## Research and Evaluation

The Mayor's OSEI Data Analyst position was created in 2021 to serve as an internal resource for centering equity in data and evaluation work across city agencies. The OSEI partners with agencies to collect, clean, analyze, and visualize data to evaluate the efficacy of existing programs, identify disparities, and inform policy and program decisions. The analyst also supports internal data analysis for OSEI, including RSJ Academy, innovation projects, and internal evaluation metrics.

The Mayor's OSEI has a partnership with The People Lab from the University of California, Berkeley. The People Lab aims to transform the public sector by producing cutting-edge research with the people in government and the communities they serve. The People Lab brings together public management scholars, behavioral economists, political scientists, and public policy experts. They are committed to evidence-based policymaking, and the use of rigorous quantitative, qualitative, and experimental methods to better understand what works.

The People Lab works with the Mayor's OSEI to use data and behavioral science research to target agency-specific goals that advance city-wide priorities, evaluate strategies that can strengthen the public-sector workforce, improve public service delivery, and foster an engaged democracy. All projects are co-designed with their partners to ensure feasibility and scalability.

Department	Project
Sheriff Department (DSD)	Peer-to-Peer Support
Mayor's Office of Social Equity and Innovation	Racial Equity Challenge
Housing Stability (HOST)	Take-Up of Rent and Utility Assistance
Denver Fire Department (DFD)	Employee Surveys
Office of Human Resources (OHR)	Data Analysis

## What's Next for OSEI?

### Race and Social Justice Academy

The Race and Social Justice (RSJ) Academy will continue forward with the new module format that was piloted in Q4 2021. Dates will be released quarterly, and participants can register in Workday. The training is required for city employees with a goal of completion by Q1 2023.

### Agency EDI Teams

Agency Equity, Diversity, and Inclusion (EDI) Teams began convening again in 2022 to continue the work of embedding equity in all facets of our work.

### Racial Equity Action Plans

The OSEI team will continue to support agencies and EDI teams in developing their Racial Equity Action Plans in 2022 and beyond.

### Community Councils

The Racial Equity Council (REC) is an external council that was originally convened with members of over 20 organizations, including community advocates and universities to advise city agencies on citywide equity disparities. The group is intended to create a direct link with the community that will help guide aspects of our work. It will reconvene in April of 2022 and meet monthly.

The Equity Core Council (ECC) is an internal council of city staff who lead equity work within their respective agencies. The ECC convenes to brainstorm and collaborate on equity-focused work happening within the city. The group held its first convening in February 2022 and will continue to meet bi-monthly.

## Meet the Team

- **Aisha Rousseau, Ph.D. CRC, Chief Equity Officer**

Dr. Rousseau is a published health disparities researcher, educator, and clinician. She earned a B.A. from Spelman College; a M.S. in Rehabilitation Counseling from the Medical College of Virginia at Virginia Commonwealth University; and a Ph.D. in Health-Related Sciences from the School of Allied Health Professions at Virginia Commonwealth University. Dr. Rousseau has a proven history of creating spaces for marginalized people, that enable their voices and perspectives to influence and shape inclusive and accessible policies and environments. She comes to the position after serving six years as Denver's Director of the Division of Disability Rights in the Agency for Human Rights and Community Partnerships. Before joining the City and County of Denver, she spent several years as a professor at a major research university.

- **DJ Torres, Ph.D., MDiv, OSEI Deputy Director**

Dr. DJ Torres is thrilled to have joined the OSEI Team. His experience includes working and studying in the field of social equity and institutional antiracism for almost ten years. His last position was managing Culturally Responsive Education at Denver Public Schools and has a deep passion for racial equity for Denver's youth. Additionally, he completed his doctoral studies- focusing on the social construction of race and racism in America's public life- in the spring of 2021. He is excited to bring his passion and critical lens to the antiracism and social equity efforts of the Mayor's Office.

- **Jessica Calderon, MSW, ACC, Director of Operations and Innovation**

Jessica formerly served as the Director of Training and Strategy. Jessica has a bachelor's degree in Criminal Justice and a master's degree in Social Work from the Metropolitan State University in Denver. She also attended Harvard University's Kennedy School of Government and earned a master's Certificate in Public Leadership. She has a long history of serving and advocating for historically marginalized populations. Jessica has done front-line work in helping families in Child Welfare to gain access to trauma-informed services, and focus on family preservation, permanency, and well-being. She also served as a Team Facilitator, Supervisor of Learning and Development, and Professional Coach to staff and leadership working with historically marginalized populations. Jessica is passionate about changing the systems in which we live and promoting equity in policy and practice.

- **Ben Sanders, III, Ph.D., Director of Training and Strategy**

Ben formerly served as a Race and Social Justice Trainer & Strategist. Dr. Sanders is an experienced teacher, facilitator, and scholar who has spent years helping to enhance racial and social equity in various national and international contexts. He earned a B.A. from Hope College; a M.Div. from Union Theological Seminary; and a Ph.D. in Religious and Theological Studies from the University of Denver & Iliff School of Theology. Dr. Sanders is committed to prioritizing the lives and voices of the most vulnerable while enhancing social equity through education and cooperative efforts. After serving as a seminary professor in St. Louis for six years, he returned to Denver driven by a commitment to helping the Mile-High City grow into one of the most equitable cities in the United States.

- **Jason Harrison, M.Ed., Race and Social Justice Trainer & Strategist**  
Jason earned his BA's in Ethnic Studies and Political Science from Colorado State University, and a M.Ed. in Urban Education from Regis University. Jason's praxis is rooted in ensuring that marginalized peoples are centered in the practices, programs, and policies that drive systems. Before joining the city, he spent his entire professional career as both an educator and a community organizer. Working on a range of social issues from climate justice to educational equity.
- **Amanda Jameson, MS, Race and Social Justice Trainer & Strategist**  
Amanda earned a B.A. in Anthropology and English from Vassar College and an M.S. in Migration Studies from the University of Oxford in the United Kingdom. Amanda's work is rooted in transformative justice and community-oriented approaches to accountability and social change. She has spent the last seven years working to reduce barriers to outdoor access for people from marginalized communities at both the local and national levels through facilitation, training, speaking, and on-the-ground advocacy work. Before serving the city and County of Denver, they served as the Community Relations Director and Justice, Equity, Diversity, and Inclusion lead for a national non-profit creating outdoor experiences for youth from disinvested communities.
- **Ariana Orozco, M.Ed., Race and Social Justice Trainer & Strategist**  
Ariana earned a B.A. from the Metropolitan State University of Denver. She majored in English with a concentration in Secondary Education. She earned a M.Ed. in Educational Leadership from Argosy University. Ariana was in education for 13 years in roles such as a teacher, coach, and department chair.
- **Ariana Tyler, Executive Assistant to Chief Equity Officer / Racial Equity Operations Coordinator**  
Ariana is a skilled public servant with a history in community outreach, workforce development, and health equity. She earned a BS in Public Health from Northern Arizona University and is currently studying Public Administration at the University of Colorado Denver.
- **Rachel Galton, Racial Equity Data Analyst**  
Rachel has a background in urban planning, community development, policy implementation, and equity analysis. She earned a B.A. in Sociology and Policy Studies, with a minor in Poverty, Justice, and Human Capabilities from Rice University. Rachel is passionate about using planning and data analysis as tools to advocate for more equitable outcomes. Before joining the City and County of Denver, Rachel worked as a transportation planner at the federal level.

- **Bobbie Alexander, MBA, Special Projects Manager**

Bobbie is a Colorado native who grew up in Denver's Park Hill neighborhood. In 2001, Bobbie proudly received her B.A. in Sociology-Criminal Justice from Norfolk State University (NSU), an HBCU. She earned her M.B.A. from the University of Phoenix in 2009. Over the past 20 years, Bobbie has overseen and participated in a variety of projects that have impacted marginalized populations in the Denver metro area. She is honored to have worked in Community Corrections, Law Enforcement, and Human Services, for the 2020 U. S. Census, and the historic 2020 Election. Bobbie has been a dedicated employee of the city and County of Denver since 2006. Before joining the OSEI, Bobbie served as a Management Analyst for the Conduct Review Unit (CRU), of the Department of Safety's - Program Integrity Division (PID). In this role, Bobbie analyzed complaints of misconduct against deputies and made recommendations on findings and discipline.

- **Gabrielle Bryant, Public Information Officer**

Gabrielle serves as the Deputy Communications Director: Digital Media, Equity and Engagement for the Office of Mayor Michael B. Hancock. Additionally, she is the Public Information Officer for the Mayor's Office of Social Equity and Innovation. Her work was quickly elevated with the onset of COVID-19 as messaging to Denver area residents needed to be accurate, precise, and timely to help save lives. Bryant is a former journalist, television host, and Emmy Award-winning producer whose work has and continues to focus on social equity-centered storytelling. She has held various board leadership positions for organizations that include the Colorado Association of Black Journalists, Denver African American Commission, CultureHaus, Urban League Young Professionals of Metro Denver, and Denver Press Club. Bryant holds a BA in broadcast journalism and sociology from the Metropolitan State University of Denver and is an alumna of the Urban Leadership Foundation of Colorado's fellowship program.

## Frequently Asked Questions

- **What is an "Equity Action Plan?"**
  - An "Equity Action Plan" is a collection of strategies that city agencies and departments use to enhance equity in operations, policies, and budgets.
- **Is OSEI only concerned with racism?**
  - At OSEI we are race-forward. We take a race-explicit but not race-exclusive approach. This means that the city leads with race, because it remains the primary determinant of life outcomes, but also considers the intersection of all aspects of a person's identity. We prioritize making visible impacts of structural and systemic racism that often remain invisible due to social, political, and economic norms. We are committed to developing and applying approaches to social inequity that acknowledge the ways racism intersects with other examples of social injustice like sexism, heterosexism, ableism, classism, environmental justice, etc.
- **What is the Race and Social Justice (RSJ) Academy, and do I need to take it?**
  - The Race and Social Justice (RSJ) Academy is a citywide learning experience used to provide employees of agencies and departments with shared language and common concepts for thinking and talking about racial equity in the City of Denver, examine our personal, social, and historical relatedness to racism and structural inequity, and provide tools for collaboratively building antiracist strategies for city policies, programs, and budgets. Our goal as an office is to train all city staff as we work to operationalize equity under our commitment to Executive Order 146. This training is only made available to city employees.
- **How do I create an effective strategy to ensure equity is a central part of my work?**
  - We utilize a tool called a Racial Equity Action Plan that is comprised of various strategies for moving equity work forward. You can create a strategy for your work, your team's work, or the work of an entire agency or department. Reach out to your EDI team to learn more about what strategies are already being worked on by your team and how you can create one specific to your work.
- **I want to know more about the EDI efforts of my specific agency, or have an EDI-related idea, project or dream for my agency. Who should I talk to?**
  - Connect with members of your agency's EDI team – whether that's to volunteer your idea, ask to sit in on a meeting, or even join the team. The team then utilizes the support of two Race and Social Justice Trainers and Strategists to do their work and to ensure their work is in alignment with the greater EDI priorities of the city.
- **Will there be more training like RSJ Academy in the future?**
  - Yes. We know that many of you would like to go deeper with your personal and professional race and social justice work, whether that's through training on a specific aspect of equity or training specific to your agency. Currently, our team is diligently working to get all city employees trained in Race and Social Justice Academy will be creating additional modules, we thank you for your patience.