

The background of the slide is a photograph of three people in an office setting. On the left, a man in a suit and glasses is looking towards the center. In the middle, a woman with glasses is looking down at a tablet she is holding. On the right, another woman is looking at the tablet and gesturing with her hand. The image has a blue tint and is overlaid with large white and blue geometric arrow shapes pointing right.

ASSESSMENT OF CITY OF CHARLOTTE'S EFFORTS ON **DIVERSITY, EQUITY, & INCLUSION**

Charlotte is America's Queen City, opening her arms to a diverse and inclusive community of residents, businesses, and visitors alike; a safe family-oriented city where people work together to help everyone thrive.

Overview

- Why are we here?
- Review process and methodology of assessment
- Define diversity, equity, and inclusion (DE&I)
- Discuss report findings
- Highlight recommendations

Charge – Conduct a 90-Day assessment

July 2018, Mayor Vi Lyles called on City Manager Jones to assess the city's equity and inclusion efforts:

“...I’m going to call for that study, within our own government first, and encourage it to expand beyond our government and our 8,000 employees that we begin an inclusive study in the next 90 days to build a more inclusive, equitable Charlotte; that we include in that, that we address the issues of discrimination and race among ourselves first in every policy, procedure, and practice that we have.”

Process and methodology

1

- Created core project team and department liaisons

2

- Conducted literature review
- Identified best practices
- Benchmarked peer cities

3

- Inventoried initiatives

4

- Interviewed mayor, city council, city manager, and department leadership

5

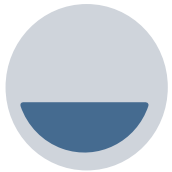
- Analyzed data
- Identified gaps

6

- Developed recommendations

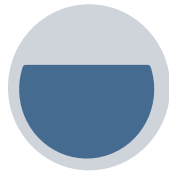
Diversity, Equity, and Inclusion Defined

To truly assess the impact of city programs, services, initiatives, or processes, common definitions must be established



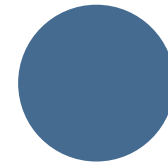
Diversity

Includes all the ways in which people differ, encompassing the different characteristics that make one individual or group different from another.



Equity


The fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups.



Inclusion

The act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate.

Or in other words...

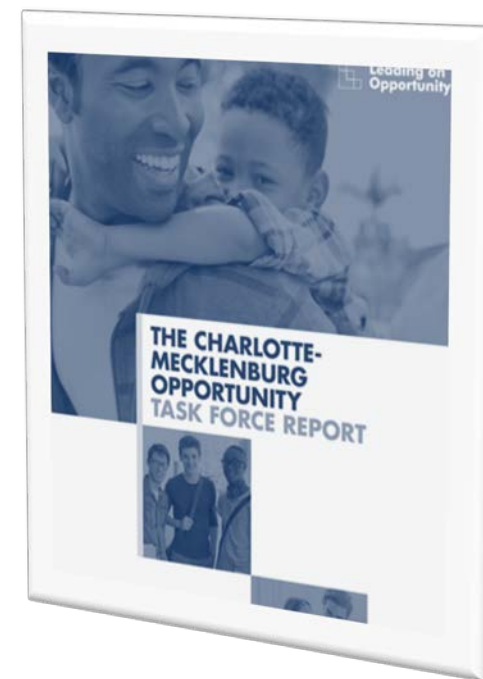


**“Diversity is being invited to the dance.
Equity is playing music we all can dance to.
Inclusion is being asked to dance.”**

Willie Ratchford, Community Relations Director

Leading on Opportunity

- ...ask ourselves, deliberately and regularly, if we are dismantling the effects of segregation and racialization, and if the foundation we are laying for the future is free of them as well
- Task Force Strategy A
 - ✓ Acknowledge the significant role segregation and racialization have played in our current opportunity narrative and commit to becoming a more inclusive, fair and just community



-Charlotte-Mecklenburg
Opportunity Task Force report

Literature review and best practices



- Diversity, Equity, and Inclusion recommended best practices:
 - ✓ Establish a citywide strategic plan
 - ✓ Designate leadership for DE&I
 - ✓ Provide funding to support the strategic plan
 - ✓ Implement methodologies to measure and track programs and initiatives
 - ✓ Enhance employee engagement opportunities

Peer city comparison

Peer cities were selected based on shared characteristics in the areas of:

1. Population growth
2. Economic growth rate
3. Household size
4. Crime rate

Peer City	Strategic Plan	Leadership	Budget	Measurement and Tracking	Employee Engagement
Atlanta, Georgia	x	✓	x	x	x
Austin, Texas	✓	✓	✓	✓	✓
Denver, Colorado	x	x	x	x	x
Minneapolis, Minnesota	✓	✓	✓	✓	✓
Portland, Oregon	✓	✓	✓	✓	✓
San Diego, California	x	x	x	x	x
Arlington, Texas	x	x	x	x	x
Columbus, Ohio	✓	✓	✓	✓	✓
Dallas, Texas	✓	✓	x	✓	x
Fort Worth, Texas	x	x	x	x	✓
Houston, Texas	x	x	✓	x	x
Indianapolis, Indiana	x	x	✓	x	x
Kansas, Missouri	x	x	x	x	x
Long Beach, California	x	x	x	x	✓
Louisville, Kentucky	✓	✓	x	✓	x
Memphis, Tennessee	x	x	✓	x	✓
Nashville, Tennessee	x	✓	x	✓	x
Omaha, Nebraska	x	x	✓	x	x
Tulsa, Oklahoma	✓	✓	x	✓	x
Seattle, Washington	✓	✓	✓	✓	✓
Mecklenburg County	✓	✓	✓	x	✓
"YES" Total	9	11	9	9	9

Input from leadership

Intentionality:

- ✓ “...we are a growing city and we need to keep up with best practices”
- ✓ “...we need to continue an intentional effort to identify and remove barriers to inclusion”
- ✓ “...there should be a linkage to director’s performance reviews”

Culture and Vision:

- ✓ “...give people a sense of place”
- ✓ “...continued focus on equity lens, from history to today’s needs”
- ✓ “...be careful that in becoming inclusive we do not exclude the people that may not need help, they still need a place at the table”

More Input from leadership

Accountability and Performance:

- ✓ “...DE&I issues won’t go away by ignoring them, we need to hold each other accountable”
- ✓ “...DE&I is important to becoming an employer of choice”
- ✓ “...look at maximizing existing services versus adding new”

Target Areas:

- ✓ “...need to continue to focus on spending with minority owned businesses”
- ✓ “...need to be more proactive in being an international city and signage in multiple languages”
- ✓ “...talk about facts and truth about the history of how things were developed and implications in today’s decisions”



Over 120 efforts related to DE&I



- **Internal Practices:** policies, processes, and procedures within the organization as well as the work environment and culture
- **Access to Services and Opportunities:** how easily the public can use or participate in city services as well as openness and inclusion in the decision-making processes, awareness of the services, and availability of services
- **Community Engagement:** seek input and feedback from all, along with outreach designed to involve the community

Internal practices

Inclusive Policies	Workforce Diversity
✓ Diversity Training	✓ Ban the Box
✓ Foreign Language Incentive	✓ LGBTQ Engagement Committee
✓ Charlotte Business Inclusion Policy	✓ Human Resource Philosophy
✓ Human Resources Review	✓ CBI's Equity Circle & LDI
✓ Mandatory Training for Supervisors	✓ Intentional Recruiting
✓ Same-Sex Couples Benefits	✓ Queen's Team

Access to services and opportunities

- ✓ Community Micro-Grants
- ✓ International and Integration Manager
- ✓ Neighborhood Matching Grant Program
- ✓ North End Smart District Equity Grant
- ✓ Partnership with Good Works Staffing
- ✓ Promoting Affordable Housing by expediting reviews
- ✓ Refugee Support Services Engagement
- ✓ Reviewing services through racial equity lens
- ✓ Water Bill Assistance Program

Community engagement

- ✓ Charlotte Future 2040 Comprehensive Plan
- ✓ Civic Leadership Academy
- ✓ Community Letter Task Force/One Year Later
- ✓ Community Relations Department
- ✓ COPS & Barbers
- ✓ KOPS & Kids Learn Spanish
- ✓ Latino Community Outreach Program
- ✓ NLC: Cities of Opportunity Pilot Program
- ✓ Stitch Together CLT
- ✓ Take 10
- ✓ Transparency Workshops

Key findings and areas of improvement

Overarching: No comprehensive DE&I strategy or coordinated approach for the multitude of efforts promoting DE&I

- No designated leadership or identified budget to advance internal DE&I efforts
- Initiatives are not fully integrated and driven across city departments
- No overall measures exist to gauge the organization's progress in advancing DE&I
- Partnerships exist, they are not readily known or leveraged across departments
- Many departments are unaware of the full extent of the city's DE&I initiatives and are therefore unable to support and participate in applicable opportunities
- Various contracts for external service providers exist to promote DE&I efforts that are not reviewed overall for priority or impact
- The organization's decentralized approach hinders DE&I efforts
- Administrative policies need to be revised and viewed through an equity lens
- DE&I efforts exist, however, few are targeted at identifying and removing barriers for people with physical and language barriers

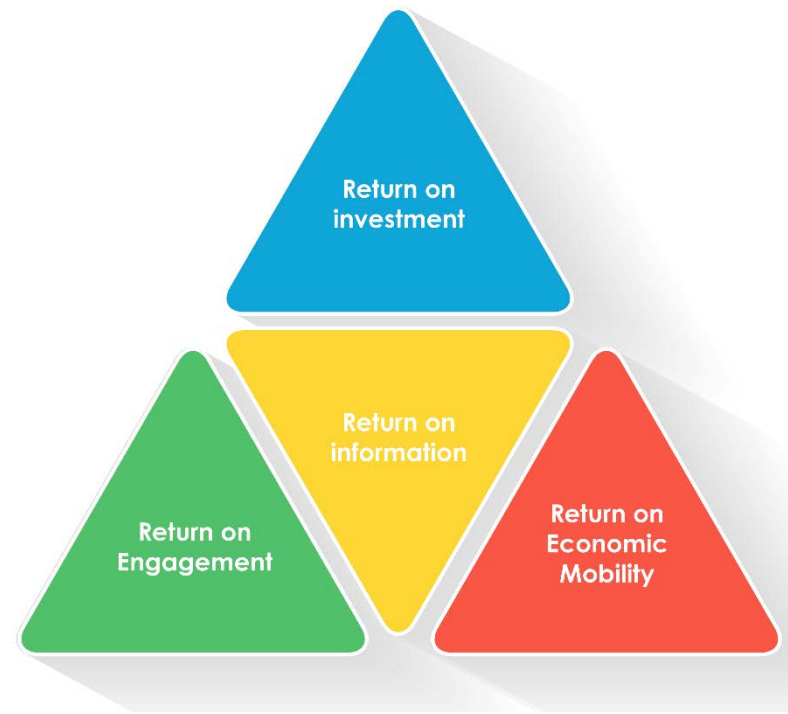
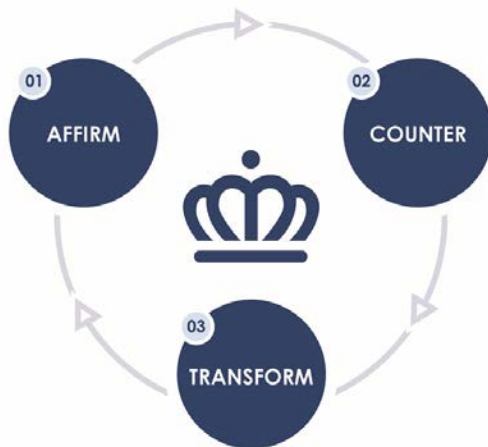
Recommendations

- **Recommendation 1** - Design and implement a DE&I strategic plan
- **Recommendation 2** - Commit resources for oversight and coordination
- **Recommendation 3** -
Coordinate recruitment and hiring practices and continue to conduct periodic DE&I training and professional development



Recommendations

- **Recommendation 4** - Review and assess current DE&I programs for impact
- **Recommendation 5** - Create DE&I partnership inventory
- **Recommendation 6** - Design and implement accountability structure



Recommendations

- **Recommendation 7** - Review and assess administrative policies for updates and DE&I
- **Recommendation 8** - Increase central oversight of communications, human resources, and procurement related functions across city departments
- **Recommendation 9** - Expand outreach and capacity building efforts for Minority Women Small Business Enterprises (MWSBEs) citywide through increased planning, development, collaboration, and measurement



Recommendations

- **Recommendation 10** - Continue to focus on identifying barriers and create Americans with Disabilities (ADA) and Language Access transition plans
- **Recommendation 11** - Adapt the “Bridging the Difference” outreach initiative by CMPD, Community Relations, and Housing and Neighborhood Services, beyond public safety topics to encompass racial healing and equity



Recommendations

- **Recommendation 12** - Increase DE&I awareness and knowledge through employee engagement
- **Recommendation 13** - Continue the DE&I efforts on a community-wide basis following the development and implementation of the city's strategic plan



As recommended, it is paramount for the city manager to identify leadership and coordinate activities to develop a comprehensive DE&I framework