Appendix A

# Supplemental Information for Section C Recommendations

# Appendix A. 1

# Development a Tool Kit for use within organizations and communities

## Survey of Next Practices

As a result of the dearth of easily identified tools or practices for encouraging conversations about inclusiveness, one of the very first items for inclusion in a tool box should be a comprehensive national survey of local governments regarding what is being done on this front to identify ideas and strategies beyond what are included here. It is presumed that this survey would actually occur prior to releasing a tool box, and that the results of the survey, along with contact information for any innovative strategies being utilized would be incorporated into the tool box. Depending upon the results of the survey, some of the specific strategies might become the basis for templates for inclusion in the toolbox as well to make it easy for other governments to replicate.

### Dining and Dialogue “How To” Template

The City of DeSoto is a highly diverse community located just south of Dallas, Texas ([www.ci.desoto.tx.us](http://www.ci.desoto.tx.us)). In response to their desire to build strong community ties in the midst of demographic shift, the City initiated “DeSoto Dining and Dialogue”. The program was designed to create cross cultural conversations around the dinner table among citizens who might not otherwise share dinner. The presumption was that when people of good faith and good intent connect in a meaningful way and get to know each other as people, good things happen – and that sharing a meal together was the best way to make that happen. The program ultimately led the National Civic League to name DeSoto as an All American City. It has continued for over a decade now and is considered part of the fabric of the community. It was launched by the city, and is still coordinated by City of DeSoto Community Relations Director Kathy Maples Jones who can be reached at 972-230-9648. The Dining and Dialogue page on the city’s website is located at <http://www.ci.desoto.tx.us/index.aspx?nid=739>. DeSoto Dining and Dialogue has now become a 501( c )3 organization and their website is located at [www.desotodd.org](http://www.desotodd.org).

This program appears to offer an exceptional and successful model for creating conversations across cultural lines. Based on the successful model in place, it would be relatively easy for the Committee on Inclusiveness or ICMA to modify it slightly and create a “paint by number kit” that other organizations could follow. It appears that it would be very easy to modify it to create a community version and an employee version. As a bare minimum, a basic information piece with contact details for the city of DeSoto could be provided within the tool kit to organizations. However, ideally, a “how to” template that is easily duplicable for other organizations would have more impact.

Other local government organizations who have made strides in this area include: Brooklyn Park, Minnesota, Dubuque, Iowa and Boulder, Colorado.

### Leading Edge Business Book Video Discussions

Designed for both a focus on practical leading edge leadership thinking, as well as time constrained leaders and employees, would be book discussion groups around videos. The videos would be produced as synopsis of leading business books. Instead of reading the entire book, participants come together and watch a 30 minute synopsis of the book on video, and then engage in discussion. Discussion facilitator guides should be developed that both coach the facilitator on how to effectively lead these discussions as well as include planned discussion questions for each book that help to engage issues regarding inclusiveness with sensitivity, but meaningfully constructive engagement. This program would present leading edge books on leadership that are not “about” inclusiveness, but each facilitator guide would incorporate one or two questions related to inclusiveness into the discussion questions for each book. This approach is ideal for a “lunch and learn” format and can work both with the community and with employees, or across those lines.

### Fiction Book Discussions

Book discussions have always been an effective way to expand thinking, challenge preconceptions and build relationships in a constructive and non-threatening way. The tool kit should provide a “how to” template that maps out exactly how to organize and schedule the events either internally or community wide. Discussion facilitator guides should be developed that both coach the facilitator on how to effectively lead these discussions, as well as include planned discussion questions for each book that help to engage issues regarding inclusiveness with sensitivity, but meaningfully constructive engagement. This program would work best with people who love to read and love to discuss the books they have read. Ideally books would be selected with the assistance of a librarian to help stimulate meaningful conversations. This approach can work equally well with the community and with employees, or across lines.

### Coaching and Mentoring Guide

The essence of coaching and mentoring regards conversations which communicate with people in an effective way regarding how to get better. Unfortunately, far too many organizations expect supervisors to coach and/or mentor employees without ever ensuring that those employees have the tools or the ability to be effective at such. This is particularly true when it comes to having conversations across cultural lines. Because people are anxious about cross cultural conversations and do not know how to have conversations with those who are different from them, they often simply avoid having any conversation at all. One product in the market is a “coach in a box” that contains cards to use in having conversations. A similar product could be produced by ICMA that provides a template for effective coaching conversations, which are not “about” inclusiveness, but which encompass inclusiveness. This strategy would be focused internally only.

### Performance Coaching

One of the challenges for organizations that want to have more conversations about creating a culture of inclusiveness is that success has never been clearly defined. As a result, it is difficult to set performance expectations. Obviously, there are numerous delicate issues associated with performance evaluations. However, the difficulty of the task simply increases the likelihood it will not be tackled by any organization on its’ own, and as a result, the importance of it being tackled by ICMA. The goal here would be to create expectation standards for supervisors and managers to create the type of inclusiveness culture desired by the organization AND provide guidelines for how to provide performance coaching conversations to help them achieve such. This strategy would be focused internally only.

# Appendix A. 2

# Definitions

**Bias:** the evaluation of one group and its members relative to another.

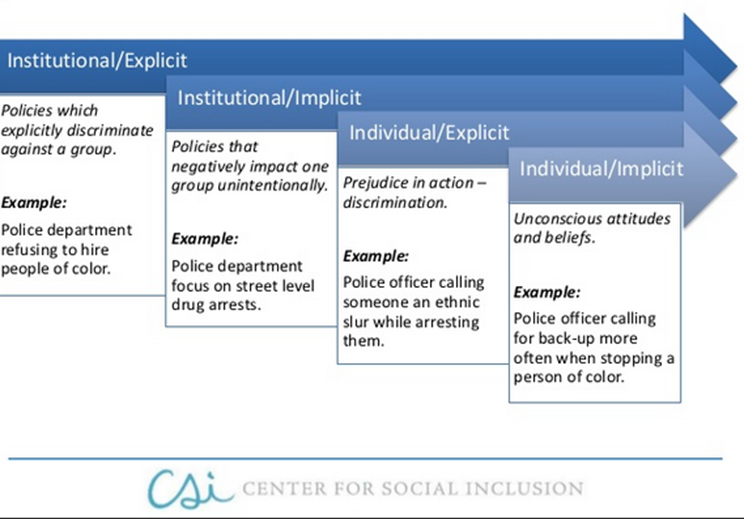
**Culture:** A social system of meaning and custom that is developed by a group of people to assure its adaptation and survival. These groups are distinguished by a set of unspoken rules that shape values, beliefs, habits, patterns of thinking, behaviors and styles of communication.

**Explicit Bias**: Biases that people are aware of and that operate consciously. They are expressed directly.

**Implicit Bias**: Biases people are usually unaware of and that operate at the subconscious level. Implicit bias is usually expressed indirectly.

**Inclusion:** Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power.

Racism (See diagram from the Center for Social Inclusion):

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**Individual Racism**: Pre-judgment, bias or discrimination based on race by an individual. The impacts of racism on individuals including white people internalizing privilege and people of color internalizing oppression.

**Institutional Racism**: Organizational programs, policies, practices and procedures that work better for white people than for people of color, often unintentionally or inadvertently.

**Structural Racism**: A history and current reality of institutional racism across all institutions, combining to create a system that negatively impacts communities of color. The interplay of policies, practices and programs of multiple institutions which leads to adverse outcomes and conditions for communities of color compared to white communities that occurs within the context of racialized historical and cultural conditions.

**Diversity:** Diversity includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. It is all-inclusive and recognizes everyone and every group as part of the diversity that should be valued. A broad definition includes not only race, ethnicity, and gender — the groups that most often come to mind when the term "diversity" is used — but also age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. It also involves different ideas, perspectives, and values.

**Racial Equity**: When social, economic and political opportunities are not predicted based upon a person’s race. Race can no longer be used to predict lifeoutcomes and outcomes for all groups are improved.

**Racial Inequity**: When a person’s race can be used to predict life outcomes (social, economic and political), e.g., disproportionality in education (high school graduation rates), jobs (unemployment rate), criminal justice (arrest and incarceration rates), etc.

**Stakeholders**- Those impacted by proposed policy, program or budget issue who have potential concerns or issue expertise. Examples might include: specific racial/ethnic groups, other institutions, schools, community-based organizations, Change Teams, City employees, unions, etc.

**Accountable**- Responsive to the needs and concerns of those most impacted by the issues you are working on, particularly to communities of color and those historically underrepresented in the civic process.

**Contracting Equity**- Efforts to achieve equitable outcomes in the way the City spends resources, including goods and services, consultants and contracting.

**Immigrant and Refugee Access to Services**- Government services and resources are easily available and understandable to all residents, including non-native English speakers. Full and active participation of immigrant and refugee communities exists in Seattle’s civic, economic and cultural life.

**Inclusive Outreach and Public Engagement**- Processes inclusive of people of diverse races, cultures, gender identities, sexual orientations and socio-economic status. Access to information, resources and civic processes so community

# Appendix A. 3

# Other Organizations Efforts for Potential Partnerships and Models

### The Government Alliance on Race and Equity

The Government Alliance on Race and Equity is a national network of government working to achieve racial equity and advance opportunities for all. Across the country, governmental jurisdictions are:

* Making a commitment to achieving racial equity
* Focusing on the power and influence of their own institutions, and
* Working in partnership with others

When this occurs, significant leverage and expansion opportunities emerge, setting the stage for the achievement of racial equity in our communities.

The Alliance provides a multi-layered approach for maximum impact:

* ***We support a cohort of jurisdictions that are at the forefront of work to achieve racial equity.*** A few jurisdictions have already done substantive work and are poised to be a model for others. Supporting a targeted cohort of jurisdictions and providing best practices, tools and resources is helping to build and sustain current efforts and build a national movement for racial equity.
* ***We develop a “pathway for entry” into racial equity work for new jurisdictions from across the country.*** Many jurisdictions lack the leadership and/or infrastructure to address issues of racial inequity. Using the learnings and resources from the cohort will create pathways for increased engagement and expansion of the Alliance.
* ***We support and build local and regional collaborations that are broadly inclusive and focused on achieving racial equity.*** To eliminate racial inequities in our communities, developing a “collective impact” approach firmly grounded in inclusion and equity is necessary. Government can play a key role in collaborations for achieving racial equity, centering community and leveraging institutional partnerships.

### National League of Cities -

[***NLC’s Race, Equity And Leadership*** ***(REAL)***](http://www.nlc.org/real) initiative seeks to equip local officials with effective tools to address the historical, systemic and structural barriers caused by racism and inequities.  The discussion at the event last week demonstrated NLC’s commitment to use the REAL initiative to strengthen the leadership capacity of local elected officials in addressing the impact of race and equity issues in their communities.

Human Development --The Human Development Committee is responsible for developing policy positions on issues involving social services, children and learning, poverty and income support, employment and workforce development, equal opportunity, Social Security and seniors, individuals with disabilities, public health care, mental health parity, and immigration reform.

NLC believes that the federal government should uphold fundamental principles of equality and the rule of law, and address, by enforcing the laws, acts of bias, bigotry and racism. To ensure equal opportunity for all, the federal government should:

* Enforce civil rights laws and eliminate discrimination with regard to race, color, religion, national origin, age, sex, sexual orientation or any social barriers or physical disadvantage;
* Promote and encourage efforts in employment, delivery of services, and health care to ensure that every person is considered only with regard to individual need or merit; and
* Take current action to remedy past discrimination.
* Develop and disseminate legal standards that will provide clear guidance on the use of mechanisms to address present or past racial discrimination;
* Promote diversity;
* Provide all employers with information on how to adopt and carry out effective affirmative action programs; and
* Expand opportunities in federal and local procurement for people of color, women, and individuals with disabilities.

A core principle of NLC’s strategic plan is to be: Inclusive - nonpartisan, embracing diverse views, modeling civility, providing "many doors" into NLC.

NLC provides curriculum in four areas: Leadership, Management, Engagement and Issue Expertise.

### International Hispanic Network

http://ihnonline.org/

IHN has provided the following programming to discuss inclusivity in the profession at a regional seminar in October 2014.

Encourage professional excellence among local government administrators, to improve the management of local government, to provide unique resources to local government executives and public managers, and to advance the goals of professional, effective and ethical local government administration. The seminar will bring awareness of IHN to government professionals in Colorado, provide information on programs & opportunities that would allow for an organization to play an effective role in developing employees of the workplace for tomorrow’s workforce. The seminar will also discuss the role the public sector plays in assisting in building a more Inclusive society in today’s rapidly changing culture. <http://ihnonline.org/resources/seminars-conference/>

The website does not list this as a priority per say, there are references to a variety of inclusive initiatives as part of its Municipal Best Practices reference materials.

### National Parks and Recreation Association

The NPRA has a major initiative to ensure all people have access to the benefits of local parks and recreation. Their philosophy is one of social equity.

Our nation’s public parks and recreation services should be equally accessible and available to all people regardless of income level, ethnicity, gender, ability, or age. Public parks, recreation services and recreation programs including the maintenance, safety, and accessibility of parks and facilities, should be provided on an equitable basis to all citizens of communities served by public agencies. Social equity is a critical responsibility borne by every public park and recreation agency and the professionals that operate them. It is a right, not just a privilege, for people nationwide to have safe healthful access to parks and recreation.

The National Recreation and Park Association (NRPA) believes park and recreation agencies, through the provision of equal access to parks and recreation, should cultivate community ties through programs and services for all which produces public benefits by connecting people more deeply to the fabric of the community. This sense of connectedness makes communities livable and desirable.

The benefits of social equity and universal access to public parks and recreation are many, including:

* Public enjoyment and engagement. Where parks and open space are plentiful and recreation services strong, residents enjoy the closest attachment and engagement within their communities; and studies indicate higher levels of local gross domestic product and economic well‐being;
* Quality recreation time with family and friends. Parks and recreation services provide a space and a reason to partake in enjoying quality time, relaxation, and fun among family members and friends, thus strengthening the social and familial bonds that provide balance and satisfaction in life;
* Improvement of mental and physical health. Parks and recreation can reduce the impacts of chronic diseases, especially in such vulnerable populations as children, seniors, and the underserved; and
* Measurable decreases in rates of crime and other detrimental activities. Communities are safer as a result of a wholesome atmosphere created by well‐managed parks and recreation services in communities through healthy activities and programming for all people.

NRPA encourages initiatives that increase social equity in state and local park and recreation agencies and their communities. NRPA works to achieve these outcomes through legislative and advocacy efforts, research and knowledge sharing, and providing practical tools to public park and recreation agencies across the country.

Upholding social equity is one of the core means of assuring the value of parks and recreation for future generations.