



ABOUT OUR DIVERSITY,
EQUITY, INCLUSION,
AND BELONGING
JOURNEY SO FAR..



AN AGENDA OF LEARNING

Objectives:

To provide individuals with awareness of self and the principles of Diversity, Equity, Inclusion, and Belonging.

1. Build a **basic/foundational** awareness of Diversity, Equity, Inclusion, and Belonging, starting with leadership to model expected behavior for all divisions of your organization and as public servant leaders.
2. To build a better capacity, model empathetic behavior in serving each other and your residents and recognize community disparities.
3. Recognize your biases to build better habits that invite inclusion and belonging as public servants.
4. Learning to be more curious, accountable, and comfortable with courageous conversations.

A WORKBOOK FOR ONGOING LEARNING

Contains:

- **Exercises for self-driven learning in DEI**
 - Biases
 - Privilege
 - Intersectionality
 - Stereotypes
 - Systemic and structural Racism and Discrimination
 - Microaggressions
 - Bullying and Allyship
 - Generational trauma
 - Cultural competency
 - Equality vs Equity
 - Equity toolkits
- **Video links**
- **An extensive bibliography**
- **Places to take notes and capture self-accountability**

STARTED WITH SHARED LANGUAGE

Diversity is...

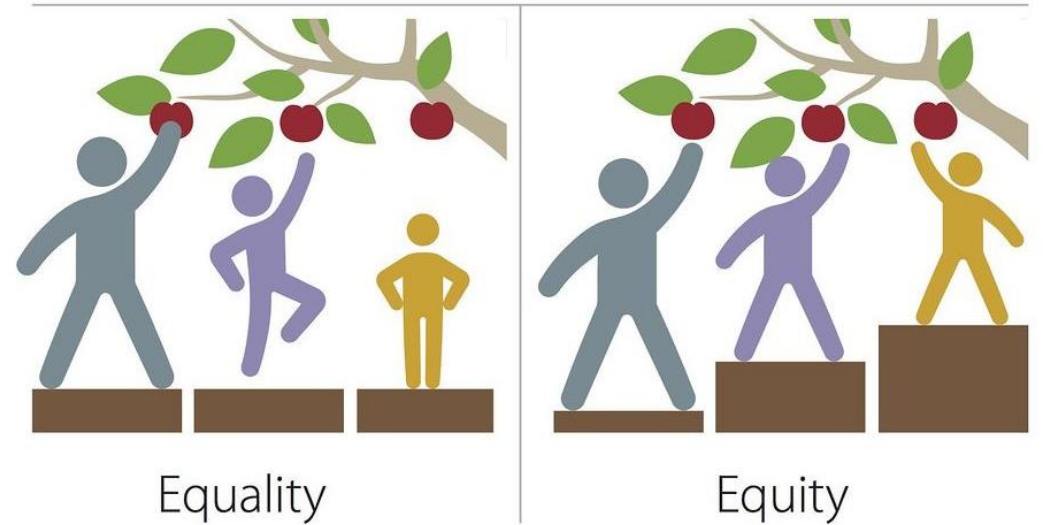
- What you get.
- An outcome of practices, policies, systems, service levels, etc.
- It appears in applied housing codes and ordinances, hiring practices, community policing, human and legal services, customer service, and community outreach.
- In essence, your community's reputation as a welcoming and affordable place to live.



STARTED WITH SHARED LANGUAGE

Equity is...

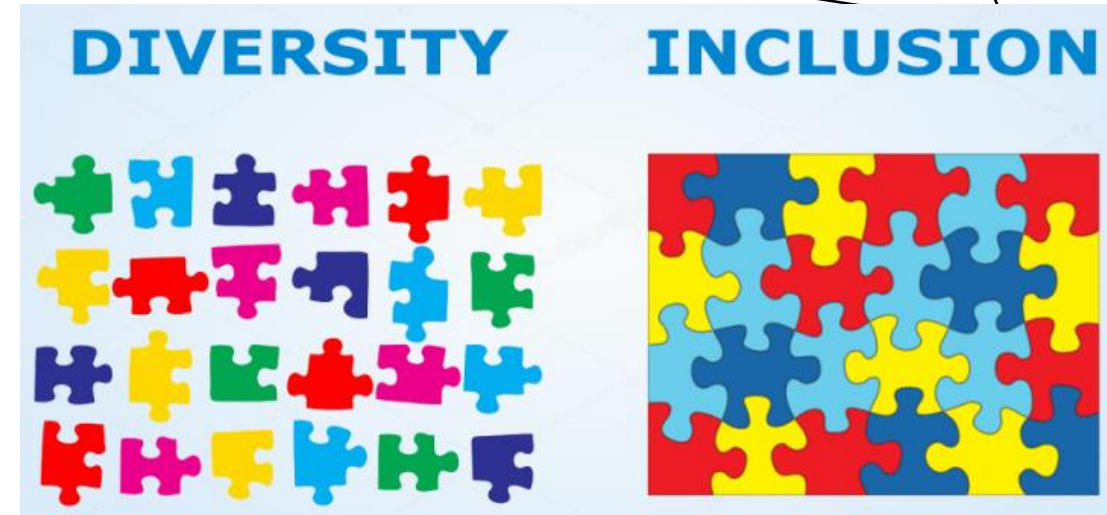
- What you want.
- The continual audit of policy, practices, service levels, and selection of projects to ensure the equitable distribution of resources and services.
- Accommodation for underserved populations and individuals, e.g., handicapped access, cooling centers, wellness checks, affordable housing, public defenders, human services, etc.
- Reasonable accommodation within the workplace.



STARTED WITH SHARED LANGUAGE

Inclusion is...

- What you do, how you behave.
- The reflection of both a community's and an organization's culture.
- A shared belief about working together for a 'greater good.'
- Requires transparency, outreach, extensive planning and, *measured* inclusiveness.



STARTED WITH SHARED LANGUAGE

Belonging is...

- How you feel.
- The sense of psychological safety in the workplace and in the institutions of the community (schools, centers, parks, shopping areas, etc.).
- Often measured by the participation of citizens and staff on surveys about how they feel about their community, its amenities, and their access to them.



TOPICS WE'VE COVERED SO FAR

Explicit and Implicit Types of Bias

Confirmation Bias: Only seeking data, analysis, and hires that confirm pre-existing views.

Affinity Bias: Tending to listen to / favor those individuals most similar to us in style, education, background, interests, culture, etc.

Attribution Error or Bias: Not considering situational factors when assessing others' behaviors or performance.

Performance Bias: Letting recent events skew perspective on long-term trends.

Groupthink Bias: Lack of dissenting perspectives or diverse debate when making major decisions.

Survivorship Bias: Only examining what succeeded rather than lessons from failures.

Beauty Bias: The assumption that attractive people will perform and be treated better. The belief that certain positions require attractive people.

Just World Bias: The belief that “You get what you deserve.”

Retribution Bias: The assumption that inflicting punishment is more important than preserving the relationship.

Racial, Cultural, Language, or Name Bias: Showing a preference for one race over another. Judging or treating people differently based on their names. Having difficulty accommodating language or cultural norms.

Age Bias: Denying opportunities or treating someone differently because of their age.

Gender Bias: Passing judgment based on traditional traits defining masculinity or femininity.

TOPICS WE'VE COVERED SO FAR

Equity Maturity Model – Our Growth Path

| Racial Equity Maturity Model | Areas of Focus for Equity Work | | | |
|------------------------------|--|---|---|---|
| | Communications | Accordance or Conformity | Performance | Improvement |
| Community and Staff Impact | Integrated and Strategic Representation of the community in diversity and social justice issues effectively enhances organizational performance and community satisfaction. Outreach/communication to staff and all community members is integrated into standard business processes and outcome metrics. | Pay equity is a top priority for City leadership. All financial and policy audits are in accordance with standards, including equity goals and expectations. | Equity, DEIB initiatives, audit performance, and service level targets enhance organizational performance, mission, vision, and values. The city has a balanced diversity representation in all positions relative to the region's populations. Recruitment, retention, and diversity within the ranks are essential strategic metrics. | Strategically established goals are supported by planned funding, which targets investment in learning and growth across all staff, with measurable increases in productivity and quality. Enhancements to technology, business processes, and partnerships are realized at a pace consistent with the strategic plan. |
| | Progressing and Tactical City Staff use a shared language about equity and DEIB. Frequent and targeted outreach to identified communities and customer groups is routine. Employee surveys that gauge psychological safety, belonging, and inclusion are routine and form the basis for improvements. | Accordance with equity standards and municipal planning and performance expectations is achieved. Leaders and employees conform with using equity tools to define the importance of equity in the design and delivery of municipal services. Audits always include equity analysis. | Findings from internal and external surveys that reflect DEIB's performance are shared and celebrated. Audit findings are widely reviewed internally. The community is also informed about compliance with some equity standards and expectations for performance. | New projects to enhance DEIB in support of the city's equity goals are accomplished and celebrated annually. Community members participate and advise. The city has one or more annual leadership development initiatives to improve equity and DEIB among all employees. |
| | Basic and Compliant Communication, internal and external, is consistent with the city's commitment to and activities around equity and DEIB learning. | Leaders and employees often use tools to define DEIB importance in designing and delivering municipal services. Training is routine, and shared language is reinforced. Audits usually include equity analysis. | Performance to service level targets/standards are published and shared with the community. | Plans for improvements and audits of processes and policies are scheduled, and resources are assigned. |
| | Emerging Commitment to racial equity is generally expressed. Leadership is developing a shared language and understanding. Plan policies and service levels for racial equity are not yet widely communicated with all staff. | Some benchmarking is emerging. Some grant applications, training, and process changes are underway. Most are siloed within departments and not connected. Use of equity toolkits is beginning. | Plan policies and target service levels for equity performance are not fully developed, and not all programs collect or publish performance metrics. | Some data gathering and modeling are started, and some projects or processes are funded targets for equity auditing. |

DEIB Strategic Plan 2024 – 2029

- It outlines tangible steps the City can take to work toward a more equitable environment, embed equity tools into decision-making, and further commit to developing a diverse and inclusive community.
- Three areas of emphasis are **organizational culture**, **communications and engagement**, and **plans, policies, and budgets**.

Budget Work with the DEIB Strategic Plan

- Once there is agreement on the first biennium priorities, leads for each priority will be assigned, affected departments will be identified, and priorities will be incorporated into the 2025-2026 budget discussions.
- Each priority will be further developed by the leads and department affected with monitoring and reporting.
- Resource constraints will be mapped, and organizational needs will be prioritized for the near-term future by Department and Division.



QUESTIONS?

