Recognize & Eliminate Bias
Keys to being a better leader and team player
– Free Webinar

Thursday, September 20, 2018
12:00 - 1:30 p.m. PT (3:00 - 4:30 p.m. ET)

*** Advance registration required for this webinar ***
https://attendee.gotowebinar.com/register/8862265318410960898

Webinar Topics:
1. What are the effects of unconscious bias in the workplace?
2. How can bias impact policies and actions and our communities?
3. What are examples of effective steps to make local government fairer for all?

Presenters:
* Tansy Hayward, Assistant City Manager, Raleigh, NC; Chair ICMA Task Force on Strengthening Inclusiveness in the Profession
* Veronica Briseno, Director, Department of Small and Minority Business Resources, Austin, TX; Past President Local Government Hispanic Network
* Patricia Efiom, Chief Equity Officer, Evanston, IL

Audience: all persons in or interested in local government

Meets Practice 1. Personal and Professional Integrity, 3. Equity and Inclusion, 8. Policy Facilitation and Implementation

Post-Webinar Discussion Questions:
Many agencies organize 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. Here are some discussion starters for this session.
a. Where do our workplace practices have potential bias effects?
b. How can we take action to recognize and remove bias?
c. What can I do in my role to make local government more open and inclusive?
Biographical Sketches of Presenters

Tansy Hayward, City Manager, Sequim, WA

As an Assistant City Manager in Raleigh, Tansy serves as liaison to the following City departments: Public Utilities, Solid Waste Services and Transportation plus the Office of Internal Audit and the Office of Sustainability. She previously worked as an Assistant City Manager for Tacoma, Wash. from 2008 to 2014. During this time, she also served as Deputy City Manager during an interim period. She joined the Tacoma staff as Assistant to the City Manager in 2006. Her prior municipal experience includes roles with the City of Des Moines, IA and Olathe KS. She earned a Bachelor of Arts degree in political science from the University of Kansas, where she also obtained a Master’s degree in public administration.

Tansy has been involved in a number of professional organizations. She currently serves as a board member on the Alliance for Innovation. She has also has extensive service with the International City Managers Association, including serving on the Chair of the Task Force on Strengthening Inclusiveness in the Profession, and service to the Leadership Task Force and Task Force on Women in the City Management Profession. She has authored numerous articles for professional journals on such topics as performance reporting, professional success and advancement, and the evolving role of the professional manager, including “Practitioner’s Perspective -- Managing for 2020: An Exploration of Role Interdependence and Balance” in the Public Administration Review.

Patricia Efiom, Equity and Empowerment Coordinator, Evanston, IL

Dr. Patricia A. Efiom is the Equity & Empowerment Coordinator for the City of Evanston, Il. In her role she provides coordination and leadership regarding issues of access, equity, and empowerment to services, programs, and offerings to the residents of the City of Evanston.

Prior to accepting the position with the City of Evanston, Efiom held multiple positions including Associate Director of Administration for Auxiliary Programs and Services; Assistant Director of Human Resources; and Senior Conference Manager at Indiana University. Efiom designed and hosted the “People of Color” Conference bringing together Higher Education professionals from across the Midwest to address issues of diversity, equity and inclusion on predominantly White college campuses.

In her position as Assistant Director of HR, Efiom designed a comprehensive diversity training program as well as “diversity in hiring.” She was selected to chair the Associate Vice Chancellor’s Diversity Committee which developed a strategic plan for diversity as well as a campaign to increase diversity awareness and create an atmosphere of respect on the Bloomington Indiana University campus. As a trainer with expertise in diversity, inclusion and equity, Efiom has had the opportunity to present around the country.
Veronica Briseno, Director, Small & Minority Business Resources, Austin, TX

Veronica Briseño has been the Director of Small & Minority Business Resources (SMBR) for the City of Austin since 2010. SMBR is responsible for implementation of the City’s Minority Business Enterprise (MBE/WBE) program.

Previously, Veronica has held multiple positions in SMBR including Assistant Director and Administrative Manager. Prior to SMBR, she was a Policy Aide to former Austin City Council Member Raul Alvarez and the City Council Agenda Manager in the City of Austin’s City Manager’s Office. Veronica has worked for the City of Austin since 1999.

Veronica serves on various community boards including as Vice-Chair of the Austin Metro YMCA and PeopleFund.

When it comes to professional engagement, Veronica also serves as President of the Local Government Hispanic Network (LGHN), a national organization that promotes inclusiveness of Latinos in local government. Previously she served on the board of the Austin Hispanic/Latino Network in many roles, including President. She is Vice President of Central Texas Women Leading Government and she co-founded and co-chairs ‘Woman to Woman’, a City of Austin employee affiliation group for women.

She has a Master’s degree in Public Affairs from the LBJ School at the University of Texas as well as undergraduate degrees in Journalism and Government from UT. Veronica has two sons who keep her active. In her spare time, she enjoys running and is currently training for her second half marathon.

More Coaching Resources--See [http://icma.org/coaching](http://icma.org/coaching) for valuable resources to boost your career. Sign up for the complimentary email list at [http://icma.org/coachinglist](http://icma.org/coachinglist) to keep informed of the details for future ICMA Coaching Program sessions and other resources.

ICMA Coaching Program Outreach Partners:
CAM, ELGL, I-NAPA, IPMA-HR, League of Women in Government, LGHN, NACA, NFBPA, WLG
Recognize and Eliminate Bias

Thursday, September 20, 2018
Welcome

ICMA | coaching program

Platinum Sponsor: ICMA-RC
Gold Sponsors: ICMA and Cal-ICMA | ICMA State Associations Coaching Sponsors
Thank you, ICMA-RC

The ICMA Coaching Program is made possible by our Platinum sponsor:

www.ICMARC.org
28 State Association Coaching Partners
Overview of Session

Webinar topics:
1. What are the effects of unconscious bias in the workplace?
2. How can bias impact policies and actions and our communities?
3. What are examples of effective steps to make local government fairer for all?

Presenters:
* Tansy Hayward, Assistant City Manager, Raleigh, NC, Chair ICMA Task Force on Strengthening Inclusiveness in the Profession
* Veronica Briseno, Director, Small and Minority Business Resources, Austin, TX, Past President Local Government Hispanic Network
* Patricia Efiom, Chief Equity Officer, Evanston, IL

Producer and Moderator:
Don Maruska, Master Certified Coach, Director, ICMA Coaching Program
Polling Question #1

How many people are listening on your line?
Recognize and Eliminate Bias: Keys to being a better leader and team player

ICMA Coaching Webinar, September 19, 2018

Tansy Hayward, Assistant City Manager
Agenda

ICMA Task Force on Strengthening Inclusiveness in the Profession
  – Scope and Background
  – Why is equity/ inclusiveness important?
  – Summary of Recommendations- ICMA Board Adoption
  – Recommendations that translate to our work

Where to start?
  – My experiences in Raleigh and Tacoma

Key Take-Aways
Task Force on Strengthening Inclusiveness in the Profession
Task Force Scope and Background

29-Member Task Force in 2015 to answer:

• What can ICMA do to increase the diversity of the association?

• What structural and institutional barriers to inclusion exist within ICMA and states and other affiliates and what are strategies needed to address the situation?

• How can ICMA encourage and equip managers to increase equity in employment and services in their organizations?

https://icma.org/documents/task-force-strengthening-inclusiveness-profession
Why is equity/inclusion important?

- **Code of Ethics Tenet 2**: Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs and a deep sense of social responsibility as a trusted public servant.

- **Code of Ethics Tenet 11**: Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member’s decisions, pertaining to appointments, pay adjustments, promotions, and discipline.
  - **Equal Opportunity**. All decisions pertaining to appointments, pay adjustments, promotions, and discipline should prohibit discrimination because of race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status.
  - It should be the members' personal and professional responsibility to actively recruit and hire a diverse staff throughout their organizations.
Why is equity/inclusion important?

- Per National Equity Atlas, “Wage and employment gaps by race (as well as gender) are not only bad for people of color—they hold back the entire economy. Closing these gaps by eliminating discrimination in pay and hiring, boosting educational attainment, and ensuring strong and rising wages for low-wage workers is good for families, good for communities, and good for the economy. Rising wages and incomes, particularly for low-income households, leads to more consumer spending, which is a key driver of economic growth and job creation.”
  

- Per Forbes, “Research shows a direct link between inclusive decision making and better business performance:
  - Inclusive teams make better business decisions up to 87% of the time.
  - Teams that follow an inclusive process make decisions 2X faster with 1/2 the meetings.
  - Decisions made and executed by diverse teams delivered 60% better results.”

Polling Question #2

Why do you think equity/inclusion is important?
Data/ Information Review

- ICMA Documents: Diversity Strategic Plan, Task Force on Women in the Profession and Leadership Reports, ICMA Membership and Program Participation Data
- EEOC Employment and ACS Data
- “I” for Inclusion” Session Suggestions
- Task Force on Inclusion Survey (360 Respondents - not statistically significant)

Demographics:
- Gender: Female, 66; Male, 141*
- Age: 20-39, 38; 40-59, 121; 60 and over, 45
- Race: White, 168; Black, 13; Hispanic, 12; Asian, 4; Bi-Racial, 1; Other, 5**
- Role: CAO, 106; Asst./ Dep., 43; Dir./Asst, 19; Other, 17; Analyst/Equiv., 9; Retired, 2
## Top 5 Strategies - Respondents report in use or planned implementation

<table>
<thead>
<tr>
<th>Strategy</th>
<th>#</th>
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</thead>
<tbody>
<tr>
<td>Formal policies related to discrimination, diversity, equity or inclusion</td>
<td>221</td>
</tr>
<tr>
<td>Local government staff training or programs to discuss and raise awareness about diversity and inclusiveness in your city and or county</td>
<td>145</td>
</tr>
<tr>
<td>Personal Goals/ Expectations to diversity, equity or inclusion</td>
<td>134</td>
</tr>
<tr>
<td>Executive/ Senior Management training related to inclusion and equity including topics such as cultural competency or institutional or structural bias</td>
<td>126</td>
</tr>
<tr>
<td>Community Celebrations to diversity, equity or inclusion</td>
<td>112</td>
</tr>
</tbody>
</table>

## Lowest 5 Strategies - Respondents report in use or planned

<table>
<thead>
<tr>
<th>Strategy</th>
<th>#</th>
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<tbody>
<tr>
<td>Governing body training related to inclusion and equity including topics such as cultural competency or institutional or structural bias</td>
<td>60</td>
</tr>
<tr>
<td>Organizational celebrations related to diversity, equity or inclusion</td>
<td>61</td>
</tr>
<tr>
<td>Citizen board/ commission to advance to diversity, equity or inclusion</td>
<td>74</td>
</tr>
<tr>
<td>Community training or programs to discuss and raise awareness about diversity and inclusiveness in your city and/or county</td>
<td>77</td>
</tr>
<tr>
<td>Programs to increase diversity of local government workforce</td>
<td>102</td>
</tr>
</tbody>
</table>

2014 Task Force Survey re: Local Government Strategies
Task Force Prioritized Recommendations and Subsequent ICMA Commitments:

What can ICMA do to increase the diversity of the association?
High Priority Recommendations

- Establish a standing committee for diversity and inclusion objectives including: recommendation implementation and Diversity Strategic Plan
- Revisit membership application to encourage greater participation in self-reporting demographic information
- Reconvene a working group of partners every five years to ensure progress and alignment
- Continue to promote Student Chapters
- Promote tiered membership to encourage greater participation
- Recognize individuals who make significant contributions in improving inclusiveness in local government

<table>
<thead>
<tr>
<th>PROGRAM EXCELLENCE AWARDS</th>
<th>Sheryl L. Sculley, City Manager</th>
<th>Community Diversity and Inclusion: 50,000 and greater</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Antonio, TX: Equity Initiative</td>
<td>Bryan Hyrum Montgomery, City Manager</td>
<td>Community Diversity and Inclusion: 10,000 to 49,999</td>
</tr>
<tr>
<td>Oakley, CA: You, Me, We= Oakley!</td>
<td>Nancy A. Marquez, Assistant to the City Manager</td>
<td>Community Diversity and Inclusion: under 10,000</td>
</tr>
<tr>
<td>Flossmoor, IL: Connecting Our Community to Be More Inclusive</td>
<td>Bridget A. Wachtel, Village Manager</td>
<td>Community Diversity and Inclusion: under 10,000</td>
</tr>
</tbody>
</table>
Medium/ Low Priority Recommendations

- Research joint membership opportunities between ICMA and affiliate groups

- **Engage student chapters in promoting importance of diversity and inclusion**

- Recognize organizations that celebrate diversity and inclusiveness

- Identify partners to assist with expanding scholarship opportunities

- **Identify opportunities to incentivize or require members to invest in students and young professionals**
Task Force Prioritized Recommendations and Subsequent ICMA Commitments:
What structural and institutional barriers to inclusion exist within ICMA and states and other affiliates; and what are the strategies needed to address this situation?
High Priority Recommendations

- Implement short-term measures intended to increase diversity on the Executive Board (appt. rotations; affiliates in nominating process; create mentoring opportunities) if not successful, in longer-term, take more direct action to influence diversity of board
- **Keep focus on diversity of committee and task force appointments**
- Diversity in appointments should be a significant priority for the conference planning committee
- Establish a formal mechanism to invite both IHN and NFPBA to host sessions at ICMA

Medium/ Low Priority Recommendations

- Expand conference assistance/scholarship program
- Identify opportunities to increase voting participation, particularly among under-represented groups
- Study whether the voting eligibility criteria creates an unintended bias
- If voting eligibility changes, do significant outreach and education
- Increase transparency by publishing both formal eligibility criteria and informal evaluation criteria
- Publish statistical reports on committee and task force appointments
Task Force Prioritized Recommendations and Subsequent ICMA Commitments:
How can ICMA encourage and equip manager to increase equity in employment and services in their organizations?
High Priority Recommendations

- Propose changes to the guidance for tenets 9 and 11 of the Code of Ethics to better address
- **Identify inclusion as a core competency**
- Continue implementation of recommendations of Task Force on Leadership and on Women in the profession
- Encourage development and sharing of best practices among state associations:
  - Collection of same demographic data as ICMA
  - Set membership and recruitment goals that welcome under-represented groups
  - Commitment to provide cultural competency training opportunities at conferences and to board members
Medium/ Low Priority Recommendations

• Integrate key skills that support inclusive behavior into existing ICMA training and development portfolio

• Provide common language for members to use when discussing inclusion

• Encourage use of inclusion and diversity tool kits in member organizations and communities

(Document included in session materials)
Where to Start?
Imbed Equity in Organizational Culture and Values

- Organization values include diversity
- Capacity building:
  - GARE training for elected officials, and managers
  - Participation in cohorts to support improvements and analysis
- Analysis of Strategic Plan to inventory current efforts
Identify and Develop Data that will Inform Decision-Making

- **Existing Data Sets**
  - American Community Survey
  - Health Equity and Social Determinants of Health

- **Representativeness of participation processes-**
  - Accommodation of special needs
  - Partnerships/ Targeted Outreach

- **Analysis of Citizen Satisfaction Survey Results**

- **Identification of Racially-Concentrated Areas of Poverty**

https://www.raleighnc.gov/content/extra/Books/BudgetManagement/Mid-YearReport/index.html#41
Purposeful and intentional recruitment and hiring

- Diversity is Key metric for HR Dashboard
- If using recruiter, do they see diversity as a priority and what is their track record of finding diverse candidates?
- Assess inclusivity/ cultural competency as core skill
  - Recent SWS recruitment, asked question, "What is your experience managing a diverse department and your cultural competency skills to ensure a positive, equitable and supportive environment?"

Contracting

- MWBE/DBE
- Goal-Setting
- Outreach/ Capacity Building

https://lghn.org/employer-panel/employer-registration/
https://careers.nfbpa.org/jobs
Recognize Impacts of Structural Bias on Policies and Programs

Risk to over-represent or under-represent minority communities:

• Example from Raleigh- traffic calming, sidewalk, and streetscape investments criteria all weight traffic counts highly
  – Under represent areas where car ownership, transit, pedestrian activity is more predominant

• Example from Tacoma-external evaluation of Tacoma Curfew intervention
  – Disproportionate representation of young black men- good or bad thing in impact?

https://www.raleighnc.gov/business/content/PWksTrafficEng/Articles/NeighborhoodTrafficMan.html
Key Take-Aways

• Equity/ Inclusion is a key value and skill for local leaders
• There are opportunities to demonstrate leadership:
  – Regardless of formal action by your elected board
  – At any level of responsibility in the organization
  – With varying organization size and resources
• While there are opportunities to create new programming, many improvements can be made by focusing on existing work and decision-making. Lots of Resources are available to assist from other cities and organizations:
  – https://www.racialequityalliance.org/
  – https://icma.org/equity-and-inclusion
  – https://elgl.org/diversity-dashboard/
  – http://www.policylink.org/equity-in-action
Polling Question #3

Which of these initiatives would be beneficial for your agency?
RECOGNIZE & ELIMINATE BIAS: KEYS TO BEING A BETTER LEADER AND TEAM PLAYER

VERONICA BRISEÑO
DIRECTOR, SMALL AND MINORITY BUSINESS RESOURCES DEPARTMENT (SMBR), CITY OF AUSTIN
IMMEDIATE PAST PRESIDENT, LOCAL GOVERNMENT HISPANIC NETWORK (LGHN)
OBJECTIVE

- City of Austin
- Small and Minority Business Resources Department
- Local Government Hispanic Network (LGHN)
CITY OF AUSTIN
CITY OF AUSTIN

2018 population: 967,629

<table>
<thead>
<tr>
<th>Racial or Ethnic Category (2014)</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>White</td>
<td>47.1%</td>
</tr>
<tr>
<td>African-American</td>
<td>7.0%</td>
</tr>
<tr>
<td>Hispanic-Latino</td>
<td>36.5%</td>
</tr>
<tr>
<td>Asian</td>
<td>6.8%</td>
</tr>
<tr>
<td>American Indian</td>
<td>0.3%</td>
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<tr>
<td>Other</td>
<td>0.1%</td>
</tr>
<tr>
<td>Multi-Racial</td>
<td>2.2%</td>
</tr>
</tbody>
</table>
CITY OF AUSTIN

- Transition from At-Large Council to Districts
  - Previously at-large, 7 Council Members and Mayor
    - One African-American, one Hispanic
  - First District election (10-1) in 2014
    - One African-American, three Hispanics and six women
CITY OF AUSTIN - POLICIES

- Equity Office
- Executive Recruitments
- Civil Rights Office
- Immigrant Affairs Office

RESOLUTION NO. 20180628-062

WHEREAS, Title 4 and Title 5 of City Code include chapters that provide specific civil rights protections for residents and encourage proactive public education and enforcement on behalf of the City of Austin; and

WHEREAS, these laws have a citywide impact on residents and are not solely applicable to internal City operations and employees; and

WHEREAS, many US cities such as Minneapolis, Seattle, Baltimore, Philadelphia, Flagstaff, San Francisco have either a Civil Rights, Human Rights, or Labor Standards department within their City organization; and

WHEREAS, many of these cities have passed similar laws as Austin which require proactive public education and enforcement such as non-discrimination, fair chance hiring, earned sick time, rest break monitoring; and

WHEREAS, these cities have created separate departments to advance civil rights and labor standards through thoughtful community and business engagement, strategic enforcement with a commitment to race and social justice; and
http://www.austintexas.gov/department/operationalizing-racial-equity
CITY OF AUSTIN - HIRING PRACTICES

- Phone Interviews
- Diverse panels
- Affinity Organizations
CITY OF AUSTIN

¢ Affinity Groups
   ¢ Austin Hispanic Latino Network
   ¢ Austin Asian Heritage Network
   ¢ Austin African American Employee Network
   ¢ Stonewall Equality Employees Network
   ¢ Woman to Woman

¢ Speed Mentoring

¢ Cultural Celebrations

CINCO DE MAYO CELEBRATION

Enjoy live mariachi music by Las Coronelas. Drinks and paletas provided by the Austin Hispanic/Latino Network (AHLN). Additional food will be available for purchase.

Time, Date, and Location: 11:30 a.m. – 1:30 p.m. Thursday, May 3. City Hall Plaza, 301 W. 2nd St.
Small and Minority Business Resources

Opening the Door to Opportunities.

The Small and Minority Business Resources Department administers the Minority Owned, Women-Owned, and Disadvantaged Business Enterprise (MBE/WBE) programs for the City of Austin. It also promotes opportunities for small minority businesses to access City procurement opportunities and grow.

The City’s MBE/WBE/CBE Department:

- Offers MBE/WBE/CBE services and training to business owners.
- Assists business owners in accessing City contracts.
- Encourages bids from certified MBEs, WBEs, and DBEs for City contracts.
- Assists businesses in obtaining certification with learning opportunities available on the City’s Mobility Bond.

UPCOMING EVENTS

- Certification
- Disadvantaged Business Enterprises (DBEs)
- Certification for Small Business Enterprises (SBEs)
- About Small & Minority Business Resources
- Compliance
- Contact Information

2016 Mobility Bond

- 2016 Mobility Bond Projects
- Sign up for newsletter

Disparity Study

- View the 2015 Final Draft of the Disparity Study

CONTACT INFO

- Email: smb@ austintexas.gov
- Phone: 512-992-8789
- Fax: 512-271-3784
SMBR

- Contracting
  - Evidence of past discrimination in contracting (Disparity Study)
  - Programs created to allow for equal opportunity
  - Setting goals for minorities and women
  - Ensuring minorities and women are given an opportunity
## Annual Participation Goals for the Program

<table>
<thead>
<tr>
<th>Group</th>
<th>Construction</th>
<th>Professional Services</th>
<th>Nonprofessional Services</th>
<th>Commodities</th>
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</thead>
<tbody>
<tr>
<td>African-American</td>
<td>1.7%</td>
<td>1.9%</td>
<td>2.5%</td>
<td>0.3%</td>
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<tr>
<td>Hispanic</td>
<td>9.7%</td>
<td>9.0%</td>
<td>9.9%</td>
<td>2.5%</td>
</tr>
<tr>
<td>Native/Asian American</td>
<td>2.3%</td>
<td>4.9%</td>
<td>1.7%</td>
<td>0.7%</td>
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<tr>
<td>MBE</td>
<td>13.7%</td>
<td>15.8%</td>
<td>14.1%</td>
<td>3.5%</td>
</tr>
<tr>
<td>WBE</td>
<td>13.8%</td>
<td>15.8%</td>
<td>15.0%</td>
<td>6.2%</td>
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</tbody>
</table>
Polling Question #4

Which of these actions would benefit your agency and community?
LGHN

https://lghn.org/
The purpose of the Local Government Hispanic Network is to encourage professional excellence among Hispanic/Latino local government administrators, to improve the management of local government, to provide unique resources to Hispanic local government executives and public managers, and to advance the goals of professional, effective and ethical local government administration. The Network works with other organization such as the International City Management Association which shares common goals.
LGHN

- Recruitment
- Networking
- Coaching
- Conferences
- Regional events
- Policy research
- Local Chapters
Biennial Conference Phoenix, Arizona!

Transformational Leadership: Honoring the Past, Treasuring the Present, Shaping the Future

It's time to register for the 2018 Local Government Hispanic Network Biennial Conference in Phoenix, Arizona, October 25-27, 2018 at the Sheraton Grand Phoenix. The conference, themed Transformational Leadership: Honoring the Past, Treasuring the Present, Shaping the Future, will convene delegates from various cities and states, to explore ideas and solutions for advancing excellence and inclusiveness in local government. There will be a golf tournament, conference activities, keynote speakers, LGHN's signature Latina's brunch, and over a dozen sessions spanning the three-day conference.
CONCLUSION
Veronica Briseño
512.974.2156
veronica.briseno@austintexas.gov
Recognizing and Eliminating Bias

Keys to being a better leader and team player

ICMA Coaching webinar, September 19, 2018

Patricia A. Efiom
Chief Equity Officer
The City of Evanston, Illinois is a general purpose municipal government located in Cook County, Illinois. This suburban city situated 12 miles north of downtown Chicago and has a population of about 75,000.
Race/Ethnicity

- White alone* 66%
- Black or AA alone* 18.1%
- Hispanic or Latino* 9%
- Asian alone* 8.6%
- Two or more races 3.8%
How we got started

In 2014, the City of Evanston’s strategic vision to “Create the Most Livable City” led to our participation in the STAR Community Rating System.

Evanston was one of the first 20 communities to achieve STAR Certification, earning a 4-STAR rating.
Evanston, Illinois

The City of Evanston joined the STAR network as a Pilot Community in November 2012. As a Pilot, the community greatly helped to improve STAR through a year-long testing and evaluation period of the STAR Community Rating System and its associated tools and products.

On March 3, 2014, Evanston achieved the rating of a 4-STAR Community. On February 27, 2018, Evanston re-certified and received the rating of a 4-STAR Community.

<table>
<thead>
<tr>
<th>Level of Achievement</th>
<th>Population</th>
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<tbody>
<tr>
<td>4-STAR Certified Community</td>
<td>75,000</td>
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<table>
<thead>
<tr>
<th>Date of Certification</th>
<th>Elected Official</th>
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<tr>
<td>02/27/2018</td>
<td>Mayor Stephen H. Hagerty</td>
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</table>

<table>
<thead>
<tr>
<th>Website</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>cityofevanston.org</td>
<td>Johanna Leonard</td>
</tr>
</tbody>
</table>
As a result of our participation, City Council established the office of Equity & Empowerment Office in 2016.
In that same year City Council adopted “Equity” as a priority goal.
In 2017 the Equity & Empowerment Commission was created:

(SP5) Ordinance 85-O-17, Creating Title 2, Chapter 12 of the City Code Forming an “Equity and Empowerment Commission”

Staff and Rules Committee recommend City Council adoption of Ordinance 85-O-17, Amending Title 2, Chapter 12 of the Evanston City Code, which creates the Equity & Empowerment Commission.

For Action

See the full code at:
https://library.municode.com/il/evanston/codes/code_of_ordinances?nodeId=TIT2BOCO_CH12EQEMCO
Our 1st goal was to engage with the community through a series of Town Hall Meetings.
Next Steps
Unconscious Bias Effects

- Lack of diversity among staff
- Homogenous-flat organization that lacks creativity in decision-making
- Culture of mistrust
- Low employee morale
- Inequitable service delivery
Impacts of bias on policies and communities?

- Outdated policies that negatively impact communities
- Lower participation by under-represented communities
- Recruitment
- Institutional mistrust
  - Example: African American participation in Community Budget survey
Examples of effective steps to make local government fairer for all

1. Ability to articulate a clear vision and shared understanding
Community Engagement

Example: Equity Advocates hit the streets to find people of color after low participation in City’s budgeting survey
Community Partnerships

Example:

City-School Liaison Committee

PURPOSE: To enable officials of the City Government and the two School Boards to confer on a regular basis to achieve community financial coordination and better coordination in other fields of community concern. Reports recommendations to the City Council and to the School Boards (41- R-63), (30–R-91).

MEETING SCHEDULE: Three (3) times during the academic year at 5:30 P.M. a

PLACE: Estates between Lots at N. Morton Civic Center, Evanston Township High School, District 65 Joseph E. Hill Education Center.

REPORTS TO: City Council & District 65 & 202 School Boards

<table>
<thead>
<tr>
<th>MEMBERS</th>
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<tbody>
<tr>
<td>Mr. Peter Brathtwe</td>
<td>5/2021</td>
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<tr>
<td>Mr. Cecily L. Fleming</td>
<td>5/2021</td>
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<tr>
<td>District 203 School Board Members: Dr. Savage-Williams and Mark Zapf</td>
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<td>District 65 School Board Members: Rebecca Neff, and Sergio Hernandez</td>
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Suggestions for getting started

Hire a professional!

Resist the temptation to “hire from within” or add this to someone’s job description

https://ccssso.org/blog/ccssso-announces-new-chief-equity-officer
Make this a senior management position.

If equity, diversity and inclusion is so easy, why do we find ourselves here today?
Equity is not simply about hiring a more diverse staff.
Equity is about:

1. rooting out and changing policies and procedures so that we can maintain the diversity

2. Ensuring that our service delivery is equitable
Equity is about:

- Building organizational capacity
- Expanding our service delivery
- Caring for our communities, as they become more diverse.
A Chief Equity Officer can bring about the kind of organizational change you need.

They can lead you into a future that truly supports equity, diversity and inclusion.

Get serious and Get Started!
Polling Question #5

Which of these measures would you recommend your agency consider?
Post-webinar discussion questions

a. Where do our workplace practices have potential bias effects?

b. How can we take action to recognize and remove bias?

c. What can I do in my role to make local government more open and inclusive?
Find helpful resources online

http://icma.org/coaching

ICMA Coaching Program Webinars
Six live webinars spotlighting best practices featuring local government professionals are...

1-1 Coaching
Personal guidance in your local government career from a local government professional.

CoachConnect
Get paired with the coach or coachee that fits your needs today!

Career Compass
An ICMA Coaching Program column focused on career issues for local government...

Webinar Archives
Miss a webinar? Watch it anytime!

Coaching Resources & FAQs
These PDFs and videos will help you get started on your coaching journey.

Talent Development
Resources you can use independently, with a coach, or across your organization to create...

Coaching Program Partners & Sponsors
The Coaching Program thrives because of our state association partners, outreach partner...

Sign up for the ICMA Coaching Newsletter: http://icma.org/CoachingList
Polling Question #6

How was the webinar of value for you and your agency?
Contacts for today’s session

Presenters:

* **Tansy Hayward**, Assistant City Manager, Raleigh, NC, Chair ICMA Task Force on Strengthening Inclusiveness in the Profession  
  tansy.hayward@raleighnc.gov
* **Veronica Briseno**, Director, Small and Minority Business Resources, Austin, TX, Past President Local Government Hispanic Network  
  veronica.briseno@austintexas.gov
* **Patricia Efiom**, Chief Equity Officer, Evanston, IL  
  pefiom@cityofevanston.org

**Don Maruska**, Director, ICMA Coaching Program  
ICMACoaching@donmaruska.com
Register now for upcoming webinars

<table>
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<tr>
<th><strong>Webinar Topic</strong> [register at <a href="http://icma.org/coachingwebinars">http://icma.org/coachingwebinars</a>]</th>
<th><strong>Date and Time</strong></th>
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<tbody>
<tr>
<td><strong>Taking Smart Risks and Rebounding from Setbacks</strong></td>
<td>Thursday, October 25 10:30 a.m.-noon PT (1:30-3 p.m. ET)</td>
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<tr>
<td><strong>Gaining Project Support from Your Team, Elected Officials, and the Public</strong></td>
<td>Wednesday, November 14 11 a.m.-12:30 p.m. PT (2-3:30 p.m. ET)</td>
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ICMA’s Approach to Equity and Inclusion

Since 1974, with the first Task Force on Women in the Profession, ICMA has been confronting the status quo of gender, racial, and ethnic diversity in the association and the profession. From data collection and analysis, to developing coaching, mentoring, and professional development programs to support, encourage, and prepare future and current managers of all backgrounds, equity and inclusion continues to be a focus of ICMA staff, the Executive Board, and the membership. ICMA’s Next Generation Initiatives began in 2003 to track and improve equity in access to and utilization of ICMA membership and programs.

Our 2008 Strategic Plan stated in our core beliefs that we had a responsibility in “ensuring that local governments and the association reflect the diversity of the communities we serve,” and a focus on association leadership with an Executive Board policy “to recruit nominees who will provide a balanced board that represents the profession and those served by it.”

This commitment gathered additional momentum with two consecutive member Task Forces: the second Task Force on Women in the Profession in 2013 chartered by ICMA President Bonnie Svrcek, and the Task Force on Strengthening Inclusiveness in the Profession in 2014, chartered by ICMA President Jim Bennett. The recommendations of those task forces were assembled by staff and approved by the Executive Board for implementation over a three-year period. Many of those tasks were implemented or changed the way ICMA manages programs, with the remainder on-track for completion in FY19-20.

The Strategic Plan, Envision ICMA, codified our commitment to equity and inclusion into ICMA’s current and future operations; with the goal of inclusion becoming organic to how we design and execute programs, and a lens that we can approach partnerships, opportunities, and challenges. In fall 2017 a new team was created to design metrics, monitor our progress, and implement programs to fulfill our strategic plan’s goals, including program design, partnerships, access to professional development, and engagement across the organization and the association’s membership. That team’s mission and vision are:

**Mission:** Creating better communities around the world begins with a commitment to equity and inclusion. ICMA strives to ensure that our members and the overall profession reflect the diversity of the people we serve. We work to mitigate the effects of bias in all areas of local government by developing and promoting programs and initiatives in the areas of service delivery, hiring practices, leadership development, community engagement, workplace culture.

**Vision:** ICMA is the equity and inclusion thought leader in local government. Our members and their communities have these values and principles engrained in their culture and practices.
Highlights of Recent Accomplishments

This is an all-ICMA effort. The accomplishments below reflect the work of the Membership’s Equity and Inclusion team, the Professional Development team, the Outreach team, the Life, Well Run team, the Research and Policy team, and other dedicated members working in our communities, and with our affiliate organizations.

- **Coaching:** We have been working with outreach partners the League of Women in Government (LWG), Women Leading Government (WLG), Local Government Hispanic Network (LGHN), the National Association of Black Public Administrators (NFBPA), and state associations to recruit female and minority coaches for ICMA’s CoachConnect, a one-to-one coach-matching program. There are now 82 female coaches registered and a growing number of minority coaches. The free coaching webinar in 2017, "Attracting and Retaining a Dynamic Workforce" with a focus on equity had 1,177 live audience participants; ICMA continues to promote the archived content.

- We continue to build on affiliate programing and develop new coaching content to promote equity and inclusion. We partner with WLG to promote their Executive Coaching/Networking Calls year-round. Two ICMA Blog posts contained content from these calls.

- **Affiliates and Partnerships:** We promoted the development of state-based chapters of WLG to provide women at all levels of local government with networking and leadership development opportunities and to promote ICMA membership. There are now 14 individual chapters in 11 states with four in Texas. Created and launched a “How to Start a WLG Chapter in your State” Toolkit.

- We continue to work with individual groups and ICMA affiliates to sponsor equity and inclusion events, promoting WLG, LWG, ELGL, MMANC and MMASC Women’s Leadership Summits, co-branding where feasible. We sponsored KU’s Inspiring Women in Public Administration and UNC Chapel Hill’s Advancing Women in Public Administration Conferences 2017, and ELGL’s Inspiring Local Government Careers for women undergraduates at UNC Chapel Hill and Willamette University in 2018.

- **Take Control of Your Success** was a standalone event developed in conjunction with the WLG Texas chapters. The event was well attended, and Cigna has agreed to sponsor another workshop with WLG Florida in summer 2018.

- ICMA hosted a ‘Strategic Doing’ session at the Annual Conference in San Antonio to address ways ICMA and our affiliates can work together to achieve gender balance in CAO and ACAO positions. Moderated by staff from UNC Chapel Hill, more than 35 diverse members and staff participated. The group left the meeting with actionable next steps to help advance the gender balance goal, including designing and launching the #SheLeadsGov marketing campaign on March 8, 2018, to promote women in management and other local government leadership roles.

- **Students:** ICMA’s Student Chapter program has grown to 85 including 1,200 ICMA student members. We partnered with IHN to offer ICMA student chapter members free IHN membership, and a similar agreement with the National Forum for Black Public Administrators (NFBPA) is nearing completion. ICMA provided scholarships to 30
student chapter members to attend the 2017 ICMA Regional Summits, including the Equity and Inclusivity special sessions. Complimentary student registration allowed 164 students to attend the 2017 ICMA Annual Conference.

- **Outreach**: Developed and released the *18 on 2018: Predictions on Local Government from 18 Experts* e-book with articles from 18 leaders on topics important to local governments. From succession planning to community race relations, equity and inclusivity.

- Diversity and inclusiveness remains a priority in ICMA’s communications, Member Spotlights, and content on the website and in the ICMA blog. Diversity and inclusiveness was added as a topic area, bringing 97 new content pieces. The ICMA blog included 21 posts on diversity and inclusion. In celebration of Women’s History Month, we developed six articles highlighting women leaders in the profession. This content was shared on ICMA’s social media channels and will continue to be cycled throughout the year.

- The *ICMA Local Gov Life* podcast series launched a special focus on *Women & Minorities Who Lead Local Government* covers the challenges and opportunities facing women and minorities in local government that continue to persist. Interviews with professionals highlight their insights on career advancement, how to cultivate a diverse workforce, leadership essentials to succeed, and more.

- *PM Magazine* featured the articles *This Isn’t Easy, but We Do It Anyway*, which highlights female leaders in the profession, *Four Forces that Equal Success* that stresses it is best that communities balance economic, financial, social, and cultural goals and not concentrate on just one, and *Taking the Pulse of Police*, about community perceptions of police services based on survey data, including if people are treated professionally regardless of race or ethnicity. Survey data can help police agencies plan and improve trust and confidence with residents. Additionally, 50 percent of On Point authors were women in 2017, with 9.5% representing minorities.

- **Member Support**: We recently launched the Workplace Diversity Scholarship, which is open to any ICMA member who is female, a minority, or identifies as LGBTQ. Scholarship recipients receive complimentary registration to the ICMA Annual Conference and some travel/hotel assistance based on distance traveled.

- Staff developed an Equity & Inclusiveness Toolkit to equip local governments with resources to build equitable and inclusive organizations and communities. Appendices include an overview of local government and ICMA member diversity, profiles of the communities cited, a list of organizations actively involved in promoting equity and inclusion in government, and a glossary of terms useful for individuals and communities when working on these issues.

- **Professional Development**: Equity and inclusion have been added as key content areas. Cultural competency and inclusion is now part of the list of topics sent in the annual ICMA University workshop call for presenters, and diversity and inclusion are key content areas for the conference, regional summits, online certificate programs, the
Effective Supervisory Practices webinar series, and the ICMA SEI and Williamsburg Leadership Institutes.

- Equity and Inclusion topics were woven throughout the annual conference program in San Antonio: 16 offerings at the conference directly dealt with equity and inclusion topics: 6 Educational Sessions, 4 Learning Lounges, 1 Forum, 1 Workshop, and 3 Roundtables. The ICMA University Forum in partnership with the League of Women in Government, "Inclusiveness Starts with Us" was sold out as well as the ICMA Luncheon for Women in the Profession. Countless concurrent educational sessions related to equity and inclusion. 50% of Keynote/featured speakers were women and 50% were ethnic and racial minorities.

- A new conference theme track was created for the annual conference in San Antonio: Diversity, Inclusivity, and Social Justice. Included cultural competency and inclusion in the list of topics that goes out as part of the annual ICMA University workshop call for presenters for the annual conference.

- All the 2017 ICMA Regional Summits included the session "Equity and Inclusivity in the Workplace and our Communities"

- Research: ICMA partnered with Kendra Smith at Stanford and Leisha DeHart Davis at UNC Chapel Hill for reports focusing on Underrepresented Minorities in City and County Management and Recruitment and Retention of Underrepresented Minorities as City and County Managers. Research to be completed summer 2018.

- Leadership: We revised the VP Nominations Process website for greater clarity, emphasizing the board’s commitment to fostering a diverse and inclusive membership and to broaden the conversation about what success looks like for the board. The Membership Committee launched a formal review of the nominations process in June 2017 including all aspects of the process to identify barriers to diversity and convened a meeting of the state and affiliate association leaders in San Antonio to engage them in the process.

- Team ICMA: In addition to the team focused on membership and our communities, the staff-focused ICMA Equity and Inclusion Team works to advance ICMA’s mission internally by providing sustained professional development opportunities on equity and inclusion for all staff to better inform our work and improve organizational effectiveness. These events have included: all-staff workshop on racial equity with the Government Alliance for Race and Equity; screening and follow-up discussion of Race: The Power of the Illusion and Race: The Jesse Owens Story; guest speaker Rabbi Jack Moline, President, Interfaith Alliance speaking on Religious Acceptance & Inclusion, and an all-staff International Women’s Day Celebration.

- Executive Board Diversity Committee: This committee was approved in February 2018 and will focus on oversight of ICMA’s work toward strategic plan goals.
Strategy for 2018/2019

ICMA has put staff and financial resources behind our equity and inclusion efforts to coordinate across the organization, in addition to managing new programs, projects, and tasks to advance the core beliefs and strategies identified in Envision ICMA.

Core Beliefs:
4. EQUITY AND INCLUSION: ensuring that local governments are inclusive and mirror the diversity in communities.

The Strategies are:

1f. Local Governments/Communities: Social Integration (condensed):
It is critical that communities make investments in education, language acquisition, job training, and other services to combat unemployment and facilitate integration and inclusion of diverse groups into society. Special attention must also be given to issues around enhancing cultural competence, minimizing implicit biases and improving race relations. Local governments along with their police departments will have to work hard to recognize that those in authority must rely on inclusion, openness and encouragement of diversity instead of expecting the continuance of an out of date social order maintained through rules, laws and intimidation.

2C. The Profession: The Need for Increased Diversity and Inclusion
The current overall demographic profile of the local government management profession does not generally reflect the diversity of many of the communities in which we serve. However, ICMA research has shown that MPA/MPP students and early career professionals are more diverse and more reflective of the general population than those currently in local government management positions. Due to the current lack of diversity in the profession, this next generation may not see local government as an attractive option. This makes it imperative that local governments partner with undergraduate/graduate programs to tell their story of community service and to engage in outreach and recruitment efforts to bolster diversity. They must also assess their current practices to ensure that no institutional biases or barriers exist so that they are able to attract, retain, and provide opportunities for advancement to women and minorities.

Key Priorities: Diversify and expand the membership, new strategies include:
A1. Maintain organizational priority to grow and retain ICMA membership to support local government's ability to attract and retain talented professionals:
   ▪ Increase the diversity of ICMA's membership by focusing on Historically Black Colleges and Hispanic and Asian institutions and a Joint Membership Campaign to Underrepresented Groups with Affiliate/Related Organizations

A2. Implement board approved recommendations of the Task Forces on Diversity & Inclusion and Women in the Profession:
   ▪ Assist women and minorities to advance in their careers
   ▪ Identify and collaborate with partners to expand content and training focused on equity and inclusion to prime local governments for hiring people of diverse backgrounds

A3. Develop strategies to assist talented individuals in entering the profession
   ▪ Promote the value of ICMA membership and careers in local government to veterans
Polling Results from “Recognize and Eliminate Bias” – webinar

September 20, 2018

571 locations; 1281 estimated participants in live audience

[CLOSED] How many people are listening on your line?
- 77% 1 – just myself
- 19% 2-5
- 5% 6-10
- 2% 11-20
- 1% 21 or more -- please send number using Question on webinar

[CLOSED] Why do you think equity/inclusion is important?
- 61% needed to close gaps
- 81% good for communities
- 54% good for the economy
- 81% promotes better local government performance
- 81% it’s our ethical responsibility

[CLOSED] Which of these initiatives would be beneficial for your agency?
- 71% embed equity in organizational culture and values
- 67% identify and develop data to inform decision making
- 64% use hiring & contracting as key opportunities for inclusion
- 70% recognize impacts of structural bias on policies & programs
- 2% other (please send via “Question” function)

[CLOSED] Which of these actions would benefit your agency and community?
- 63% creating a focal point for equity issues in your agency
- 72% making hiring practices more inclusive
- 67% encouraging affinity groups, speed coaching, celebrations
- 59% encouraging minority business participation
- 2% other (please send via “Question” function)

[CLOSED] Which of these measures would you recommend your agency consider?
- 60% establish equity as a priority goal with shared vision
- 72% community engagement with equity advocates for outreach
- 73% community partnerships with schools and other organizations
- 60% tap specialized expertise and leadership to help guide
- 1% other (please send via “Question” function)

[CLOSED] How was this webinar of value to you and your agency? (check all that apply)
- 59% understanding the impacts of unconscious bias
- 78% learning from the paths other agencies have taken
- 41% gaining concrete action steps to start/build our efforts
- 53% identifying resources we can tap
- 51% motivating interest to translate intentions into actions