Serving Diverse Populations Successfully

Webinar 1:00 – 2:30 p.m. Pacific Time, Wednesday, October 21, 2015

Cal-ICMA Coaching Program in partnership with ICMA State Associations:
Colorado, Georgia, Illinois, Massachusetts, Michigan, Minnesota, Missouri, North Carolina, Oklahoma, Oregon, Pennsylvania, Texas, Utah, and Wisconsin

*** Advance registration required for this no-charge webinar:
https://attendee.gotowebinar.com/register/7078030601486220801

Webinar topics:
1. What shifts are occurring in the demographics and interests of people in communities?
2. How can local governments engage effectively with diverse populations and build community?
3. What are practical strategies and tactics that work?

Presenters: [leaders from across the U.S.]
* Pat Martel, President of ICMA, City Manager, Daly City, CA
* Jamie Verbrugge, City Manager, Bloomington, MN
* Charles Penny, City Manager, and Tasha Logan-Ford, Asst. City Manager, Rocky Mount, NC

Audience: all local government professionals and up and comers

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3. Ask questions:
You may submit questions anonymously via email to Cal-ICMA@DonMaruska.com in advance or via the webinar during the panel discussion. As moderator for the session, Don Maruska will pose the questions.

4. Presenters’ presentation materials: We post these with the agenda at “Agendas & Archives” tab of www.cal-icma.org/coaching. The PPT will be available at least 2 hours before the webinar.
After a webinar occurs, a digital recording along with the PowerPoint materials and results of the polling questions will be available after 24 hours at the "Agendas & Archives" tab of www.cal-icma.org/coaching.

Post-Webinar Group Discussions

Many agencies are organizing groups to participate in the webinars (live or recorded) and discuss the topics among themselves after the webinars. Some are summarizing their discussions and distributing them to managers throughout their organizations. Use the Coaching Program as an effective way to enhance professional development in your agency. Here are some discussion starters for this session.

a. What are the diverse populations within our community?
b. What strategies and tactics would we like to consider to serve the diversity within our community more effectively?
c. How do we want to take the next steps?

MORE RESOURCES--See the "Coaching Corner" at www.cal-icma.org/coaching for valuable resources to boost your career. Sign up for the complimentary email list to keep informed of future Cal-ICMA sessions and resources at www.cal-icma.org/coachingList.

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Enjoy the resources and support to thrive in local government.

Don Maruska, MBA, JD, Master Certified Coach
Director, Cal-ICMA Coaching Programs
Author of “Take Charge of Your Talent” www.TakeChargeofYourTalent.com
Pat Martel, President ICMA, City Manager, Daly City, CA

Patricia E. Martel is the City Manager of Daly City, the largest and most diverse full-service community in San Mateo County. Ms. Martel was appointed City Manager in May, 2005. As City Manager, Ms. Martel also serves in the capacity of General Manager of the North San Mateo County Sanitation District.

During more than thirty years working in local government, Ms. Martel has held executive management positions with several California municipalities including the cities of Inglewood, South San Francisco and Daly City where she previously served as the Assistant City Manager from 1995-2001. In 2001, she was appointed by then Mayor Willie L. Brown to serve as the General Manager of the San Francisco Public Utilities Commission with responsibility for managing the Hetch Hetchy water delivery system, which serves 2.4 million people in the Bay Area in addition to the sewer and power systems serving the City and County of San Francisco.

Throughout Ms. Martel's distinguished career, she has been recognized by many organizations for her leadership and commitment to public service, including:

Fellow in the National Academy of Public Administration in 2014
Career Excellence Award from Women Leading Government in 2014
City Manager in Residence at Stanford University's Haas Center for Public Service
Latino Heritage Month Local Hero by KQED Public Broadcasting and Kaiser Permanente in 2004
100 Most Influential Business Women in the Bay Area by The San Francisco Business Times in 2003
Top 100 Women Business Leaders in the Bay Area by the business journal in 2002

In addition to her professional accomplishments, Ms. Martel is an active and engaged professional community leader, serving on several boards. Ms. Martel is currently president-elect of the International City/County Management Association (ICMA) board of directors, director of the California City Management Foundation, executive committee member of the League of California Cities City Managers Department representing Northern California cities with a population of over 100,000, chair of the San Mateo City Manager Association, and chair of the Board of Peninsula Family Services.

A graduate of the University of Southern California, Martel holds a B.S. degree in Public Affairs and a Master's degree in Public Administration. Ms. Martel is also an ICMA Credential Manager.
Jamie Verbrugge, City Manager, Bloomington, MN

Jamie Verbrugge started as the city manager in Bloomington in February 2015. Prior to his appointment, he served as the city manager of Brooklyn Park, Minnesota, since April 2008 and was the city administrator in Rosemount (MN) for five years before that. Jamie has also served in the communities of Eagan, Richfield and Stearns County.

Verbrugge is a graduate of Columbia Heights High School; has a BA in History and Political Science from St. Cloud State University; and, received his MA in Public Administration from Hamline University in St. Paul.

His current and past community and board leadership involvement includes: current member of the American Red Cross – Minnesota Region Board of Directors; current board member with Global Synergy Group, a locally based non-profit that promotes international exchanges and learning; past member of the Board of Directors for the North Hennepin Community College Foundation; past member of the advisory council for the Senior Executive Institute at the University of Virginia Weldon Cooper Center for Public Service; past member and Chair of the School Advisory Board at Annunciation Catholic School in South Minneapolis; and, past president of the Minnesota City/County Management Association.

Jamie lives in Richfield with his wife, Jennifer, and their three children.

Charles Penny, City Manager, Rocky Mount, NC

Charles W. Penny is a native of Fayetteville, N.C. He is a graduate of E. E. Smith Senior High School, and after high school, Penny attended North Carolina Central University. He majored in Political Science with a concentration in Public Administration and possesses a Bachelor of Arts Degree from North Carolina Central University in Durham, North Carolina. Penny is also a graduate of the University of North Carolina at Chapel Hill where he received a Masters of Public Administration Degree in May 1984.

Penny has worked in local government in North Carolina for 30 years. He began his career in July 1981 as Assistant to the City Manager in Morganton, N.C., and in 1985, he assumed a similar position in Kinston, N.C.. In February 1987, Penny was appointed Assistant City Manager of Asheville, North Carolina where he served until March 1994.
In March 1994, he and his family moved to Rocky Mount, N.C. where he became Director of Planning and Development. In January 1995, Penny was promoted to the position of Assistant City Manager for Rocky Mount, N.C. On January 1, 2011, he became the City Manager of Rocky Mount, N.C.

Penny is a former Southeast Region Vice-President for the International City County Management Association. He also serves on numerous boards in Rocky Mount and in the state of North Carolina. He is a former member of the Board of Directors for the Golden Leaf Foundation, a previous member of the board for the Rocky Mount Boys and Girls Club of Nash and Edgecombe Counties, and a past Chairman of the Board for the Boys and Girls Club. Additionally, Penny served eight years on the Board of Trustees for Elizabeth City State University, and of the last four years as Chairman of the Board.

Penny is married to the former Edith Allen of Durham, North Carolina, and they have two children. Their daughter, Eva, is a 2006 graduate of North Carolina Central University; their son, Charles, is currently enrolled at Carolina Bible College in Fayetteville, North Carolina. Penny and his family are members of Metropolitan Baptist Church.

Tasha Logan Ford has a career in local government which spans over 10 years. After graduate school, Logan Ford worked with Self-Help Community Development Financial Institution in Durham, N.C. on the Commercial Lending and Real Estate Teams.

Logan Ford’s prior experience as a manager was honed at the City of Goldsboro where she began work in 2004 as an Administrative Assistant to the City Manager and Manager of the City’s Code Enforcement Operation. She quickly advanced to Assistant City Manager in 2005 and gained responsibility for five service areas, including Downtown Development, Information Technology, Travel and Tourism, Community Affairs and the Paramount Theatre. While providing leadership to the directors of these service areas, she managed two key construction projects, oversaw the acquisition and plan development phase for the restoration of the Union Station Multi-model Transportation Facility, served as Interim City Manager in 2011 and worked previously as Interim Public Works Director and Interim Human Resources Director for the City of Goldsboro.

Logan Ford is now learning the art of facilitation for a different group of employees in her new community. Logan Ford, who obtained an undergraduate degree in Human Development and Family Studies from the University of North Carolina at Greensboro, along with a Master of Public Administration degree from North Carolina State
University, is similarly supervising five departments for the City of Rocky Mount. Police, Planning and Development, Fire, Engineering and Downtown Development are under her purview. She is also serving as a project manager for the construction of a $32M Downtown Community Facility. Logan Ford began her service to Rocky Mount in May 2013.
Coaching Program: 12th year
Preparing the Next Generation Committee

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Bronze Sponsors: California Special Districts Association, County Personnel Administrators Association (CPAAC), Davenport Institute for Public Engagement at Pepperdine, International Hispanic Network, Liebert Cassidy Whitmore, Stifel Nicolaus, and Women Leading Government
Overview of Session

1. What shifts are occurring in the demographics and interests of people in communities?
2. How can local governments engage effectively with diverse populations and build community?
3. What are practical strategies and tactics that work?

Presenters:

- **Pat Martel**, President of ICMA, City Manager, Daly City, CA
- **Jamie Verbrugge**, City Manager, Bloomington, MN
- **Charles Penny**, City Manager, and **Tasha Logan-Ford**, Asst. City Manager, Rocky Mount, NC
- **Don Maruska**, Master Certified Coach, Director, Cal-ICMA Coaching Program

...and polls and questions along the way.
Polling Question #1

How many people are participating at your location?
Serving Diverse Communities Successfully

Patricia E. Martel
City Manager, Daly City
Cal-ICMA Webinar
October 21, 2015
Key Learning Objectives

- Understand the changing demographics occurring throughout the U.S.
- Identify the benefits of preparing local government organizations to be more diverse and inclusive to achieve more effective service delivery, civic engagement and responsiveness
- What YOU can do to lead the changes needed to enhance diversity in your organization and community
Demographic Shifts are Changing the Faces of Our Communities

- In the U.S. the white population will decrease from 68% in 2005 to 47% by 2050.
- Hispanics will grow from 14% to 29%, Asians from 5% to 9% and Blacks at 13% will total 51%.
- Latinos became the largest single racial/ethnic group in CA in March 2014 making up 39% of the state population.
- New Mexico and CA are the only two states where whites are not the majority and the plurality.
Changes to National Population Will Result in the Minority to Majority Flip

- The "melting pot" no longer reflects the traditional ethnic and racial groups
- More and more individuals are "melting pots" themselves with multiracial heritage
- Changes in demographic make-up will dramatically effect how we do business including political representation, workplace dynamics, civic engagement, languages spoken, lifestyles and cultural references
Impacts of Demographic Shifts on Public and Private Sectors

- The unprecedented shift in demographics is reshaping U.S. schools, workplaces and the electorate.
- At the local level the impacts can be seen in education, housing, employment, law enforcement, and immigration.
- For the private sector the change can be seen in how business is conducted, especially in the products and services offered.
- Minority consumers represent about $2.6 trillion in disposable income, a significant and influential force in the American economy.
Demographic Shifts Offer Challenges and Opportunities

- The status quo and mainstream strategies employed by government are not able to satisfy and engage our culturally diverse populations.
- Lack of women and minorities in positions of influence in local government profession.
- This new demographic phenomenon is complex due to the diversity of interests, languages, and cultures.
- At some point in the not distant future, the term “minority” will no longer make sense.
Daly City Has Become the Melting Pot of San Mateo County

- Largest and most diverse majority minority community in the wealthiest county of CA
- San Mateo County has undergone profound change over the past fifty years with the number of residents who identify as non-Hispanic whites dropping almost in half, from 85% to 42.3%
- Dramatic influx of ethnic and racial minorities, Asians and Latinos in particular, who together now comprise more than half of the 739,000 population
- In Daly City the demographic shifts are more dramatic due to the large foreign born Asian Pacific Islander and Hispanic populations which make up over 73.69% of the community
How Has Government Changed to Address Diversity?

- First Filipino and Hispanic elected to the City Council in 1993
- Since then City Council made intentional decisions to select diverse leadership to manage the city and reflect the community
- Adopted a diversity and non-discrimination in employment policies
- Hired first Hispanic Assistant and City Manager
- Hired first Filipina City Attorney
- Hired first African American and subsequently Hispanic Police Chiefs
- School District hired first Latino School Superintendent
Impacts of Demographic Changes on Communities

- Multiple Languages spoken
- Cultural values and traditions that collide with those of native born residents e.g. Code Enforcement
- Education and income levels below average
- Fear of government leads to lack of civic engagement and participation
- Lack of political participation and influence
Strategies to Embrace Demographic Change

- Diversify the workforce to better represent the face of the community and provide multilingual staff to enhance access for residents
- Outreach to all communities through multilingual publications and translation services
- Integrate individuals of diverse backgrounds on commissions, committees and task forces
What Role Can YOU Play?

- Demographic shifts across the U.S. are changing communities and there is a need to adapt the local workforce to reflect the face of the community.
- Embrace change and work collaboratively with elected officials and the community to identify, support, and implement programs, services and celebrations to recognize diversity and inclusion.
- Exert leadership in your organization and among the workforce to incorporate diversity/inclusion and to reflect it as a priority in everything provided to residents.
- Reach out and work with residents to model respect, understanding and acceptance of the differences that we represent.
- Establish inclusiveness as a core value of your city.
Celebrate Diversity

Create cultural understanding through multi-cultural events that bring people together to celebrate differences.
Key Takeaways

- Understand community racial and ethnic characteristics and celebrate the differences
- YOU play a key role in creating an organization that reflects the diversity of the community through intentional outreach and hiring
- Collaborate with key community stakeholders to establish conversations about demographic changes
- Utilize resources in your organization and community such as non-profit and faith sectors to effectively engage, communicate and serve residents
- Be COURAGEOUS about engaging in open dialogue about diversity and inclusion with your Governance Board, staff and community
Questions/ Comments?
Polling Question #2

What progress has your agency made to be more inclusive?
Serving Diverse Populations Successfully

Authentic Engagement: Moving from Transactional Services to Transformational Relationships

- Jamie Verbrugge, City Manager, Bloomington, MN
  former city manager of Brooklyn Park, MN
Transactional Services: The city as service provider

Traditional Model

- Equal not equitable
- “Color-blind”
- Formal structures
- Problem-solver
- Community building is done by others
Transactional Services: The city as service provider

- The benefits
  - The system is QUICK
    - Qualified, Uniform, Institutional, Comfortable, Known
  - The behaviors are EASY
    - Experienced, Adequate, Safe, Why Change?

- Missed opportunity is your community will not be UPLIFTED
  - Unified, Proud, Learned, Inclusive, (gets) Feedback, Thriving, Engaged, (has meaningful) Dialogue
Transformational Relationships: The city as convener/facilitator

- Residents/Businesses viewed as partners
  - Community building is the mission
  - Engagement processes respect/value the engaged
  - Cultural competency leads to better service delivery
  - Equity is considered

PETER BLOCK

COMMUNITY

THE STRUCTURE OF BELONGING

PETER BLOCK
Collective efficacy is defined as social cohesion among neighbors combined with their willingness to intervene on behalf of the common good.
Transformational Relationships: The role of convener

- Understand and Eliminate Barriers to Participate
  - Buildings as symbols; meeting location is important
  - Work schedules, child care, transportation
  - Neutralize the “over-sharers”
  - Multiple ways to engage
  - FOOD!

Create space so people can save face.
Transformational Relationships: The City as partner/participant

- Declare your vision
- Who will you invite in? What structure will you have?
- What are your core values?
- How will you make decisions?
- Expect that you will experience discomfort
- Accept VUCA – volatility, uncertainty, chaos, ambiguity
Transformational Relationships: Make a Plan, See It Through

Consensus Elements of Plan

**WE BELIEVE**

- We believe that everyone has equal intrinsic value.
- We believe that diversity enriches community.
- We believe that trust is the foundation for building a healthy community.
- We believe that community thrives when each individual takes responsibility to contribute.
- We believe that when a community supports all its members, it thrives.

**MISSION STATEMENT**

Brooklyn Park, a thriving community inspiring pride where opportunities exist for all.

**CORE VALUES**

**KEY STRATEGIES**

By 2015, 90% of our community members express pride in being a part of Brooklyn Park.
- By 2015, 90% of our community members express that Brooklyn Park is a thriving community.
- By 2015, 90% of community members of Brooklyn Park express that opportunities they need to succeed are available.

**WE WILL**

- We will seek, engage and leverage all the resources of our diverse community to ensure that we achieve our mission and strategic objectives.
- We will engage our diverse community to enhance acceptance and understanding of one another as we collaborate to achieve our mission.
- We will ensure the success of all our youth by engaging and optimizing all community assets to achieve our mission.

**WE WILL NOT**

- We will not adopt any new program or service unless it is consistent with our core values and contributes to our mission.
- We will not allow past practice to interfere with the consideration of new ideas.
- We will not make decisions without soliciting and understanding the points of view of those affected by them.

Plans of Action - End Results

Bolded results are recommended to be done in the first 4 years. Indented results are recommended to be done in future years.

**MEASUREMENT**

M1. The community indicators have been finalized and the technical specifications for measurement have been established.
M2. The process for collecting and maintaining data on each community indicator has been implemented.
M3. The processes for gathering perceptual data has been established and piloted.
M4. The process for producing an annual report on community indicators has been implemented.
M5. The process to use community data to adjust strategies that achieve our mission has been implemented.
M6. The process for measuring the work done by the action teams has been established and guidance has been given to the teams on their progress toward achieving their strategic objectives.

**RESOURCES**

R1. The Brooklyn Park Community continually increases its understanding of and commitment to achieving the mission and strategic objectives.
R2. The Brooklyn Park community maintains a comprehensive inventory of community resources.
R3. The Brooklyn Park community identifies and develops sustainable resources to fulfill unmet community needs.
R4. The Brooklyn Park community continually aligns and optimizes the resources needed to achieve the mission and strategic objectives.
R5. Community members will contribute their ideas and talents to achieve the mission and strategic objectives.
R6. Partnerships are developed and sustained to achieve the mission and strategic objectives.
R7. The Brooklyn Park community develops and supports diverse leaders to achieve the mission and strategic objectives.

**DIVERSITY**

D1. Brooklyn Park community continually uses a variety of methods of communication so that everyone has a better understanding of other cultures and backgrounds.
D2. Brooklyn Park individual neighbors work together to address common issues and bring about safety and livability.
D3. Brooklyn Park community has a system of sharing information that helps us build relationships and a healthy community.
D4. The Brooklyn Park community works to build trust among all.
D5. Brooklyn Park has identified, understands, addresses and provides solutions to real and perceived barriers to opportunities.
D6. The Brooklyn Park community sponsors events for cultural interaction to develop appreciation of our diversity.

**YOUTH**

Y1. Assessment: the community utilizes a variety of methods to assess the ongoing needs and obstacles of children and youth.
Y2. Collaboration: community-based organizations collaborate to maximize resources and services for youth.
Y3. Program development: the Brooklyn Park community executes strategies that meet the identified needs of youth and children.
Y4. Communication/resources: families, community members and leaders are knowledgeable and utilize the support services for children and youth.
Y5. Community engagement: a comprehensive approach is being used to engage youth in new opportunities.
Y6. Recognition/celebration: the Brooklyn Park community recognizes and celebrates the accomplishments of youth.
Transformational Relationships:
Results Will Reinforce Behaviors

- Enhanced Community Capacity
Transformational Relationships: Results Will Reinforce Behaviors

- Stronger Community/Council/Staff Connections
Transformational Relationships: Results Will Reinforce Behaviors

- More Inclusive Community
Transformational Relationships: Resources

Facilitation and Strategic Planning

Transformation Systems, Ltd.
Teresa Arpin
Stephen Barone
http://www.tslteam.com/

MNToP – Technology of Participation
Irina Fursman
http://mntop.us/
Polling Question #3

How is your agency partnering to transform relationships?
Goals:

- The Vision for a diverse community is a fluid and dynamic process that must appeal to various interests.

- It's easy to think about diversity in terms of race and ethnicity, but in Rocky Mount we take a much broader view in designing services provided.

- Share practical examples of engagement activities at both the community and regional level.
Demographics

56,334
City of Rocky Mount Population

150,448
MSA Population

61.43%
African American (RM)

33.60%
White (RM)

44.75%
African American (MSA)

49.73%
White (MSA)
City of Rocky Mount
Leadership Team
Innovation
Fair and Impartial Police Training

• Designed to help officers be proactive by recognizing their biases and ensuring they maintain controlled, unbiased responses.
• 3 Police Department staff attended a Train-the-Trainer session.
• September 11 - October 4, 2014-all sworn officers and some PD civilian staff who have public contact were trained.
• Goals
  ✓ Increase effectiveness in solving crimes
  ✓ Promote trust
  ✓ Emphasize unbiased action
  ✓ Create a community that actively prevents crime.

[Link to website]
http://www.fairimpartialpolicing.com/
Vision

Twin Counties Vision and Strategic Plan Process

“The best way to predict the future is to create it.”
Peter Drucker

Results-8 action groups

- Align regional leadership
- Crime prevention and safety
- Food economy
- Health and mental health
- Job creation and talent development
- Positive image
- Quality of life in underserved neighborhoods
- STEP

www.twincountiesvision.org
Education

• Know Your Rights

• Citizens’ Academy
• Citizens’ Fire Academy
• Citizens’ Police Academy
Resilience

• Rocky Mount experienced Hurricane Floyd in 1999, resulting in loss of lives, homes and industry.

• Since that time, we have rebounded with industry in Rocky Mount-Hospira/Pfizer, Nutkao USA, Poppies, Cheesecake Factory & QVC

• Most recently, Rocky Mount was among seven of 90 cities to benefit from the President’s SC2 initiative, an economic and community development program.

http://www.eda.gov/challenges/sc2challenge/
Success
Events Promoting Diversity

• February  The International Festival of Cultures
• May-Oct.  Downtown Live!
• June-Aug.  Summer Night Lights
• June  Juneteenth Community Empowerment Festival
• Oct. 14  Origin of the Dream
Engagement
Neighborhood President Associations

- Currently, there are 19 Neighborhood President Associations that work with the city of Rocky Mount.
- Neighborhoods host events like Germantown Festival.
Polling Question #4

Which of these community enhancing steps has your agency implemented?
Diversity and Inclusion Plan

• Created to better equip employees with more knowledge and tools to interact with each other in a manner that reinforces the value each of our differences and similarities bring to the workplace.
• Resulted from a shift in the leadership team and a constantly changing environment.
Timeline/Phase I

April/May 2014  Leadership Team training and discussion.
August 2014  Employee engagement
Oct/Nov 2014  Leadership Team – two days training; review of draft Diversity & Inclusion Plan document; formation of Leadership Work Teams
Dec 2014-May 2015  Leadership Work Teams pursue completion of Diversity & Inclusion Plan and formation of volunteer employee group
May-June 2015  Continued committee work on DIG Development and Diversity and Inclusion Plan
Timeline/Phase II

August 2015  Leadership Team meeting to review plan and work plan matrix
October 2015  DIG 2 workshop; review of Leadership Team charter and D&I Plan
December 2015-March 2016  City Leadership Team to get updates
Future Phase III – expected July 2016
Guidelines For Effective Cross-Cultural Dialogue

- “Try on”
- It’s okay to disagree
- It is not okay to blame, shame, or attack, self or others
- Practice “self-focus”
- Practice “both/and” thinking
- Notice both process and content
- Be aware of intent and impact
- Confidentiality
<table>
<thead>
<tr>
<th>Types of Oppression</th>
<th>Variable</th>
<th>Historically Included Groups</th>
<th>Historically Excluded Groups</th>
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<tr>
<td>Racism</td>
<td>Race/Color/Ethnicity</td>
<td>White</td>
<td>People of Color (African, Asian, Native, Latino/a Americans)</td>
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<tr>
<td>Classism</td>
<td>Socio-Economic Status</td>
<td>Middle, Upper Class</td>
<td>Poor, Working Class</td>
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<td>Elitism</td>
<td>Education Level</td>
<td>Formally Educated</td>
<td>Informally Educated</td>
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<td>Place In Hierarchy</td>
<td>Managers, Exempt, Faculty</td>
<td>Clerical, Non-Exempt, Students</td>
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<td>Sexism</td>
<td>Gender</td>
<td>Men</td>
<td>Women/Transgender</td>
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<tr>
<td>Genderism</td>
<td>Gender Identity/ Gender Expression</td>
<td>Cisgender; Appearance and behaviors are congruent with the Gender Binary System</td>
<td>Transgender; Gender Non-conforming; Gender Queer; Androgynous</td>
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<td>Heterosexism</td>
<td>Sexual Orientation</td>
<td>Heterosexuals</td>
<td>Gay, lesbian, Bisexual, Pansexual, Asexual, Queer, Questioning</td>
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<td>Religious Oppression, Anti-Semitism</td>
<td>Religion</td>
<td>Christians/Protestant</td>
<td>Muslim, Jewish, Catholic, Agnostic, Hindu, Atheist, Buddhist, Spiritual, LDS, Jehovah’s Witness, Pagan…</td>
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<tr>
<td>Militarism</td>
<td>Military Status</td>
<td>World War I &amp; II, Gulf War Veterans</td>
<td>Vietnam, Iraq, Afghanistan Veterans, Pacifists</td>
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<td>Ageism</td>
<td>Age</td>
<td>Young Adults</td>
<td>Elders (40+ by law)</td>
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<td>Adultism</td>
<td>Age</td>
<td>Adults</td>
<td>Children</td>
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<td>Ableism</td>
<td>Physical, Mental, Emotional, Learning Ability</td>
<td>Currently “Able-Bodied”</td>
<td>People with a physical, mental, emotional and/or learning disability</td>
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<td>Xenophobia</td>
<td>Immigrant Status</td>
<td>US Born</td>
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<td>Linguistic Oppression</td>
<td>Language</td>
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<td>Non-English</td>
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</tbody>
</table>
Polling Question #5

What actions would you recommend your agency take to support diversity and inclusion?
Post-Webinar Discussion Questions

a. What are the diverse populations within our community?

b. What strategies and tactics would we like to consider to serve the diversity within our community more effectively?

c. How do we want to take the next steps?
More Resources and Feedback

• Go to “Agenda & Archives” tab at web site for a recording of this webinar (available in 24 hours) and other professional development resources.

www.cal-icma.org/coaching

• Please complete the follow up survey and offer your ideas for webinar topics and presenters in 2016.
Find helpful resources online

www.cal-icma.org/coaching

Coaching Corner Overview

As many local government executives retire, the CalICMA Coaching Program aims to prepare talented mid-career professionals to take their places in senior management roles.

This program serves audiences beyond California with ICMA and fourteen ICMA State Association Partners (Colorado, Georgia, Illinois, Massachusetts, Michigan, Minnesota, Missouri, North Carolina, Oklahoma, Oregon, Pennsylvania, Texas, Utah, and Wisconsin) sharing these resources on best practices and career development in local government.


REGISTRATION DATES:
- Building Bridges: March 5
- Moving from Conflict to Civility and Problem Solving: April 1
- Engaging Employees Effectively: May 14
- Serving Diverse Populations Successfully: September 16
- Best Practices for Managing Social Media & Gossip: October 21
- Best Practices for Managing Social Media & Gossip: November 5

Agenda packets and recordings of past webinars
presentation materials are in Agenda packet—note: you can use your browser to save and/or print items from the Agenda packet
Polling Question #6

How was the webinar of value for you and your agency?
Contacts for Today’s Session

• **Pat Martel**, President of ICMA, City Manager, Daly City, CA pmartel@dalycity.org
• **Jamie Verbrugge**, City Manager, Bloomington, MN jverbrugge@bloomingtonMN.gov
• **Charles Penny**, City Manager, [charles.penny@rockymountnc.gov](mailto:charles.penny@rockymountnc.gov) and **Tasha Logan-Ford**, Asst. City Manager, [tasha.logan@rockymountnc.gov](mailto:tasha.logan@rockymountnc.gov) Rocky Mount, NC
• **Don Maruska**, Director, Cal-ICMA Coaching Program [Cal-ICMA@donmaruska.com](mailto:Cal-ICMA@donmaruska.com)

A PDF of the PPT, results from polling questions, and a video recording will be available in 24 hours. Go to [www.cal-icma.org/coaching](http://www.cal-icma.org/coaching) and click on “Agenda & Archives” tab.
Register for upcoming webinar

“Best Practices for Managing Social Media and Gossip”

10-11:30 a.m. PT, Thursday, November 5

Click here to register for this particular webinar:
https://attendee.gotowebinar.com/register/8513643142664267777

Additional resources are at
www.cal-icma.org/coaching
ICMA Coaching Program
coming January 1, 2016

Through the generous sponsorship of ICMA-RC and a growing group of ICMA State Association Coaching Partners, we will be delivering:

1. **6 live webinars** spotlighting best practices on key topics from local government professionals throughout the U.S.

2. **Digital video recordings and extensive presentation materials and examples** from dozens of sessions available in a convenient online library--delivering you "professional development in a box"--when you want it and where you want it.

3. **Career Compass newsletters** that address critical career issues.

4. **Video clips of ICMA leaders and rising stars** offering career insights and tips.

5. **Speed Coaching** session at the ICMA Annual Conference and templates for use at local level.

All available without charge to promote professional development at all levels in local government.

Encourage your state association to become an ICMA State Association Coaching Partner and enjoy more benefits. See [www.ICMA.org/coaching](http://www.ICMA.org/coaching) for details.
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Benefits of the ICMA Coaching Program

See Pat Martel, ICMA President and City Manager, Daly City, California, describe the benefits of coaching and why it's valuable for ICMA State Associations to become Coaching Partners.

There was a great turnout at the September 28th announcement of the ICMA Coaching Program. Current ICMA State Association Coaching Partners shared their successes and prospective State Association Coaching Partners expressed interest in joining. Here's the outline. Tap the link below for a PDF of the presentation.

Bring Coaching Resources to Your State Association Members

Learn how ICMA state associations are working together to share best practices and develop talent at all levels in local government agencies. Over 5000 attendees participated in 2014, and the program is growing in 2015. Discuss opportunities that you can pursue now and in the coming years, and get tips on how to attract sponsorships to support your efforts.
Polling Results from “Serving Diverse Populations Successfully” – webinar

October 21, 2015

271 locations; 733 estimated participants in live audience

<table>
<thead>
<tr>
<th>Question</th>
<th>Responses</th>
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<tbody>
<tr>
<td>How many people are listening on your line?</td>
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<tr>
<td>71% 1 -- just myself</td>
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<td>18% 2-5</td>
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<td>6% 6-10</td>
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<td>4% 11-20</td>
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<td>1% 21 or more -- please send number using Question on webinar</td>
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<td>What progress has your agency made to be more inclusive?</td>
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<td>58% we understand community diversity and celebrate it</td>
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<td>44% our organization reflects the diversity of the community</td>
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<td>50% we collaborate with community stakeholders about diversity</td>
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<td>53% we use int/ext resources to engage, communicate, serve</td>
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<td>36% we are courageous about open dialogue on diversity/inclusion</td>
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<td>How is your agency partnering to transform relationships?</td>
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<td>35% established vision of community building and collective efficacy</td>
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<td>41% eliminated barriers to participation</td>
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<td>35% developed core values and a concrete plan</td>
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<td>65% engaged community in decision making</td>
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<td>24% prepared ourselves to experience uncertainty and discomfort</td>
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<td>Which of these community enhancing steps has your agency implemented?</td>
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<td>44% proactive steps to address rub points (policing, fire, etc.)</td>
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<td>24% plans for resilience, especially for those most at risk</td>
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<td>57% events promoting diversity</td>
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<td>64% deepened connections with neighborhood/civic groups</td>
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<td>18% other</td>
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<td>What actions would you recommend your agency take to support diversity and inclusion?</td>
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<tr>
<td>77% clarify or strengthen our vision and plan</td>
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<td>78% increase diversity within our organization</td>
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<td>75% expand cross-cultural dialogue in the community</td>
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<td>39% strengthen connections between agency and people we serve</td>
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<td>8% other (please send via &quot;Question&quot; function on webinar)</td>
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<tr>
<td>How was this webinar of value to you? (check all that apply)</td>
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<tr>
<td>71% understanding demographic shifts and its impact on local gov't</td>
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<td>89% useful insights about proactive approaches to transformation</td>
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<td>76% benefiting from case studies and concrete examples</td>
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<td>48% checklists and resources to support your agency's efforts</td>
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<td>2% other (please send via &quot;Question&quot; in webinar)</td>
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