



MUNICIPAL LEADER

Diversity, Equity & Inclusion Certificate

Welcome Packet
2022-2023 Cohort



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Dear program participant,

On behalf of Georgia City Solutions, it is our pleasure to welcome you to the Georgia Municipal Association Headquarters for the 2022-2023 Municipal Leader Diversity, Equity, and Inclusion Certificate Program, our inaugural year.

As municipal leaders, it is essential to understand the importance of embracing diversity, equity, and inclusion and celebrating differences to create communities where everyone wants to work, live, and play. This program was created to equip municipal leaders with tools and resources to combat institutional racism, injustice, and inequity by grasping the essence of valuing differences, fostering relationships, and creating an environment of belonging for the betterment of all.

We commend your commitment to Diversity, Equity, and Inclusion and hope that this program is beneficial to your career and your work in your community.

Sincerely,

Freddie Broome
Director of Equity & Inclusion
Georgia City Solutions



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Georgia City Solutions, Inc. (GCS) is a 501(c)(3) organization created by the Georgia Municipal Association in 2018 to establish and support new and innovative programs, solutions, and research aimed at building vibrant, economically prosperous, and well-managed cities and improving the quality of life of municipal residents in Georgia. GCS provides GMA with a tremendous tool that can attract funding to create and support a wide range of programs that will make a positive impact on the economic vitality and quality of life in cities and enhance the operation of municipal governments.

For Georgia cities to reach their full potential, significant challenges must be addressed. These challenges include, but are not limited to, building future leadership capacity and improving levels of civic engagement; addressing systemic conditions and policies that foster racial inequities and perpetuate the outcomes of intergenerational poverty, such as low academic achievement and lack of a trained workforce, substandard housing and blighted neighborhoods, substance abuse, crime and a myriad of physical health problems; and creating a pipeline of qualified workers to fill critical municipal government positions.

The major challenges which are holding cities back cannot be solved by municipal leaders alone. Collaborative efforts must be undertaken which require the active involvement of local government officials, as well as the private sector and non-profit sectors, the philanthropic community, academia, and individual citizens impacted by the challenges.

Governed by a 12-member Board of Directors, GCS works in three pillars of focus: youth leadership civic engagement; addressing systemic conditions and policies that foster racial inequities and perpetuate the outcomes of intergenerational poverty, such as low academic achievement and lack of a trained workforce, substandard housing and blighted neighborhoods, substance abuse, crime and a myriad of physical health problems; and creating a pipeline of qualified workers to fill critical municipal government positions.



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Created in 1933, the **Georgia Municipal Association (GMA)** is the only state organization that represents municipal governments in Georgia. Based in Atlanta, GMA is a voluntary, non-profit organization that provides legislative advocacy, educational, employee benefit and technical consulting services to its members.

GMA currently represents 537 cities in Georgia. A 66-member Board of Directors, composed of city officials, governs GMA. Program implementation is charged to the Executive Director and a staff of more than 95 full-time employees.

The mission of the Georgia Municipal Association is to anticipate and influence the forces shaping Georgia's cities and to provide leadership, tools, and services that assist municipal governments in becoming more innovative, effective, and responsive.

Municipal Leader DE&I Certification Program Overview

Course Description: The framework of the program consists of six learning modules and one individual capstone project where participants will explore the concepts of being (1) an inclusive leader, (2) complete an Emotional Intelligence Leadership Assessment with a 1-hour coaching session, (3) identify the inequities in financial management, (4) learn strategies in promoting a more robust and safer community, (5) develop an understanding of how fostering relationships to encourage community engagement can enhance economic growth, (6) create strategies designed to enhance equitable and inclusive workforces and (7) complete a DE & I capstone learning project.

<p>Module One Inclusive Leadership: Enhancing Your Role as a Leader to Develop and Sustain a Diverse Organization</p>	<p>Objectives:</p> <ul style="list-style-type: none"> • Demonstrate a basic understanding of DEI&B. • Apply inclusive leadership skills to create authentic relationships. • Demonstrate how Emotional Intelligence makes you a more inclusive leader. • Assess how cultural intelligence is essential to competently lead diverse organizations. • Demonstrate an understanding of how transformational leadership is essential in changing a culture.
<p>Module Two Financial Management: Managing financial resources ethically and equitably</p>	<p>Objectives:</p> <ul style="list-style-type: none"> • Identify biases in financial policies, procedures, and systems. • Assess the financial impact of unjust decision-making and resource allocation. • Formulate a strategy to address the financial inequities in policies, procedures, and systems.
<p>Module Three Excellence in Public Safety: Building Stronger and Safer communities</p>	<p>Objectives:</p> <ul style="list-style-type: none"> • Identify how biases and unethical behaviors can impinge on fostering stronger and safer relationships. • Understand the impact of systemic inequalities in the justice system. • Develop an action plan that can improve the trust and confidence of public safety.



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<p>Module Four Cultural Diversity Enhances Economic and Community Growth</p>	<p>Objectives:</p> <ul style="list-style-type: none">• Demonstrate an understanding of the definition of equitable growth and why it is good for cities.• Recognize the systematic barriers that impact economic and community growth.• Understand the actions necessary to develop and implement inclusionary economic and community growth policies.
<p>Module Five Embracing Equity and Inclusion to Enhance Community Engagement</p>	<p>Objectives:</p> <ul style="list-style-type: none">• Apply techniques to identify key stakeholders that represent the demographics of the community.• Develop the skills to normalize conversations around cultural differences to enhance community engagement.• Learn to create sustainable solutions that incorporate community engagement in the city's decision-making process.
<p>Module Six Fostering Equitable and Inclusive Practices in Human Resources</p>	<p>Objectives:</p> <ul style="list-style-type: none">• Demonstrate an understanding of how to use data to analyze the city's workforce.• Identify components of an inclusive talent management strategy.• Learn how to address the HR policies and procedures that impede building a culturally diverse workforce.
<p>Module Seven Capstone Project</p>	<p>Objectives:</p> <ul style="list-style-type: none">• Identify an organizational or community issue centered around diversity, equity, and inclusion and develop a strategy to address the issue.• Participants are expected to connect the projects to the identified organizational and community issue.• Participants will present the final project to the class and a panel of city officials.



Program Calendar

Module One Inclusive Leadership: Enhancing Your Role as a Leader to Develop and Sustain a Diverse Organization	November 2, 2022
Module Two Financial Management: Managing financial resources ethically and equitably	December 7, 2022
Module Three Excellence in Public Safety: Building Stronger and Safer communities	January 11, 2023
Module Four Cultural Diversity Enhances Economic and Community Growth	February 8, 2023
Module Five Embracing Equity and Inclusion to Enhance Community Engagement	March 1, 2023
Module Six Fostering Equitable and Inclusive Practices in Human Resources	April 5, 2023
Module Seven Capstone Project	May 3-4, 2023 <i>*One day in person, one day virtual*</i>

Attendance Policy

Program participants must attend and participate in all seven meetings in person to achieve certification. There is no virtual option available. If a student cannot attend a meeting, they will have the opportunity to attend the meeting they missed the following program year to complete their certification. Please note this will delay your certification award date by one full calendar year.

If you must be absent from the program, please contact Alexandra Campos Castillo (Program Manager) so they can note your make-up date.

Alexandra Campos Castillo (They/Them)

Program Manager for Georgia City Solutions

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Class Reading

Program participants will read *How to be an Inclusive Leader: Your Role in Creating Cultures of Belonging Where Everyone Can Thrive* by Jennifer Brown.

A copy of the book will be provided to each student, and a suggested reading schedule can be found below. Book discussions will take place at the beginning of each class.

Introduction & Chapter One (pages 1-27)	December 7, 2022
Chapter Two (pages 29-46)	January 11, 2023
Chapter Three (pages 47-62)	February 8, 2023
Chapter Four (pages 63-81)	March 1, 2023
Chapter Five & Six (pages 83-104)	April 5, 2023

Capstone Project

The capstone project is the final module of the program designed to create an opportunity for participants to apply what they learned in the program centered around diversity, equity, and inclusion.

Capstone projects are due April 28, 2022. Additional information on the capstone will be presented during Module 2.

Certification Award

Completion of the course includes:

- Attending all seven modules
- Completing the Capstone Project
- (Optional) Completing The Emotional Effective Leader Workshop

Upon completion, program participants will be certified as "Municipal Leader of Diversity, Equity, and Inclusion." Certificates will be awarded during the Georgia Municipal Association's Annual Convention, June 23-27, in Savannah, GA. If a participant is unable to attend the Annual Convention, the award can be presented during a City Council meeting.

Program Participants will also receive an e-certificate, which can be linked to resumes or Linked-in Profiles via Credly.



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Municipal Leader DE&I Certificate Program Built-in Workshops

These workshops are traditionally facilitated separately, but the Municipal Leader DE&I Certificate Program will include them in the curriculum.

C.U.R.E Mindset Workshop

C.U.R.E. Mindset workshop provides the framework for each person to grow in self-awareness and emotional intelligence as they interact with others.

Inclusive leaders are leaders worth following.

Are you providing the tools for every team member to learn how to become an inclusive leader? A hallmark quality of inclusive leaders is the ability to recognize, hear and value other people's unique voices, experiences, and contributions. Learning, growing, and becoming an inclusive leader means the work must start with me. It means I need to have a vision for an inclusive culture that allows every voice, gender, race, age, and background to feel psychologically safe and valued for their unique contribution.

Benefits include:

- 90 Minute interactive session that invites everyone to grow
- Teaches a framework to build Inclusive Leadership Culture and skills
- Conversations to promote self-awareness
- A takeaway and action steps for each participant
- Introductory level for any starting point

Date: November 2, 2022 – Module One – Inclusive Leadership

How to Develop a Diversity Recruitment Plan

“Fireworks don’t beat framework.” Your quest to institute; implement and maintain an equitable workplace is a grind that takes forethought, consistency, energy, and teamwork. This workshop, unlike most, is geared toward providing you with insight from the points of view of several workplace experts. From this vantage point, you will interactively learn what is needed to manage, lead, and succeed in developing a diversity recruiting program. This workshop provides participants with a comprehensive understanding of developing, implementing, executing, and evaluating diversity programs designed to recruit and embrace a culturally diverse workplace.

Learning Objectives:

Upon successful completion of the workshop, participants should be able to:

- Design and implement a successful diversity recruiting program
- Identify links between diversity, cultural competency, and productivity
- Understand the damaging effects of a botched diversity recruiting program



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Learning Objectives Cont'd:

- Recognize the benefits of overcoming a “quota” approach to diversity recruiting
- Develop the essential skills, techniques, approaches, and strategies to promote an inclusive workplace.

Date: April 5, 2023 – Module Six – Human Resources

The Emotional Effective Leader Workshop

While a leader’s subject matter expertise or technical skills might be seen as the driving factor of success, a leader’s ability to communicate, coach, provide feedback, empower, inspire, collaborate, and manage stress is also critically important. These skills are the root of emotional intelligence. A high level of emotional intelligence enhances a leader’s ability to interact effectively with others, be attuned to others’ needs, and respond effectively to those needs while building more substantial teams.

Learning Objectives:

Upon completion of this training, participants should be able to:

- Demonstrate a clear understanding of how emotional intelligence behaviors map onto transformational leadership.
- Identify strengths and areas of their emotional intelligence profile that they can develop further as leaders.
- Develop a realist action plan toward becoming a more emotionally effective leader



Optional - 2-day virtual workshop (8 hours total). To get credit, participants must finish sessions 1 and 2. They can take both sessions in the same month, or they can take session 1 in one month and session 2 in another. But they must be taken in sequential order.

February 16, 2022	9 AM – 12 PM (Session 1)
February 23, 2022	9 AM – 12 PM (Session 2)
March 20, 2022	1 PM – 5 PM (Session 1)
March 27, 2022	1 PM – 5 PM (Session 2)
April 19, 2022	9 AM – 12 PM (Session 1)
April 26, 2022	1 PM – 5 PM (Session 2)