

Executive Order No. 146

TO: All Departments and Agencies Under the Mayor

FROM: Michael B. Hancock, Mayor

DATE: December 10, 2022

SUBJECT: Mayor's Office of Social Equity and Innovation

PURPOSE: This Executive Order creates the Mayor's Office of Social Equity and Innovation ("OSEI") and establishes it to develop and implement the policies, programs, regulations, and initiatives of the City and County of Denver ("City") related to racial equity, social equity, and social justice. This Executive Order clarifies the mission, role, authority, and responsibilities of OSEI. OSEI has authority to lead efforts to address and eliminate racial inequities and social injustices by communicating and guiding the racial and social equity commitments of the City; supporting and educating City agencies toward evaluating institutional and structural government systems, policies, practices, and budgets; and serving as a liaison for the racial and social equity concerns of City residents. Executive Order #146, dated June 1, 2020, and all memorandum attachments thereto are hereby canceled and superseded by this revised Executive Order No. 146.

1.0 **Applicable Authority:** The applicable authority relevant to the provisions and requirements of This Executive Order No. 146, are found in Sections 2.2.1, 2.2.6, 2.2.8 and 2.2.10 of the Charter of the City and County of Denver, (Charter").

2.0 **Mission:** The mission of OSEI is to utilize best and innovative practices to lead Denver in transformative change with a commitment to equitable outcomes.

3.0 **Interdepartmental Collaboration:** OSEI will lead interdepartmental collaborations with and provide support to all city agencies and departments under the Mayor in matters related to racial equity, social equity, and social justice policies, programs, regulations, and initiatives. Agencies will collaborate with OSEI to provide information such as data, proposed projects, and initiatives as it relates to all matters related to racial equity, social equity and social justice.

4.0 **Chief Equity Officer:** The Mayor's Office of Social Equity and Innovation shall be headed by a Chief Equity Officer.

5.0 **Responsibilities:** The Mayor's Office of Social Equity and Innovation (OSEI) shall have oversight on matters of strategic planning, data collection, evaluation and analysis, , content development, learning facilitation, community and stakeholder engagement, and policy development and implementation, as it relates to racial equity, social equity, and social justice.

5.1 **Citywide Indicators:** OSEI shall identify citywide equity indicators that will shape and drive the City's commitment to racial equity, social equity, and social justice. These Citywide Indicators will be used to inform citywide work for the purpose of dismantling inequitable policies, procedures and practices and to create new policies promoting racial equity, social equity and social justice.

5.2 **Budget Process:** In partnership with the Budget Management Office (BMO), OSEI shall offer guidance and perspectives on centering equity in all aspects of city spending. OSEI Executive leadership will identify members of leadership and staff who will participate in the budget process annually. OSEI Leadership will work with BMO to develop a strategy and plan for how OSEI will support the budget process each year. The equity analysis process will be documented in the annual

budget manual.

5.3 Strategic Plan: OSEI shall develop, manage, and update a strategic plan for OSEI.

5.4 Stakeholder Engagement: OSEI shall engage with stakeholders including agency executives, department and program leaders, employees, thought leaders, community members, subject matter experts, and academic institutions to explore, define, test and implement solutions to shift, change or eradicate policies, and/or practices that undermine racial equity, social equity, and social justice; while exploring and implementing programs, policies and practices that promote equity.

5.5 Research and Data: OSEI shall center equity in data collection, review, and analysis across city agencies. This data will be used to evaluate the efficacy of programs, identify disparities, and inform policy and program decisions. OSEI will implement the fair and ethical use of research and data.

5.6 Communication: OSEI shall utilize a Public Information Officer (PIO) for communications related to news media, social media, a website, and strategic public communications to promote and inform the public of OSEI's programs and initiatives. The PIO will also oversee internal communications, including interagency communications, citywide OSEI documents and editing, and communications from the Chief Equity Officer and/or their designee.

5.7 Policy Advocacy: OSEI shall communicate and work with agency executives, department and program leaders, staff and other stakeholders to strategize, promote policy change, and action and influence decisions on public policy matters related to racial equity, social equity and social justice.

5.8 Equity Tools: OSEI shall provide City agencies with equity tools and resources necessary to support their efforts toward aiding the assisting with the organization and operationalization of racial equity, social equity and social justice.

5.9 Equity Dashboard: The Mayor's Office of Social Equity and Innovation (OSEI) shall maintain an Equity Dashboard that will be utilized as a reporting and accountability tool to provide a visual representation of key performance indicators (KPIs) concerning the City's efforts towards race, equity and social justice. KPIs shall measure the status of goals associated with OSEI's strategic plan. The Equity Dashboard will be used to track ongoing progress.

6.0 Citywide priority: Mayoral appointees shall affirm their commitment to prioritize matters related to racial equity, social equity, and social justice by (1) signing a citywide equity commitment; (2) developing agency/department Racial Equity Action Plans (REAPs); (3) completing citywide trainings related to racial equity, social equity, and social justice; and by (4) ensuring support for agency Equity, Diversity and Inclusion (EDI) teams in achieving the REAP goals.

6.1 Equity Councils and Teams: Equity councils and teams shall include the Equity Core Council ("ECC"), Racial Equity Council ("REC") and Equity, Diversity, and Inclusion ("EDI") teams.

6.1.1 The Equity Core Council ("ECC") is an internal council, convened by the Deputy Director or their designee, and shall be comprised of representatives from city agencies and departments who are tasked with equity-focused work. The aim of the ECC is to collaborate and partner with OSEI to inform strategies that will help city employees create equitable systems and solutions.

6.1.2 The Racial Equity Council ("REC") is an external, community-based council, convened by the Chief Equity Officer and/or Deputy Director or their designee, who

are tasked with evaluating and supporting institutional and structural government systems, policies, and practices through the lens of racial equity. The goal of the council is to ensure that the Mayor's Office of Social Equity and Innovation maintains thought partnership and collaboration with trusted members of the community.

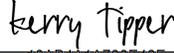
6.1.3 Equity Diversity and Inclusion (EDI) teams shall be comprised of representatives from city agencies and departments. Members of the EDI teams may (a) be selected by their respective Executive Directors, (b) recommended by their agency's established EDI team, or (c) those who seek out an opportunity to serve on an EDI team. With the support of OSEI staff, EDI teams shall (a) support Executives in ensuring adequately staffed EDI teams, (b) lead the development and execution of the agency's Racial Equity Action Plan, and (c) serve as consistent and reliable points of contact for OSEI.

6.2 Racial Equity Action Plans (REAPs): Each city agency/department shall develop a Racial Equity Action Plan (REAP) and include goals and strategies to eliminate racial and social inequities and social injustices in institutional and structural government systems, policies, and practices. OSEI shall provide requisite templates, coaching, guidance, data analyses, and support that serve to aid in the development of REAPs.

- 7.0 Oversight: The Mayor's Office of Social Equity and Innovation (OSEI) will be overseen by the Mayor's Chief of Staff or the Mayor's designated representative.
- 8.0 Duration: The Mayor's Office of Social Equity and Innovation (OSEI) will continue until the rescission of this Executive Order.
- 9.0 Cooperation: All City agencies and departments under the Mayor shall cooperate with the Mayor's Office of Social Equity and Innovation (OSEI) in accomplishing the goals and responsibilities outlined in this Executive Order.

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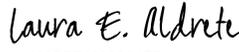
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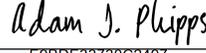
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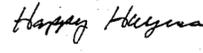
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