CITY OF
CHARLOTTE

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.

NOVEMBER 2018

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CITY OF CHARLOTTE

SUMMARY: Assessment of the Diversity, Equity, and Inclusion (DE&I) efforts of the City of Charlotte

Charge

Conduct a 90-day assessment of the current state of the organization's progress toward being a model for equity and inclusion. To accomplish this task, a steering team of key individuals was formed, department liaisons established, data analyzed, peer cities compared, best practices examined, literature researched, and interviews conducted. While this report represents the conclusion of these efforts within the 90-day timeline, additional analysis is warranted for the development and implementation of a comprehensive approach to achieving the diversity, equity, and inclusionary culture the City of Charlotte desires.

What the assessment revealed

The Community Relations Committee (CRC) has been in place since 1969 focusing on community based equity issues, mediation, and fair housing. Along with the CRC, over the past several years, the City of Charlotte has placed an expanded emphasis on increasing economic mobility while promoting diversity, equity, and inclusion (DE&I). The need for increased vigor in these efforts was highlighted by the civil unrest following the police officer involved shooting death of Keith Lamont Scott on September 20, 2016. Since that time, the city revised its efforts aimed at increasing DE&I. Along with these efforts, last year the organization's first international and immigration manager was hired to bridge service gaps. Subsequently, in 2018, following the controversial and discordant City Council vote of whether the City of Charlotte should host the Republican National Convention (RNC), the Mayor called for an assessment of how the organization addresses the issues of discrimination and race internally, through its own programs, services, and practices.

July 2018, Mayor Lyles called on City Manager Jones to conduct an internal assessment of the city's equity and inclusion efforts.

Through this assessment it has been found the organization is involved in over 120 activities that promote a component of DE&I. However, the organization fails to coordinate and leverage their strengths by correlating the activities. While many programs exist, and produce program-level impacts, the larger citywide synergies that can be realized by driven, coordinated, and measured outcomes remain unachieved. The current activities demonstrate a commitment toward advancing DE&I goals; however, the programs are administered in a disparate fashion, creating missed opportunities for leveraging efforts and maximizing broad and deep impacts that advance and embed the principles of DE&I across the entire organization.

DE&I Defined

Any evaluation, assessment, or study, must start with common language and objective definitions. There are varying understandings of diversity, equity, and inclusion. After substantial research, analysis, and discussion, definitions were selected to build a foundational understanding of DE&I for purposes of this assessment. While the initial charge did not include the assessment of "diversity", there was clear evidence and broad consensus that well thought-out equity and inclusionary efforts must involve a close consideration of diversity. As such, diversity has been added to the assessment parameters to conduct a broader review.

> *"Diversity is being invited to the dance. Equity is playing music we all can dance to. Inclusion is being asked to dance."*
>
> *-Willie Ratchford, Director, Community Relations City of Charlotte*

Diversity

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

While diversity is often used in reference to race, ethnicity, and gender, the organization embraces a broader definition of diversity that also includes age, national origin, religion, political affiliations, disability, sexual orientation, gender identity, socioeconomic status, education, marital status, language, and physical appearance. The definition also includes diversity of thought: ideas, perspectives, and values. Also, individuals who affiliate with multiple identities are recognized.

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.

Improving equity involves increasing justice and fairness within the procedures and processes of institutions or systems, as well as in the distribution of resources. Tackling equity issues requires an understanding of the root causes of outcome disparities within society.

Inclusion

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

The City of Charlotte is committed to being a role model in championing a culture of DE&I. An inclusive and welcoming culture embraces differences and offers respect in words and actions for all people. It is important to note that although an inclusive group is by definition

diverse, a diverse group is not always inclusive. Increasingly, recognition of subconscious or "implicit bias" helps organizations to be deliberate about addressing issues of inclusivity.

Along with the obvious moral and social justice issues, there are many benefits to promoting DE&I throughout the organization. Benefits include attracting and retaining qualified talent and improving employee morale, both of which result in greater team member retention and higher performance.

Over the past several years, the efforts to promote DE&I have advanced within the organization and the community. The organization's DE&I work builds off the findings and recommendations of the

The city's DE&I work builds off the findings and recommendations of the Charlotte-Mecklenburg Opportunity Task Force report.

Charlotte-Mecklenburg Opportunity Task Force report[1]. In so doing, the city demonstrates a commitment to actively addressing the challenges the workforce and community members face in relation to segregation and racism, a cross-cutting factor that the report identifies as "foundational to everything else." The city should lead the charge in confronting and intentionally dismantling the inequities that are systematic and "exacerbate the divide in our community."

KEY FINDINGS

This assessment provides findings and recommendations based on a comprehensive review and analysis of best practices, current literature, initiatives, comparison of initiatives of peer cities, and multiple internal stakeholder interviews. The findings of this 90-day assessment are meant to inventory the organization's state of current initiatives and provide a basis for determining the next steps to further advance DE&I efforts. More analysis needs to be conducted to fully assess the impact of the current initiatives in place.

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

The organization's DE&I efforts can be strengthened by leveraging and improving coordination across departments and amongst initiatives. A full review of current initiatives may provide opportunities for the elimination of redundant initiatives that currently dilute resources and minimize the impact.

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[1] The Charlotte Mecklenburg Opportunity Task Force Report, Leading on Opportunity, March 2017:
https://leadingonopportunity.org/wp-content/uploads/2017/03/20170320_LeadingOnOpportunity_Report.pdf

No designated leadership or identified budget to advance internal DE&I efforts

The organization has the Department of Community Relations, the Charlotte Business INClusion program, and the Office of International Relations that focuses on community oriented DE&I initiatives and programs. However, there is no identified staff lead designated as the subject matter expert to drive DE&I efforts horizontally across the organization, nor is there specific and dedicated funding to coordinate the DE&I efforts across departments.

DE&I initiatives are not fully integrated and driven across city departments

Active efforts exist to engage the community and employees in furthering DE&I; yet, coordination, communication, and feasibility analysis of various programs do not occur on a systematic basis. Opportunities are lost in not sharing best practices and leveraging resources. Many activities are undertaken without fully studying the need, identifying available resources, stating intended outcomes, or establishing measurable goals.

No overall measures exist to gauge the progress in advancing DE&I

While many DE&I initiatives exist across departments, there is no consolidated effort to track the progress toward advancing DE&I efforts.

Contracts for external service providers exist to promote DE&I efforts that are not reviewed for priority or impact

The organization has several projects and programs related to DE&I that utilize external service providers. These initiatives should be broadly assessed to determine which of these services create the best return on investment and propel DE&I efforts forward so duplicative, inefficient, or disintegrated efforts can be reduced or eliminated.

Partnerships exist, yet they are not readily known or leveraged across departments

Many partnerships exist between individual departments and the external community, such as civic groups, non-profits, and businesses that also have a DE&I focus. However, comprehensive knowledge and intentional coordination of these partnerships have not been established. If these partnerships were centrally documented and coordinated for all departments to access, the impact of these partnerships could be leveraged, made more efficient, and magnified.

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

Research identified that a best practice of DE&I work includes consistently engaging employees in all areas of the organization to develop common goals and create opportunities for employee feedback. Several avenues currently exist to engage employees. Coordinated engagement opportunities include the Queen's Team, public safety work group, leadership group meetings, Learning Coach Team, and employee surveys. While there is an opportunity to engage employee groups to better integrate and achieve principles of DE&I through the workforce, the lack of central DE&I management allows some of these opportunities to go unrecognized. Thus, the chance to highlight the importance of DE&I and articulate sound organizational principles is missed.

The organization's decentralized approach hinders DE&I efforts

The previously adopted "run your business" city philosophy created an environment in which each department and its subordinate business units operated autonomously. Therefore, some functions are replicated across the organization creating an inefficient distribution of resources and inequitable application of policies and procedures. It is important to promote DE&I efforts systematically across departments and support common understanding and consistent application of policies, values, and messaging.

Additionally, administrative policies need to be revised with respect to citywide impact and viewed through an equity lens. General policies that govern the organization's functions should be administered centrally. While a concerted effort to review and revise outdated policies and procedures began over a year ago, many more still need to be identified and revised.

DE&I efforts exist, however, few are targeted at identifying and removing barriers for people with physical and language barriers

The organization needs to continue a focus on identifying barriers and working toward addressing service needs. These efforts ensure access to service for persons with disabilities and individuals whose first language is not English.

RECOMMENDATIONS

Recommendation 1:
Design and implement a Diversity, Equity, and Inclusion Strategic Plan

Develop a strategic plan and corresponding action plan to provide a sense of direction and outline measurable goals. The plans should:

- Establish a vision

- Further define areas of need

- Determine short and long-term goals

- Target initiatives to address and detail actions for each

- Determine trainings needed to establish baseline knowledge of issues and problem-solving skills

- Create meaningful outcome measures

- Include on-going feedback to adjust plan to meet needs

Recommendation 2:
Commit resources for oversight and coordination

Designate leadership and funding resources at the executive level to coordinate a DE&I program across city departments:

- Designate a lead staff position (with executive level authority)

- Prioritize and identify funding commitment

- Establish department liaisons to continuously identify areas of improvement

Recommendation 3:
Coordinate recruitment and hiring practices and continue to conduct periodic DE&I training and professional development

Human Resources should coordinate the overall activities of recruitment and hiring practices across the city. Systems and processes should be established to validate the composition of job postings, recruitment panels, interview questions, and hiring selections. This coordination should create a potential candidate centered approach to recruitment that leaves applicants with an overwhelming desire to work for the organization. In addition, Human Resources should continue to systematically conduct periodic DE&I trainings and professional development sessions for the entire organization.

Recommendation 4:
Review and assess current DE&I activities for impact

Conduct a complete review of the current initiatives for effectiveness, impact, and redundancy on programs and contracts that require continued funding or continued commitment prior to renewal, continuation, or expansion.

Recommendation 5:
Create DE&I partnership inventory

Develop a central repository that accounts for external partnerships and key contacts to enhance DE&I efforts. This inventory should be maintained and updated to serve as a reference tool for increasing and leveraging opportunities within the community.

Recommendation 6:
Design and implement accountability structure

Establish an accountability structure to measure the impact of DE&I activities. DE&I work should be a priority and measures established to ensure accountability toward tracking progress and outcomes. Consider incorporating DE&I quality measures into department directors' performance expectations.

Recommendation 7:
Review and assess administrative policies for updates and DE&I

Continue to assess administrative policies with a DE&I lens. While the city embarked on a concerted effort to revise outdated policies and procedures over a year ago, many more policies still need to be updated. For example, the Department of Human Resources identified 17 employee-centric policies, 13 have been reviewed and four remaining policies require a deeper review using a DE&I lens including:

- AWOL (Absence Without Leave)
- Education Assistance Policy
- Employee Grievance Process
- Nepotism

To ensure DE&I considerations are addressed, policies should be assessed using an equity tool similar to the ones used in Madison, Wisconsin[2] and Seattle, Washington[3]. Sample tools can be found in **Appendix E:** Overview of City of Charlotte Peer Cities.

Recommendation 8:
Increase coordinated oversight of communications, human resources, and procurement related functions across city departments

Standardized communication and marketing practices ensure that messaging to the community considers various audiences, religions, and languages. A coordinated and balanced approach to marketing the city should be outlined in the DE&I strategic plan. Continue the standardization of human resource functions and policy reviews. Fully assess procurement best practices and ensure coordinated oversight for procurement, including construction contracts across the organization. Central oversight of procurement will foster a more unified effort to promote Charlotte Business INClusion (CBI) efforts.

Coordinated oversight is important to establish consistency in how the organization functions internally and with the community. Coordinated and collaborative approaches provide more leverage for opportunities, create efficiencies, and ensure equity.

Recommendation 9:
Expand outreach and capacity building efforts for Minority Women Small Business Enterprises (MWSBEs) citywide through increased planning, development, collaboration, and measurement

The Department of Economic Development, in conjunction with the CBI office in the Department of Finance, should develop an action plan to address the expansion, capacity building, and outreach efforts for MWSBEs. The action plan should include an integrated approach that includes:

- Access to financial and human capital
- Access to opportunities
- Business support services
- Customized training
- Strengthening management, operations, and infrastructure
- Targeted outreach

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[2] City of Madison, Wisconsin's Racial Equity & Social Justice Initiative: https://www.cityofmadison.com/civil-rights/programs/racial-equity-social-justice-initiative
[3] Seattle Office for Civil Rights, Racial Equity Toolkit, http://www.seattle.gov/civilrights/programs/race-and-social-justice-initiative/racial-equity-toolkit

Recommendation 10:

Continue to focus on identifying barriers and create Americans with Disabilities (ADA) and Language Access transition plans

Create Americans with Disabilities and Language Access transition plans. Fully implementable plans should be developed to address the specific needs of persons with disabilities and individuals whose first language is not English to ensure equitable access to all of the city's resources and services. Provide continued support to the Department of Community Relations and the Office of International Relations in spearheading this effort.

Recommendation 11:

Adapt the "Bridging the Difference" outreach initiative by Charlotte-Mecklenburg Police Department (CMPD), and the departments of Community Relations, and Housing and Neighborhood Services beyond public safety topics to encompass racial healing and equity

Adapt the scope of the "Bridging the Difference" outreach model from public safety topics to include racial healing and equity. This should be a coordinated effort that methodically creates facilitated dialogue sessions for community and employee groups simultaneously. These sessions should recognize the importance of people sharing their stories and truly listening to the stories of others in the journey towards healing the trauma of past and present injustices.

Recommendation 12:

Increase DE&I awareness and knowledge through employee engagement

Current methods of engagement with employees should be assessed to determine opportunities to leverage for DE&I.

Increase communications by:

- Building a foundational understanding of the need
- Educating on aspects of history that tie into issues present today, such as barriers to access services
- Developing a cohesive and collaborative communications and marketing plan
- Highlighting DE&I initiatives and opportunities for internal communications

Training and development: Continue the intentional focus on providing implicit bias training so employees are aware of how unintentional biases can influence decision making.

Survey staff: Include questions to benchmark current state of knowledge and interest in DE&I. Based on results, develop targeted initiatives in collaboration with employee groups. Use subsequent surveys to assess progress.

Engage Leadership: To truly make diversity, equity, and inclusion integral and interwoven within all that the city does, requires active support, feedback and participation from leadership across the organization. There should be a focus on discussing DE&I efforts at leadership team meetings and regular reviews of current progress.

Recommendation 13:
Continue the DE&I efforts on a community-wide basis following the development and implementation of the city's strategic plan

Engage community members, business leaders and other non-government organizations to develop a cohesive strategy designed to build a community that values all people and their needs equally, allows for a representative voice in governance and planning and ensures all have access to sustainable livelihoods, housing, and affordable basic services.

BACKGROUND

While the City of Charlotte promotes diversity, equity, and inclusion, Mayor Lyles called on City Manager Jones to provide an assessment of the city's current activities and to provide recommendations on the path forward.

At the July 16, 2018 City Council meeting the Mayor called for an assessment to be conducted of the city's progress toward addressing issues of equity and inclusion:

"…I also heard, very much, the words around equity and inclusion; and all those words that made me recall that after the Keith Lamont Scott shooting that we said as a Council; that we would review all of our policies to see if we have equity and inclusion.

So with that, I'm going to call for that study, within our own government first, and then 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 we have.

That can be just as simple as how we conduct these meetings; to how we deliver the services, and how do we build on our city. It's something that is required. I love this city in a very tangible way and I know if we build on our values and actually work hard at it, we can be what we want for our kids and our grandchildren."

IMPORTANCE OF STRATEGIC PLANNING AND LEADERSHIP

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

Historically, across the nation, systems of power have been established, formally as well as unintentionally, which grant privilege and access unequally such that inequity and injustice result. This must be continuously addressed and changed.

Embracing values, policies, and practices that ensure that all people are represented and treated fairly should be woven into the fabric of the organization.

Embracing values, policies, and practices that ensure that all people are represented and treated fairly in the work place, through delivery of service, without regard to race/ethnicity, national origin, age, physical or mental disability, sexual orientation, gender, and gender

identity should be woven into the fabric of the organization[4]. To address the issues of systemic inequities, a comprehensive approach should be developed through an assessment process resulting in a strategic plan.

Taking a step back to not only assess but acknowledge that barriers and inequities exist is a challenging task. A strategic plan can help guide long term vision by providing tools to change day-to-day decisions. In other words, strategic planning is about influencing the future rather than simply preparing or adapting to it[5]. The focus is on aligning organizational resources to bridge the gap between present conditions and the envisioned future.

Best practices and literature review concluded that establishing a strategic plan is important toward achieving the desired results. "The Advancing Equity and Inclusion, A Guide for Municipalities"[6] cites 10 key factors for success in creating and sustaining equity and inclusion. One key factor proposed is, "create mandates and directives". The literature suggests:

> *"Truly forward-thinking, innovative companies are those that prioritize diversity efforts, ensuring that everyone—from the CEO to each and every employee—not only understands the importance of diversity and how it benefits their organization, but advocates for it. Data indicates that diversity drives innovation and results in better performance among teams and, ultimately, a higher success rate for companies."*
>
> *-Janel Martinez, Greenhouse Blog*

- Linking efforts with existing City Council policies and directives, corporate strategic plans (citywide or by department), and thematic strategic plans.

- Getting equity and inclusion into the strategic plan accords value and sets the groundwork for focused efforts over the medium and long-terms.

The organization currently has a diversity philosophy in place, yet no coordinated plan to promote advancement of DE&I. The diversity philosophy[7] states:

> *"We believe that diversity contributes to our performance, the services we provide, the communities in which we live and work, and the lives of our employees and customers.*
> *By promoting an inclusive environment where everyone respects individuals and values the contributions of people of different backgrounds, experiences, and perspectives, we can enrich and strengthen the quality of the products and services we deliver."*

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[4] Statement on Cultural Equity, Americans for the Arts: https://www.americansforthearts.org/about-americans-for-the-arts/statement-on-cultural-equity

[5] Strategic Planning, A Basic Framework, Brent Stockwell: http://www.gfoa.org/sites/default/files/GFR041634.pdf

[6] Advancing Equity and Inclusion, A Guide for Municipalities, City for All Women Initiative (CAWI), 2015: http://www.cawi-ivtf.org/sites/default/files/publications/advancing-equity-inclusion-web.pdf

[7] Diversity culture, City of Charlotte, North Carolina, 2018:https://charlottenc.gov/HR/Pages/Culture.aspx

While many innovative programs currently exist throughout the organization, they are implemented in a disparate fashion without an identified common purpose. No guiding document or philosophy exists to provide direction, designated funding resources, coordinated leadership, or clearly defined measures

A strategic plan and a corresponding action plan will provide a more cohesive approach to synergize and fully leverage programming across departments. A well thought out action plan will function as the tool to guide day-to-day decisions, evaluate progress and identify changing approaches to move forward.

to track progress. A strategic plan will provide a road map to help the organization get from where it is currently to where it wants to be. Milestones should be noted in specific terms as measurable objectives to identify progress toward the goals.

A strategic plan and a corresponding action plan will provide a more cohesive approach to synergize and fully leverage programming across departments. A well thought out action plan will function as the tool to guide day-to-day decisions, evaluate progress and identify changing approaches to move forward.

Recommendation 1: Design and implement a Diversity, Equity and Inclusion Strategic Plan

Develop a strategic plan and corresponding action plan to provide a sense of direction and outline measurable goals. The plans should:

- Establish a vision
- Further define areas of need
- Determine short and long-term goals
- Target initiatives to address and detail actions for each
- Determine trainings needed to establish baseline knowledge of issues and problem-solving skills
- Create meaningful outcome measures
- Include on-going feedback to adjust plan to meet needs

No designated leadership or identified budget to advance internal DE&I efforts

The Department of Community Relations, the CBI program, and the Office of International Relations focuses on outward facing DE&I initiatives and programs. However, there is neither assigned staff nor designated funding to coordinate DE&I efforts.

In researching practices for resourcing DE&I, a key take-away came from Seattle, Washington; in addition to an adopted budget for Seattle's Office for Civil Rights (OCR), each city department has a budget for race and social justice initiatives. Each year when the budget is proposed, both OCR and departments can request additional funding.

> *The Department of Community Relations, the CBI program, and the Office of International Relations focuses on outward facing DE&I initiatives and programs. However, there is neither assigned staff nor designated funding to coordinate DE&I efforts.*

Throughout the year, OCR and departments partner on services and initiatives. Dedicated funds have been most instrumental in driving diversity, equity, and inclusion initiatives and OCR believes the city's budget is an expression of its values.

The Center for Social Inclusion recognizes building organizational capacity as a citywide strategy for achieving equity. While the leadership of management is critical, changes take place on the ground, through building infrastructure that creates racial equity experts and teams throughout the city government[8]. Identifying a staff resource or a team to spread best practices and policy awareness drives commitment to DE&I as an enterprise-wide effort, integral to city activities[9].

The National League of Cities approves of making a public declaration when beginning the initial steps of integrating such a comprehensive initiative citywide[10]. A public declaration allows the city to officially announce and publicize the local government's position on DE&I related issues. By identifying a lead to be responsible for

> *By identifying a lead position to be responsible for the administration and promotion of DE&I, the organization can make this initiative visible to employees and the community.*

the administration and promotion of DE&I, the organization can make this initiative visible to employees and the community.

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[8] Racial Equity Action Plans, A How-to Manual, Center for Social Inclusion: https://www.racialequityalliance.org/resources/racial-equity-action-plans-manual/

[9] Profiles in High-Performance Government: Cities on the Move, Equipt to Innovate, 2018: http://www.governing.com/papers/Profiles-in-High-Performance-Government-Cities-on-the-move-100801.html

[10] Race, Equity, and Leadership (REAL), National League of Cities (NLC), 2017: https://www.nlc.org/corporate-partnership-program/race-equity-and-leadership-real

International City Management Association (ICMA) also recognizes the importance of the leadership role in creating and maintaining resilient and livable communities. Leadership should take a proactive approach to service delivery and decision making that accounts for underlying differences in opportunities, burdens,

Leadership plays a key role in providing a proactive approach to service delivery and leaders should act with urgency and unrestrained imagination to equitably improve the quality of life for all.

and needs, to equitably improve the quality of life for all[11]. ICMA ultimately recommends that for this leadership role to develop as the centralized driver, the role needs to be a permanent position.

Living Cities leads an initiative called, "25 Disruptive Leaders", as a way to celebrate the organization's 25th anniversary. This initiative recognizes individuals who have stepped outside of the box to create change and improve economic outcomes for low-income people in America's cities. Living Cities recommends that decision making made by leaders should act with urgency and unrestrained imagination. The changes we need to see in cities won't happen by luck or chance, but by a different type of leadership[12].

Best practice research and benchmarks compared against peer cities confirmed these assumptions. These principles found within the recommendations of this report *1: Design and implement a Diversity, Equity, and Inclusion Strategic Plan* and *2: Commit resources for oversight and coordination* are derivatives of a literature review and can be further observed in **Table 1** as best practices. Examination of Mecklenburg County's DE&I program was also considered due to the county's close relation to the City of Charlotte. Additionally, supplemental best practice information on national peer cities and North Carolina cities can be found in **Appendix E:** Overview of City of Charlotte Peer Cities.

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[11] Practices for Effective Local Government Leadership, International City Management Association (ICMA): https://icma.org/practices-effective-local-government-leadership

[12] 25 Disruptive Leaders Who Are Working to Close the Racial Opportunity Gaps, Ben Hecht, Living Cities, 2016: https://www.livingcities.org/blog/1110-25-disruptive-leaders-who-are-working-to-close-the-racial-opportunity-gaps

CITY OF CHARLOTTE

Table 1

City of Charlotte Peer Cities					
	Best Practice				
Peer City	**Strategic Plan**	**Leadership**	**Budget**	**Methodology and Tracking**	**Employee Engagement**
Atlanta, GA	✗	✓	✗	✗	✗
Austin, TX	✓	✓	✓	✓	✓
Denver, CO	✗	✗	✗	✗	✗
Minneapolis, MN	✓	✓	✓	✓	✓
Portland, OR	✓	✓	✓	✓	✓
San Diego, CA	✗	✗	✗	✗	✗
Arlington, TX	✗	✗	✗	✗	✗
Columbus, OH	✓	✓	✓	✓	✓
Dallas, TX	✓	✓	✗	✓	✗
Fort Worth, TX	✗	✗	✗	✗	✓
Houston, TX	✗	✗	✓	✗	✗
Indianapolis, IN	✗	✗	✗	✗	✗
Kansas, MO	✗	✗	✗	✗	✗
Long Beach, CA	✗	✗	✗	✗	✓
Louisville, KY	✓	✓	✗	✓	✗
Memphis, TN	✗	✗	✓	✗	✓
Nashville, TN	✗	✓	✗	✓	✗
Omaha, NE	✗	✗	✓	✗	✗
Tulsa, OK	✓	✓	✗	✓	✗
Seattle, WA	✓	✓	✓	✓	✓
Mecklenburg Co.	✓	✓	✓	✗	✓
"Yes" Total	9	11	9	9	9

Table 1 Note:
After gathering peer city information, responses were categorized as, "yes", or "no". In a few cases peer cities were in the process of implementing a best practice through their upcoming budget process. However, these occurrences were categorized as "no", because the specific practice was not implemented at the time of the survey.

Recommendation 2: Commit resources for oversight and coordination
Designate leadership and funding resources at the executive level to coordinate a DE&I program across city departments:

- Designate a lead staff position (with executive level authority)

- Prioritize and identify funding commitment

- Establish department liaisons to continuously identify areas of improvement

CITY OF CHARLOTTE EMPLOYEE AND POPULATION PROFILE

The organization's workforce is not completely representative of the population of Charlotte

An organization can be disconnected from the community it serves by the lack of attention to creating a diverse and culturally competent environment. The lack of sensitivity to the needs of the internal and external audiences for connection and a sense of belonging puts the organization at risk of becoming chained by tradition and mired in tunnel vision. Values, behaviors, attitudes, practices, policies, and structures that make it possible for cross-cultural communication, guide a culturally competent

There is an authenticity to the organization's workforce reflecting the community it serves. Cultural knowledge should be integrated into every facet of an organization. Employees must be trained and be able to effectively utilize the knowledge gained. Policies should be responsive to cultural diversity. Program materials should reflect positive images of all cultures.

organization. When all cultures of the community are recognized, respected, and valued, culturally competent organizations can meet the needs of diverse groups. Valuing diversity means accepting and respecting differences between and within cultures. "We often presume that a common culture is shared between members of racial, linguistic, and religious groups, but this may not be true. As people move to new areas and meld with other cultures, it creates a kaleidoscope of subcultures within racial groups. Gender, locale, and socioeconomic status can sometimes be more powerful than racial factors. Bias due to historical cultural experiences can explain some current attitudes." [13]

There is an authenticity to the organization's workforce reflecting the community it serves. Cultural knowledge should be integrated into every facet of an organization. Employees must be trained and be able to effectively utilize the knowledge gained. Policies should be responsive to cultural diversity. Program materials should reflect positive images of all cultures. In the last few years, DE&I efforts have increased nationwide and having a diverse group of people working together is advantageous. A diverse group of employees allows for a wide spectrum of ideas, backgrounds, and skills that can help the organization evolve faster. Language barriers and cultural differences can often act as obstacles to having an actively engaged community. However, hiring employees of different cultures and who speak different languages can help the organization interact on a broader scale. Reflecting the nationalities of the community within the organization can help to make it more relatable.

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13 Section 7. Building Culturally Competent Organizations, Community Tool Box: https://ctb.ku.edu/en/table-of-contents/culture/cultural-competence/culturally-competent-organizations/main

Though we may share things in common with other individuals, at the end of the day, everyone is their own person and can bring different perspectives to the table, which is why diversity is so important amongst a team. Hiring people with different personalities and at varied stages of their career can help foster creativity and offer a range of perspectives and ideas.[14]
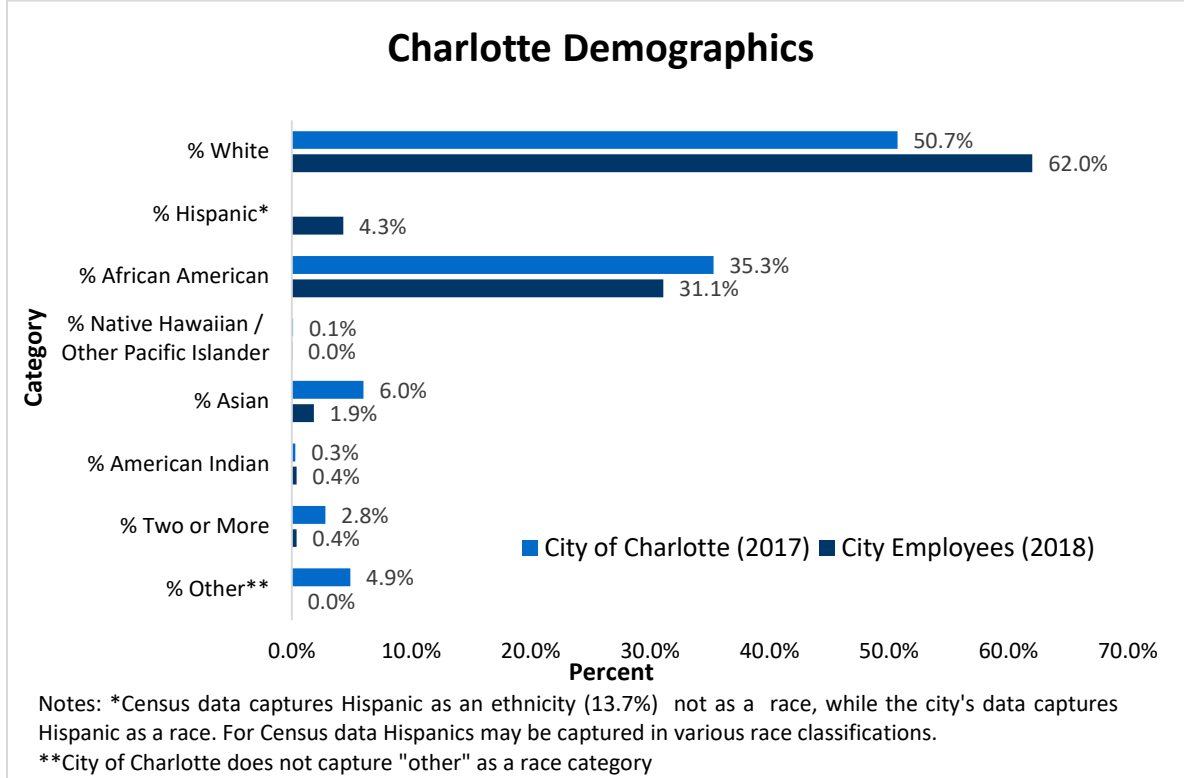
While the organization strives to create a diverse workforce, the city employee population is generally less diverse across all races relative to the city population. For example, the city population is proportionately more African American and Asian Americans than city employees, each by over four percent. **Chart 1** compares the demographics of City of Charlotte employees with the city's population. There are a few important notes:

A diverse group of employees allows for a wide spectrum of ideas, backgrounds and skills that can help the organization evolve faster. Hiring people with different personalities and at varied stages of their career, fosters creativity and allows for a range of perspectives. It can also help the organization interact with the community it serves on a broader scale.

- City of Charlotte employee data is from October 24, 2018.

- Census data is 2016 American Community Survey 5-year estimates, for 2017.

- The organization does not differentiate between race and ethnicity, while the Census does.
  - Race refers to physical characteristics while ethnicity refers to cultural differences.
  - Census data captures Hispanic as an ethnicity (13.7 percent), while the city's data captures Hispanic as a race. For Census data, Hispanic individuals may identify in various race classifications.
  - City of Charlotte does not capture "other" (4.9 percent) as a race category.

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[14] What are the Benefits of Diversity in the Workplace?, Undercover Recruiter: https://theundercoverrecruiter.com/benefits-diversity-workplace/

Chart 1

Charlotte Demographics

Category	City of Charlotte (2017)	City Employees (2018)
% White	50.7%	62.0%
% Hispanic*		4.3%
% African American	35.3%	31.1%
% Native Hawaiian / Other Pacific Islander	0.1%	0.0%
% Asian	6.0%	1.9%
% American Indian	0.3%	0.4%
% Two or More	2.8%	0.4%
% Other**	4.9%	0.0%

Notes: *Census data captures Hispanic as an ethnicity (13.7%) not as a race, while the city's data captures Hispanic as a race. For Census data Hispanics may be captured in various race classifications.
**City of Charlotte does not capture "other" as a race category

Overall, the organization's workforce is not fully representative of the city's population. For example, (**Table 2**), while there is a minority population in Charlotte of 49.3 percent, minorities make up 26.0 percent of non-public safety executive positions, and 31.3 percent of non-public safety management positions. Looking at gender representation, there are fewer non-public safety female employees at 37.0 percent, and public safety female employees at 10.6 percent, as compared to the overall city female population of 47.9 percent.

Areas for further targeted improvement exist within public safety. In public safety positions, White employees make up 76.9 percent of the workforce, yet whites make up only 50.7 percent of Charlotte's population.

Areas for further targeted improvement exist within public safety. In public safety positions, White employees make up 76.9 percent of the workforce, yet whites make up only 50.7 percent of Charlotte's population. There is also less minority representation in fire management positions. While the overall minority population is 49.3 percent, the staffing of police and fire management are 23.9 and 13 percent minority respectively.

Table 2

Employee Demographics by Job Category as Compared to Charlotte's Population										
Gender, Race, and Ethnicity - City Employees and Population Census Data estimates as of 2017, Employee Data October 2018 (See Chart 2 for Job Category Definitions)										
Category	Total Count	% Female	% Male	% American Indian/ Alaska Native	% Asian	% Native Hawaiian / Pacific Islander	% Black / African American	% Hispanic /Latino	% Two or More Ethnic Groups	% White
Non-Public Safety										
Executive	73	39.7%	60.3%	1.4%	1.4%	0.0%	23.3%	0.0%	0.0%	74.0%
Professional/ Management	1,449	48.0%	52.0%	0.2%	3.9%	0.1%	23.9%	2.7%	0.6%	68.7%
Clerical	687	72.8%	27.2%	0.6%	1.2%	0.0%	48.5%	6.8%	0.7%	42.2%
Protective Services	89	24.7%	75.3%	0.0%	2.2%	0.0%	20.2%	2.2%	1.1%	74.2%
Service Maintenance	223	7.2%	92.8%	0.4%	0.9%	0.0%	83.9%	3.1%	0.4%	11.2%
Skilled Craft	1,286	17.7%	82.3%	0.5%	0.7%	0.1%	58.6%	4.0%	0.2%	35.9%
Technicians	700	25.1%	74.9%	0.4%	1.1%	0.0%	26.3%	4.9%	0.3%	67.0%
Subtotal Non-Public Safety	**4,507**	**37.0%**	**63.0%**	**0.4%**	**1.9%**	**0.0%**	**40.8%**	**4.0%**	**0.4%**	**52.4%**
Public Safety										
Fire Rank	1,016	3.2%	96.8%	0.2%	1.0%	0.0%	13.1%	13.1%	0.1%	82.0%
Fire Management	46	4.3%	95.7%	0.0%	0.0%	2.2%	10.9%	10.9%	0.0%	87.0%
Police Rank	1,724	14.8%	85.2%	0.5%	2.3%	0.0%	17.5%	17.5%	0.3%	73.7%
Police Management	109	15.6%	84.4%	0.0%	1.8%	0.0%	20.2%	20.2%	0.0%	76.1%
Subtotal Public Safety	**2,895**	**10.6%**	**89.4%**	**0.4%**	**1.8%**	**0.0%**	**15.9%**	**4.8%**	**0.2%**	**76.9%**
Total All City Employees	**7,402**	**26.7%**	**73.3%**	**0.4%**	**1.9%**	**0.0%**	**31.1%**	**4.3%**	**0.4%**	**62.0%**
Total City Population[15]	**859,035**	**47.9%**	**52.1%**	**0.3%**	**6.0%**	**0.1%**	**35.3%**	*****	**2.8%**	**50.7%**

Notes: * Census data captures Hispanic as an ethnicity (13.7%) not a race, while the city's data captures Hispanic as a race. For Census data, data users should be aware of methodology differences that may exist between different data sources and may not add up to 100%.
City of Charlotte does not capture " other"(4.9%) as a race category

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[15] Charlotte City, North Carolina, United States Census Bureau, U.S. Department of Commerce, 2018:
https://www.census.gov/quickfacts/fact/table/charlottecitynorthcarolina/POP060210

Chart 2

City of Charlotte Job Category Definitions

Non-public Safety Job Categories

Executive: Assistant department director and above.

Professional/Management: Occupations which require specialized and theoretical knowledge usually acquired through college training or through work experience and other training which provides comparable knowledge. Example: accountants.

Clerical: Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information, and other paperwork required in an office. Examples: office assistants and customer service representatives.

Protective Services: Occupations in which workers are entrusted with public safety, security, and protection from destructive forces, but not public safety (Police and Fire) uniformed classes. Example: animal control officers.

Service Maintenance: Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene, or safety of the general public or which contribute to the upkeep and care of buildings, facilities, or grounds of public property. Examples: kennel attendants, laborers, and street crew members.

Skilled Craft: Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Examples: electricians and heavy equipment operators.

Technicians: Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Examples: computer programmers, drafters, and survey technicians.

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Public Safety Job Categories

Fire Rank: Hourly sworn firefighters in public safety pay plan – firefighter I, firefighter II, firefighter engineer, and fire captain (first level supervisor).

Fire Management: Salaried sworn fire – battalion fire chief (second level supervisor) and command staff through fire chief.

Police Rank: Hourly sworn officers in public safety pay plan – police officers and sergeants (first level supervisor).

Police Management: Salaried sworn police – police lieutenant (second level supervisor) and command staff through police chief.

EQUAL PAY FOR EQUAL WORK

Equal pay is a key part of the organization's social responsibility. Pay systems that are transparent and reward the entire workforce fairly, send a positive message about an organization's values and ways of working. Pay is one of the key factors affecting motivation and relationships at work[16]. So it's important to develop pay arrangements that are not only right for the organization, but reward all employees fairly by providing equal pay for equal work. Providing equal pay results in good employee morale, increased efficiency and productivity, and helps to attract the best employees, reduce staff turnover, increase commitment, and reduce absenteeism.[17]

Fig 1. Factors That Can Influence People's Pay
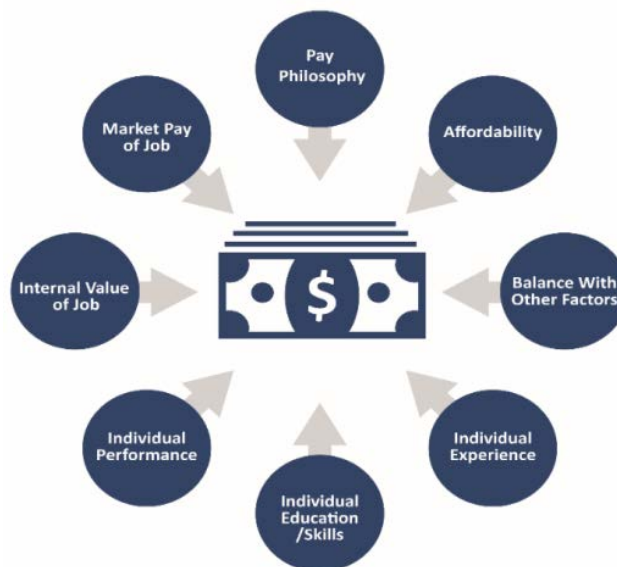
GENDER PAY EQUITY

In most media reports, the gender gap refers to the median annual pay of all women compared to the median pay of all men, regardless of job. The popular statistic quoted is that women are paid 80 cents for every dollar paid to men, thus there is a 20 percent pay gap. For the purposes of this assessment, the gender pay gap is defined as the gap between what men and women are paid for the same type of job.

Overall, the average difference between male and female salaries within job titles is less than two-tenths of one percent. Although, limitations on the data prevent any major conclusions, the data does hint toward the organization appropriately paying equal pay for equal work between genders.

The Equal Pay Act was enacted in 1963, and it mandates equal pay for "**equal work** on jobs the performance of which requires equal skill, effort, and responsibility, and which are performed under similar working conditions, except where such payment is made pursuant to (i) a seniority system; (ii) a merit system; (iii) a system which measures earnings by quantity or quality of production; or (iv) a differential based on any other factor other than sex."

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[16] Deep Dive: Looking Beneath the Surface of the Gender Pay Gap, John H. Davis, PH.D., CCP, Davis Consulting, World at Work, WorkSpan October 2018, https://www.worldatwork.org/workspan/articles/deep-dive

[17] Why is equal pay important?, Equality and Human Rights Commission: https://www.equalityhumanrights.com/en/advice-and-guidance/why-equal-pay-important

To determine if the City of Charlotte government provides equal pay for equal work, the average male and female salaries were compared within the 142 job titles in which there are at least two employees from each gender. **Although the comparison carries a caveat in that qualification, performance, and experience differences are not factored; it is a large enough sample size to show if there any major overall inequities.**

Overall, the average difference between male and female salaries within job titles is less than two-tenths of one percent. Male employees earn more than female employees on average within 71 of the 142 job titles. Female employees earn more than male employees on average within 70 of the job titles and each earns the same in one job title. While limitations on the data prevent any major conclusions, the data does point towards Charlotte appropriately paying equal pay for equal work between genders.

Table 3

Comparison of Average Salary by Gender Within Same Job Title	
Number of job titles with at least 2 employees of each gender	141
Number of job titles where males earn more than females on average	71
Number of job titles where females earn more than males on average	70
Average percent difference between males and females within job titles	0.2%

Source: City of Charlotte employee data as of October 24, 2018

Although the data points to males and females earning equitable salaries within the same job title, males earn more on average than females in seven broad categories (executive, fire rank, police rank, professional, protective services, skilled craft, and technicians), while females earn more than males in only four (clerical, fire management, police management, and service maintenance, see **Table 4**).

Table 4

Comparison of Average Salary by Gender within Job Categories*				
Job Category	Female Average	Male Average	Difference (Female over Male)	Difference (Male over Female)
Clerical	$44,132	$43,372	1.75%	
Executive	$151,864	$154,906		2.00%
Fire Management	$117,927	$109,999	7.21%	
Fire Rank	$63,590	$66,809		5.06%
Police Management	$107,893	$103,419	4.33%	
Police Rank	$65,021	$67,728		4.16%
Professional	$78,452	$85,037		8.39%
Protective Services	$47,752	$52,913		10.81%
Service Maintenance	$33,649	$32,276	4.26%	
Skilled Craft	$44,023	$47,201		7.22%
Technicians	$52,620	$59,508		13.09%

Source: City of Charlotte employee data as of October 24, 2018
*See Chart 2 for Job Category definitions

The findings may not indicate a problem, as qualifications and years of experience may tilt to one gender within any particular category as depicted in **Table 4**. For example, males in the police rank category have an average of nearly two years more experience than their female counterparts, likely contributing to the four percent difference in salary. Although this data does not necessarily signify a problem, it is an indicator that further qualitative analysis is necessary to determine there are no barriers preventing one gender from advancing to a higher paying job title or category.

RACE AND ETHNICITY PAY EQUITY

To determine if the organization provides equal pay for equal work across its two most predominant races, the average annual salaries for white and African American employees were compared across the 149 job titles with at least two employees from each race. Even though the **comparison does not consider qualifications, performance, or years of service, it is a large enough sample size to use as a general comparative tool**. Within these job titles, African Americans earn a higher salary on average in 74 of the job titles. White employees earn a higher salary on average in 73 of the job titles. There are two titles where they earn the same average salary. The overall average difference within job titles is African Americans earn one-tenth of one percent more on average.

Table 5

Comparison of Average Salary Within Same Job Title Between White and African American	
Number of Job Titles with at least 2 employees from both races	149
Number of Job Titles where African American employees earned more on average	74
Number of Job Titles where white employees earned more on average	73
Average difference between white and African Americans within job titles	0.1%

Source: City of Charlotte employee data as of October 24, 2018

Although the Census Bureau does not define Hispanic as a race, the city currently allows an employee to self-report their race as Hispanic. Due to this distinction, the city may have a number of employees who define themselves as one race to the city, but report themselves as Hispanic for ethnicity to the Census Bureau. Although this influences the data, there are 318 employees who report themselves as Hispanic. Currently there are 34 job titles with at least two white employees, two African American employees, and two Hispanic employees.

Despite limitations, the data does show a relatively even distribution of pay by race and ethnicity across categories. There are certain categories (such as professional, skilled craft, and technicians) that may need to be reviewed to ensure there are no implicit barriers preventing advancement.

Within these 34 job titles, white employees earn the highest average salary in 16 of the titles. Hispanic and African American employees each earn the highest average salary in nine of the job titles. Overall, white employees earn 0.3 percent more in each job titles than the average, while African Americans and Hispanics earn 0.2 percent less and 0.6 percent less than the average respectively.

Table 6

Comparison of Pay Equity in 34 Common Job Titles Among 3 Races/Ethnicities			
Description	African American	Hispanic	White
Job Titles (of 34 comparable) with highest average salary	9	9	16
Average Percent Salary Difference from Job Title Average	-0.2%	-0.6%	0.3%

Source: City of Charlotte employee data as of October 24, 2018

While the variance of 0.6 percent is low enough that factors such as years of experience may explain it, the 34 analyzed job titles account for over 3,800 city employees. Further research may be needed to ensure pay equity is occurring.

There are only five job titles within the city that have at least two white employees, two African American employees, two Hispanic employees, and two Asian employees. This does not allow for a strong comparison. However, the following (**Table 7**) includes Asian employees in an overall comparison of race and ethnicity across broader employment categories:

Table 7

Comparison of Pay Equity By Category Among Four Races/Ethnicities*			
Description	African American	Asian	Hispanic	White
Clerical	$43,444	$44,533	$41,582	**$44,871**
Executive	**$153,910**	<2 employees	<2 employees	$151,832
Fire Management	**$132,568**	<2 employees	<2 employees	$107,650
Fire Rank	$61,926	$54,087	$59,240	**$67,954**
Police Management	**$109,566**	$94,440	$95,115	$103,122
Police Rank	$65,233	$67,983	$62,709	**$68,265**
Professional	$77,415	**$85,894**	$77,332	$83,457
Protective Services	**$53,119**	$43,832	$46,733	$51,841
Service Maintenance	$32,281	**$34,951**	$32,728	$32,779
Skilled Craft	$43,920	$50,406	45,867	**$51,092**
Technicians	$54,396	$54,689	$53,320	**$59,473**

Source: City of Charlotte employee data as of October 24, 2018
*See Chart 2 for Job Category definitions

When comparing employee pay in broader categories beyond job title, comparisons are significantly less useful. Like the job title comparison, differences in years of service, qualifications, and performance may explain differences in pay. Additionally, using the broader employment categories means that the data can be skewed based on the racial makeup of job titles in the higher and lower paying area of each category. As an example, fire management shows African Americans as earning 23 percent more on average, but this is likely not an indicator of a racial equity problem, but simply due to two of the three highest ranking fire management positions currently being occupied by African Americans.

Despite its limitations, the data does show a relatively even distribution of pay by race and across the categories. Some of the variances between races have easily understandable differences. For instance, white police and fire rank employees currently have on average two more years of work experience than African American police and fire rank employees, contributing to the difference in those categories. However, there are certain categories (such as professional, skilled craft, and technicians) that likely need to be reviewed to ensure there are no barriers reducing advancement into or within those categories.

DIVERSIFYING RECRUITMENT

"Unconscious bias is the greatest hurdle to overcome in terms of closing diversity gaps. Despite our best efforts, many people are not even aware of the ingrained biases that influence their decision-making. Stereotypes about gender and race may often determine who recruiters are bringing in."

-Steve Goodman, CEO of Restless Bandit.

Research indicates that people have implicit biases that shape their opinions of people immediately upon meeting them. Unfortunately, it is just simply human nature. These biases are also evident in the manual process of screening applicants. The manual screening of job applicants leaves too much room for bias and can divert attempts to increase diversity of a workforce. The potential exists for a screener to inadvertently set aside a perfectly capable candidate from a different background or demographic solely because of an unchecked bias[18].

The article, "How to Increase Workplace Diversity", indicates all employees should understand that hiring decisions are based on finding the best candidate and not by quotas and managers should fully understand the benefits of a diverse workplace. Leadership will be implementing personnel policies and should be fully committed to supporting the practice.[19]

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[18] Why it's In Your Best Interest to Have Your Workforce Reflect the Community It Serves, Workplace Diversity, Entrepreneur: https://www.entrepreneur.com/article/311030
[19] How to Increase Workplace Diversity, Lessons in Leadership, Wall Street Journal: http://guides.wsj.com/management/building-a-workplace-culture/how-to-increase-workplace-diversity/

While staff at the executive level may at times be appointed by the city manager, standardizing recruitment guidelines for all other positions will help limit instances of implicit bias in the hiring process. The Department of Human Resources should design a screening process purely based on required skills and qualifications and remove any possible human error from the mix. This can be accomplished by questionnaires and filters or by using keywords on resume searches to shortlist candidates. "Technology is also one of the most effective ways to address the diversity gap," Steve Goodman of Restless Bandit says. "Data analysis helps identify and quantify the shortcomings, and artificial intelligence, talent rediscovery, and machine learning are proving very effective to combat subconscious bias and increase diversity in recruiting and hiring". [20] An organization with a diverse employee profile performs better, has a culture that fosters innovation, and attracts and retains valued, top talent.

Recommendation 3: Coordinate recruitment and hiring practices and continue to conduct periodic DE&I training and professional development

Human Resources should coordinate the overall activities of recruitment and hiring practices across the city. Systems and processes should be established to validate the composition of job postings, recruitment panels, interview questions, and hiring selections. This coordination should create a potential candidate centered approach to recruitment that leaves applicants with an overwhelming desire to work for the organization.

In addition, Human Resources should continue to systematically conduct periodic DE&I trainings and professional development sessions for the entire organization.

ASSESSING DE&I ACTIVITIES

Conducting an assessment is a systematic process of evaluating the state of current activities, initiatives, interest, and resources. A needs assessment[21] is a focused examination of the way things currently are and the way things can or should be to fill a gap in services, (e.g., establish trainings to address a specific need). This study required an assessment of the organization's efforts to promote DE&I.

Using the agreed upon definitions of DE&I, an inventory of activities has been categorized and presented in this report (see **Appendix C** for the full inventory). Highlights of the activities are listed according to:

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[20]Corporate Diversity Should Mirror Both Population and Customer Base, Jason McDowell, Recruiter, 2017: https://www.recruiter.com/i/corporate-diversity-should-mirror-both-population-and-customer-base/
[21] How to Conduct Needs Assessment Part 1: What is it and why do it?, Alexander Weisberg, NC State Industry Expansion Solutions, 2017: HTTPS://WWW.IES.NCSU.EDU/BLOG/HOW-TO-CONDUCT-NEEDS-ASSESSMENT-PART-1-WHAT-IS-IT-AND-WHY-DO-IT/

- Internal Practices

- Access to Services and Opportunities

- Community Engagement

Initiatives related to how the organization operates internally as an organization include inclusive policies and trainings and workforce diversity

Internal Practices: includes the internal policies, processes, and procedures within the organization along with the work environment and culture. For the past several years the city has made a concerted effort toward reviewing internal practices for increasing efficiencies. Most recently, there has been a targeted focus on ensuring internal practices consider equity and inclusion perspectives and these considerations are factored in when reviewing policies and practices.

Inclusive Policies: Inclusivity and non-discrimination are woven throughout the City of Charlotte's practices, trainings, and policies, such as:

Diversity Training: Beginning in 2011, all new hires receive diversity training as part of their new hire on-boarding.

Foreign Language Incentive: A foreign language incentive was established in public safety in 2001 to improve communication with citizens and strengthen relationships in communities where English is a second language. To aid in the recruitment and retention of bilingual staff, the city offers a five percent incentive to employees who are certified as proficient in target languages where there are significant populations in Charlotte who speak the language as their first language. This incentive has since been extended to Neighborhood & Business Services - Charmeck 311 and Aviation. A citywide policy is being developed to standardize this incentive pay and to establish equity among employees.

Core Values: The organizational Core Values[22], adopted in 2016, include "Inclusive – We value all people and respect their ideas, backgrounds, and experiences". In addition, all new employees receive onboard training on, "Creating an Inclusive Work Environment – What's my Role".

Human Resources Philosophy: Revised in 2014 to state, "Employees will be treated with respect and without regard to race, religion, color, sex, national origin, sexual orientation, age disability, political affiliation or on the basis of actual or perceived gender as expressed through dress, appearance, or behavior or for any other reason not related to their organizational contributions". The same statement appears in the Human Resources Standards and Guidelines, which is a guide for all administrative actions and personnel activities.

[22] Core values, City of Charlotte, North Carolina, 2018: https://charlottenc.gov/AboutCharlotte/Pages/corevalues.aspx

Review of Human Resource Practices: To identify potential equity variances associated with disciplinary suspensions, terminations, and promotions practices; a review of personnel action data information was conducted.

Mandatory Training for Supervisors: Mandatory training for supervisors includes a non-discrimination statement, amended in 2012. It states that "No employee or applicant of reemployment shall suffer discrimination because of race, religion, color, sex, national origin, sexual orientation or perceived gender as expressed through dress, appearance, and behavior".

2018 State Training for CMPD Officers: All officers must complete online classes through the North Carolina Justice Academy (NCJA) website. Required trainings include:

- Strategies to Improve Law Enforcement Interactions & Relationships with Minority Youth

- Equality in Policing

Mental Health First Aid: Throughout 2016, all sworn personnel have been tasked with attending Mental Health First Aid training. Taught by Mental Health America of Central Carolinas, this 8-hour course trained officers to better understand and serve citizens suffering from mental health issues. All CMPD officers completed this by the end of 2016.

Benefits for Same-Sex Couples: In 2013, prior to legalization of same sex marriage in North Carolina, the City of Charlotte acted as a leader and extended domestic partner benefits to same-sex couples.

Charlotte Business Inclusion Program Policy: Guiding document for the intentional inclusion of Minority, Women and Small Business Enterprise (MWSBE) in city contracting opportunities. Established the CBI program to:

- Increase Minority, Women, Small Business Enterprise utilization in city contracting

- Promote existing small business growth and profitability in the Charlotte CSA

- Promote small business start-up and development in the Charlotte CSA

- Monitor, evaluate, and report on SBE and MWBE participation and contract compliance with the provisions of the CBI Program

Workforce Diversity: Many initiatives have been implemented in departments to develop and maintain a diverse workforce:

Ban the Box: In 2014, the "ban the box" initiative began. The question regarding prior criminal history was removed from the employment application to ensure all applications are reviewed without bias. This broadens opportunities for a more diverse talent pool.

Lesbian, gay, bisexual, transgender, and queer/questioning (LGBTQ) Engagement Committee: Established January 12, 2017 to develop strategies that enable the full participation and contribution of LGBTQ members of Charlotte-Mecklenburg Police Department (CMPD) through education and enhancing awareness and improving understanding.

Analysis of Hiring Practices: An annual Work Force Analysis is performed to compare the workforce demographic in different job categories to the availability of workers in the region. The analysis helps to inform management of areas that could be more inclusive by recruiting/targeting minority candidates for job opportunities.

Intentional Recruiting: To reflect the characteristics of the City of Charlotte, a concerted effort is made to recruit from targeted sectors, trade, and professional organizations specific to the industries, and develop a pipeline of future employees through internships and apprenticeship programs. The Apprenticeship Program, created in FY 2018, has been certified by the State of North Carolina. The Department of Human Resources continues to work with departments to enhance recruitment processes and workforce development initiatives.

An example of recent progress includes the Charlotte Fire Department's (CFD) efforts to change hiring and promotional processes to ensure equity opportunities for all candidates:

- **Succession Planning Committee:** Established in September 2017 to provide CFD employees with the resources and the pathway to become future leaders. The committee concept is designed to identify and develop CFD staff through a systematic training and evaluation process that optimizes the knowledge, skills, and abilities gained in both formal and informal mentoring.

- **Third Party Promotional Process:** to ensure neutrality and standardization within the promotional processes for CFD. A request for Proposals (RFP) process will be conducted for an external service provider to manage the process.

    Internal Practices: includes the internal policies, processes, and procedures within the organization along with the work environment and culture.

- **Applicant Communications**: CFD contracted with the Behavioral Insights Team (BIT) to review all of CFD's applicant correspondence. As a result of the study, in September 2017, the department implemented additional assessment exercise

reminder notices, added online interest forms, and changed some of the verbiage in its informational pieces.

- **Outreach to potential applicants**: Since June 2018, CFD members mentor interested Charlotte citizens to prepare them for the physical ability portion of the firefighter assessment. The course is set up periodically for training. CFD is planning to offer, for future recruitments, an option for the physical test to be taken on a weekend day. In addition, for the written test portion, CFD has begun a partnership with Gardner-Webb University, to focus on the different facets of the hiring process (e.g. interview skills, resume writing, test taking skills). CFD also has contracted with Gardner-Webb University to allow applicants to attend test preparation courses, tuition-free.

- **Targeted recruitment**: In August 2017, CFD established a full-time recruitment team which also focuses on increasing minority representation in the department. The department also participates in diversity and military job fairs and holds an annual open house for question and answer sessions, to assist with completing employment applications.

- **Employee Engagement**: CFD is in the process of establishing work teams, open to participation from fire fighter I up to division chiefs, to provide platforms for employees to express ideas and drive positive change within the department. Interested participants have been asked to apply for any of the five focus areas: staffing and human resources, recruitment and hiring, incident response resources, promotional processes, or rapid intervention crew. The staffing and human resources, recruitment and hiring, and promotional processes work teams will all be facilitated by Management Partners.

- **Diversity Conference**: CFD is hosting a Public Safety Diversity conference in April 2019, which will include CMPD, Medic, and other North Carolina fire departments. The conference is designed to act as a platform for sharing successful recruiting and employee engagement initiatives among departments.

Community Building Initiative's (CBI) Equity Circle: CBI is a nonprofit organization focused on building a more inclusive and equitable community. The organization participates in CBI Equity Impact Circle Dialogs designed to promote deepening discussion about equity and how it manifests in the broader community. The events are moderated sessions that include the viewing of videos on equity issues to launch discussion. Participants learn to exchange perspectives, ask questions, and articulate ideas using an equity lens. This method of encouraging open conversations about racial issues is in the planning phase. The program will be offered internally for city staff on an on-going basis.

Community Building Initiative – Charlotte in Black & White … and More: Presentation and interactive bus tour designed to provide a window into African American history and the new immigrant experience in Charlotte. The tours are guided by a historian and include conversations with other participants on current community issues. Many city leaders have taken the bus tours.

Community Building Initiative - Leadership Development Initiative (LDI): Designed to support board and staff of for-profit and public organizations in leadership roles to "intensify commitment and increase capacity" for inclusion and equity. This includes addressing aspects such as race, ethnicity, gender, socio-economics, religion, sexual orientation, and others.

LDI focuses on leadership for both individuals and organizations. LDI provides a deep journey into personal development and encourages organizational change. Individuals are expected to apply the skills gained in LDI to strengthen the organization they represent. Becoming an "LDI organization" means making a commitment to support CBI's mission, working toward the goals of LDI and identifying future participants. These LDI graduates, in turn, become a key resource for each other, their organization(s), for the larger community and for CBI as part of a network of "influencers."

Queen's Team: Under the direction of the city manager, members of the Queen's Team serve as liaisons for effective communication between city administration and employees. Members of the team are elected by their peers and must be in non-supervisory positions. The team meets at least quarterly to discuss workforce subjects of interest and share ideas on topics such as workplace improvements, benefits, compensation, productivity, and becoming an employer of choice.

The organization has initiatives focused on increasing equitable access to services and opportunities across neighborhoods and demographic groups, creating job opportunities, and promoting affordable housing

Access to Services and Opportunities: includes 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 how the services are available. Efforts around providing equitable access to services and opportunities have centered predominately on increasing equitable access to services across all neighborhoods and demographic groups, creating job opportunities, and promoting affordable housing. Some of the most innovative highlights include:

Charlotte Area Transit System (CATS) Bus Route Changes: Prior to CATS bus route changes being made, an equitable service analysis is performed, which includes demographic and income analysis of riders affected by potential changes.

Charlotte Business INClusion Program (CBI): Seeks to enhance competition and participation of small, minority and women owned firms in city contracting and to promote economic growth and development in the City of Charlotte.

Cities for Racial Equity and Racial Healing Technical Assistance Initiative: In February 2018, the City of Charlotte was one of six cities chosen to participate in the National League of

Cities (NLC) Race, Equity and Leadership (REAL)[23] initiative's Cities for Racial Equity and Racial Healing Technical Assistance Initiative. The 15-month program provides city leaders with the strategies needed to advance racial equity and racial healing in their communities.

This technical assistance initiative is designed to help city leaders identify the impacts of institutional racism within their community's policies and practices, and act to address it. Each city is receiving tailored coaching to build relationships with communities most impacted by racial inequity, create structures that intentionally address structural racism and normalize the dialogue of governing for racial equity.

As part of this initiative, in October 2018, representative council members, staff, and a Charlotte community leader participated in a convening event in which the participating cities gathered to share progress and lessons learned in advancing racial equity in their cities.

Community Micro-Grants: The JumpStart Community Safety Micro-Grant program begun out of the Community Empowerment Initiative in Fiscal Year (FY) 2018 for $50,000. In FY 2019, the support is doubled to $100,000. These grants provide up to $500 to community organizations that focus on conflict resolution and mediation, crime fighting and prevention, and opportunities for youth and parents. This program also connects participating organizations with city services and partners to enhance skills around board development, grant writing, creation of mission and vision statements, and attaining non-profit status.

Disparity Study: A Minority Women Business Enterprise (MWBE) Disparity Study was conducted in 2011. The 2011 MWBE Disparity Study provided the basis for the City Council's current race-conscious and gender-conscious measures in the Charlotte Business INClusion (CBI) Policy. The use of race-conscious and gender-conscious measures in the CBI Policy was scheduled to sunset December 31, 2017. A follow up study was conducted in Fiscal Year 2017 that reviewed expenditures for the period between July 1, 2011 and June 30, 2016. The purpose of the 2017 MWBE Disparity Study was to:

- determine whether disparity exists between the number of MWBE firms available to perform on city contracts and the utilization of those firms;
- determine if there is a legally defensible basis for the continued use of race-conscious and gender-conscious measures; and
- provide data and information that could be used to consider modifications to the CBI Program.

The study concluded that the organization's use of race-conscious and gender-conscious measures has been effective in increasing the utilization of minority business enterprises and women business enterprises, however disparity still exists.

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[23] Race, Equity, and Leadership (REAL), National League of Cities (NLC), 2017: https://www.nlc.org/corporate-partnership-program/race-equity-and-leadership-real

Based on the results of the 2017 City of Charlotte Minority and Women Business Enterprise (MWBE) Disparity Study Report, the Charlotte Business INClusion (CBI) Policy was amended to extend race-conscious measures and/or gender-conscious measures through January 1, 2023. The full report can be accessed at:
http://charlottenc.gov/mfs/cbi/Pages/Study%20Results.aspx

International and Integration Manager:
As a result of the Immigration Integration Taskforce report [24], the city's first international and integration manager was hired. This new role leads the Office of International Relations as it ensures that immigrant communities have equitable opportunities to access resources and services.

> *Access to Services and Opportunities: includes 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 how the services are available.*

Neighborhood Matching Grant Program (NMG): Revised processes and support for NMG Program to ensure resources are available to all areas with needs:

- Revised application cycle to allow more time for staff to assist applicants
- Provide data entry and computer support to applicants when needed
- Program documents to include more graphics, fewer words, and simpler language
- Hosting of application workshops in service areas
- Prioritized bilingual language skills in the hiring of NMG Program manager allowing NMG workshops to be conducted in Spanish

North End Smart District (NESD) Equity Grant: The City of Charlotte was one of 15 cities across the country to be awarded a grant from A Partners for Place Racial Equity Grant by the Urban Sustainability Director's Network ($75,000) with matching funds from The Knight Foundation ($50,000) and Ortho Carolina ($25,000) for a total of $150,000. These funds are used to implement the co-developed projects and the community engagement required to build the collaboration between community and the city. The NESD is designed to promote equitable, sustainable, healthy, and prosperous communities. The grant funded equitable sustainability work in the north end of Charlotte with the goal of creating a "smart city" platform. Residents collaborated with government, non-profits, and private sector partners on projects aimed to start smart city work that includes healthy communities and technology training programs. Since the grant, the organization has collaborated on co-creation and equity in community engagement, piloted an effort to reduce energy burden, brought healthy foods to the corridor, and started a technology learning lab with the support of Google Fiber and others.

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[24] Immigrant Integration Task Force Report, Presented to Charlotte City Council March 23, 2015:
https://charlottenc.gov/international-relations/inltcommunity/Documents/IITF%20Report%20with%20Appendices.pdf

Partnership with GoodWork Staffing: More than $1.0 million annually is invested with GoodWorks Staffing (as part of Goodwill) to employ temporary laborers/workers and provide a re-entry path in to the workplace. In addition to providing jobs for individuals, GoodWork Staffing's proceeds are used to support free training and development programs designed by Goodwill to help those in need. This partnership supports Goodwill in offering employment skills training, career counseling, and guidance to help those with the desire to work but with a need to overcome barriers that stand in the way of obtaining gainful family-sustaining employment.

Promoting Affordable Housing: Several departments work together to expedite reviews for affordable housing development projects to save time and money to meet the basic human right of housing. Housing and Neighborhood Services is working with the Planning, Design and Development Department to identify a combination of best practices, opportunities within legal limitations, and evaluate current standards that promote a balance of housing price points in the city. Additionally, the HouseCharlotte program provides down payment assistance to help achieve home ownership. Public Sector Employees can receive up to $10,000 through this program, when meeting the income eligibility requirements.

Refugee Support Services Engagement: A weekly event for members of the CMPD's Community Engagement division to positively engage with refugee and immigrant community members with the goal to build a stronger and trusting relationship between CMPD and the refugee and immigrant community. Officers provide classes and crime prevention materials to the community members in many different languages and introduce the newest community members to CMPD to promote access to City of Charlotte programming and resources.

Reviewing city services through a racial equity lens: As part of the work to implement the City Council's goals from the Letter to the Community and the findings from the Economic Opportunity Task Force, the city contracted with the Government Alliance on Race & Equity (GARE) to apply racial equity analysis to city programs, services, and policies. Charlotte is one of 83-member jurisdictions working across the country with GARE to achieve racial equity and advance opportunities for all. GARE's work with departments and on projects incorporated the following goals:

- To normalize conversations about race including developing a shared racial equity framework

- To operationalize and organize racial equity work by creating the foundations of the internal infrastructure needed to organize and share effective practices

- To use a racial equity tool, within policy, program, and budget decision-making processes

Pilot Projects include:

- **Envision My Ride Community Engagement:** Envision My Ride was a planning initiative to redesign the current bus system. Through this initiative, CATS studied bus route design and frequency to determine how to improve the system and better serve the Charlotte region. CATS lead extensive public outreach to best understand what is most important to riders and used the racial equity tool to focus on getting better feedback from communities of color, low income residents, and residents who speak English as a second language. Ultimately, this feedback was used to develop a plan for route and service adjustments.

- **North End Smart District Community Engagement and Shared Decision-Making:** Residents collaborated with government, non-profits, and private sector partners to craft projects that kick-start smart city work related to healthy communities and technology training programs. The key focus was equity in community engagement and co-creation of pilot projects that have reduced energy burden in program participants' households, brought healthy foods through a mobile market to the corridor which is known as a food desert, and started a community-programmed technology learning lab with the support of Google Fiber.

- **Tree Canopy Maintenance and Planting:** Engineering and Property Management applied racial equity analysis to examine requests for tree planting and maintenance in the right-of-way. The overall goal of the project is to move to a more proactive planting and maintenance schedule such that trees are equitably distributed and maintained.

- **Vision Zero:** Charlotte Department of Transportation (CDOT) renewed its commitment to safer streets in 2018 with the creation of Vision Zero, an action plan designed to reduce crashes and eliminate traffic-related deaths and severe injuries by 2030. Through work with GARE, CDOT focused on better understanding the racial inequity in pedestrian and bicycle collisions with a goal of eliminating it. In addition, they are focusing on creating guidelines on how to prioritize investment in pedestrian infrastructure, such as, sidewalk retrofit and pedestrian crossings.

- **Private Waterline Replacement Financial Assistance Program:** Charlotte Water applied racial equity analysis to two programs with the goal of ensuring safe, clean drinking water for all. The Private Waterline Replacement Financial Assistance program allows low income customers to receive interest free financing for up to five years to install new water service lines or to replace an existing service line. The Water Pipe Rehab and Replacement program utilized racial equity analysis to broaden customer engagement and identify areas of need that have been overlooked due to lack of customer input.

Talent Acquisition Stratification: To hire from a diverse talent community, partnerships have been established with Exodus Foundation, Change Choices, and similar community

organizations in working with individuals with barriers to employment and seeking second chances.

Water Bill Assistance Program: Partnership with Crisis Assistance Ministries and 19 other agencies currently assists over 4,000 customers annually in need of water bill assistance. This program will be enhanced to include a round-up or donation opportunity on the monthly water bill and to provide long term assistance to customers in need. Payment arrangements to customers having difficulty paying their water bill are also offered along with interest free financial assistance for low income customers needing water and sewer connections.

The city has enhanced engagement with diverse populations throughout Charlotte-Mecklenburg.

Community Engagement: seeks input and feedback from all, along with outreach designed to involve the community in service planning decisions.

Bridging the Difference: Conversations about policing, public safety, and community impact are happening within churches and small groups. There is a need to approach and engage the community on a larger scale, bringing various points of view together to discuss a range of topics in order to bridge gaps and create mutual understanding from different perspectives.

The goals of these conversations are to:

- Involve the community inclusive of all perspectives to engage and understand wants/actions.
- Increase understanding and trust through a series of conversations about police and community relations and public safety.
- Mitigate potential challenges/issues in advance of the RNC with effective community outreach and interaction.

Bridging the Difference was launched October 16, 2018 at a kickoff social event for key influencers in the community with approximately 75 in attendance.

Chaos to Conversation: How to Get People to Stop Yelling and Start Talking - Building on the success of Constructive Conversation Team training, this mandatory training course for all officers includes modules on building resilience, emotional control, active listening skills, and persuasive and informative speech. This training equips officers with the ability to listen first, build a connection with people, and to answer questions. During the training, resident volunteers play the role of agitated protesters. Everything is real – questions, emotions, and energy. To that end, resident volunteers and officers come together to talk about their perspectives.

Charlotte Future 2040 Comprehensive Plan: A key component of moving forward in planning for the future of the city includes increasing participation in the planning process by removing barriers to participation and creating welcoming forums to gain feedback from the city's diverse populations. Currently the city, stakeholders, and the community are working together to develop a Comprehensive Plan to guide growth and to achieve the physical structure stakeholders want for the city in 20 years. This two-year project will be led by three principles: authentic and equitable participation; interwoven equity; and integrated framework for growth, development and community design. More details can be reviewed at: http://charlottenc.gov/charlottefuture/2040Plan/Pages/default.aspx

City Ambassadors: The Office of International Relations and the Department of Human Resources are collaborating to identify bilingual/bicultural employees who could serve as ambassadors in diverse communities. Engagement can include participation at community events and outreach to diverse populations.

Civic Leadership Academy: A free course designed for residents who are ready to take the next step in being community leaders and improving the quality of life in all of Charlotte's neighborhoods. Participants have an opportunity to grow in their leadership, analyze issues using data, connect with decision makers and other Charlotte leaders, and make a difference in their communities. The Civic Leadership Academy now includes Implicit Bias Training classes for future community leaders.

CMPD 21st Century Policing Responses: The report published in August 2017 outlines CMPD's response to the President's Task Force on 21st Century Policing. The report addresses all of the 59 recommendations proposed by the Task Force organized around six Task Force pillars. The Task Force pillars include Building Trust & Legitimacy, Police & Oversight, Technology & Social Media, Community Policing & Crime Reduction, Training & Education, and Officer Wellness & Safety. Building trust and legitimacy is important to the CMPD. The report is available on-line at:
http://charlottenc.gov/newsroom/releases/Pages/CMPD's-Responses-to-the-President's-21st-Century-Policing.aspx.

Community Letter Task Force/One Year Later: From the fall of 2016 through the fall of 2017, the organization tracked progress towards the goals laid out in City Council's Letter to the Community around affordable housing, good paying jobs, and safety, trust, and accountability. The culmination of the group was the One Year Later report, which noted progress towards efforts to address social and racial disparities that exist, and ongoing work. The report can be found at: https://cltoneyearlater.com/.

Community Relations Department: The City of Charlotte and Mecklenburg County depend on Community Relations to monitor and improve the quality of human relations within the community by interpreting the social inclinations and frustrations of citizens. Community Relations' work is divided into four core service areas: Intergroup Relations, Conflict Management, Fair Housing and Public Accommodations, and Police Review. Community Relations also works with a committee of 45 citizens to gain insight on Charlotte's continually changing community relations issues. The leadership of the committee is vested in two officers, the chairman, and the vice-chair (appointed by the Mayor of the City of Charlotte and the Chairman of the Mecklenburg Board of County Commissioners). Six issue-focused subcommittees and the Leadership Committee carry out the organization's mission. Members are trained to provide community mediation, facilitation of community dialogues and training in the areas of diversity, conflict resolution, and fair housing.

Community Engagement: seeks input and feedback from all, along with outreach designed to involve the community in service planning decisions.

COPS & Barbers: Recognized by President Barack Obama as a "model for fostering relationships between cops and young black men," COPS & Barbers was the idea of local barber Shaun Corbett to facilitate dialogue between the police and community. The CMPD and NC Local Barbershop Association host "town hall" events to create an open and honest dialogue about police and race relations. Discussions include educating African American citizens of their rights, the appropriate way to interact with police, and challenges police face when confronted by a potentially dangerous situation. Local congregations, recreation centers, and schools throughout the community serve as host sites for these events.

Crisis Intervention Training: Approximately 500 officers are certified in Crisis Intervention Training (CIT). CIT was developed to improve safety in Charlotte-Mecklenburg by diverting those in crisis situations from the criminal justice system to treatment and services with the hope of recovery. In addition, CIT increases officer awareness on how to approach victims with mental health and substance abuse issues in crisis situations.

Hosting On the Table CLT discussions: This community-wide civic engagement initiative invites Mecklenburg County residents to come together while "breaking bread" and talk about ways to make our community better. CLT seeks to bring all voices to the table, focusing on a common theme specific to our community; this year the theme is segregation. The goal is to have 6,000 people participate in this community-wide event being organized and led by the Community Building Initiative, and supported by Foundation for the Carolinas and Knight Foundation.

Equitable Justice Leadership Collaborative: CMPD is participating with the Mecklenburg County Criminal Justice Advisory Group that established an Equitable Justice Leadership Collaborative charged with reducing racial and ethnic disparities in the justice through:

- Development of a racial equity professional development continuum for all criminal justice workers, including: law enforcement officers, prosecutors, defenders, judicial officials, and probation officers;

- Establishment of Equity and Inclusion Division within Mecklenburg County Criminal Justice Services;

- System mapping to identify decision points contributing to disproportionate outcomes; and

- Policy and practice reform.

KOPS & Kids Learn Spanish: Similar to the KOPS & Kids, this program builds on the success of COPS & Barbers. KOPS & Kids Learn Spanish builds stronger relationships and better communication between Latino youth and their families and participating division officers. Officers attend language classes taught by the youth for 12 weeks. Area congregations host the program, which averages 25-30 youth and 15 officers.

Latin Community Outreach Program: Collaboration between the residents of the Latin community and the CMPD promotes cooperation in identifying problems, creating strategies, and implementing solutions to benefit the Latin community often faced with the barriers of language and an understanding of the local culture. Through this program CMPD officers coordinate with the members of the Latino media and press, host a weekly radio call-in show, attend community events, and assist detectives with criminal cases.

Law Enforcement Latino Initiative: CMPD led a delegation of regional law enforcement officers in an immersion program to Mexico. This Law Enforcement Latino Initiative was part of the Go Global NC program. Approximately 24 members of local law enforcement, including eight from CMPD, traveled to Mexico to increase awareness and understanding of Latino/Mexican culture and to share information about Charlotte's communities. Officers returned and initiated programs and disseminated information in their Latino communities utilizing their new insights. CMPD will continue the immersion program to expand the benefit of learning the language while also gaining an understanding of the culture.

Living Cities Accelerator Grant Program: Focuses on building capacity and inclusion efforts with minority businesses. Current initiatives include:

- AMP UP Charlotte – An intense 13-week business development program that is growing the capacity of 20 minority business owners. The inaugural class is a partnership with the NBA to prepare participants for possible contract and procurement opportunities with the NBA All Star 2019, the City of Charlotte, and the Charlotte region's anchor institutions. AMP UP Charlotte supports capacity building and inclusion, strengthens and normalizes the use of minority businesses, and builds long term connections and partnerships.

- Creation of the Procurement Advisory & Inclusion Council to engage departments to increase minority inclusion, outreach, and partnership efforts.

- Development of a Strategic Forecast Application, a cloud based user friendly application that will host the city's forecast of contract opportunities. The application will promote awareness, support capacity building, and increase participation, inclusion, and growth of minority businesses by providing notice of city projects and contract opportunities.

National League of Cities: Cities of Opportunity Pilot: The Department of Planning, Design and Development is leading the work with peer cities and topical experts through equity issues of housing, economic development, and city planning and design for eight months. This program will help co-create a new, national initiative that advances the ability to work across programs and agencies to craft a more comprehensive strategy to improving health outcome of residents.

Ordinance Advisory Committee: In preparing the Unified Development Ordinance, the organization convened an Ordinance Advisory Committee (OAC), consisting of representatives from various sections of the community reflecting diverse participation.

Overall Outreach: Connecting the public with city services is a core and critical component within all we do as a city. While community engagement is embedded within the city's strategies, some initiatives specifically developed to enhance outreach to diverse populations include:

- **Budget Engagement - Meet and Eats**: staff from all departments connect with residents at community events hosted across all areas of the city to gain feedback on funding priorities to inform the city's budget development process.

- **Investing in multiple modes of communication**: door to door, flyers, emails, social media, and community events have been utilized.

- **Proactive outreach**: many departments go into the community to seek feedback. Notable examples include CDOT's neighborhood walks and CATS' "ride the bus". Community input is sought from those impacted by specific city services.

- The organization **collaborates** across departments and programs to share the lessons learned around community engagement.

Stitch Together CLT: As part of a Knight Foundation pilot project, 10 neighborhoods representing disparate parts of Charlotte were brought together through their leaders to support each other and work through issues around equity, community capacity building, and development.

Take 10: With the support of the Knight Foundation, the initial Take 10 grant project, asked employees to take 10 minutes per week to meet and engage one person in the community in conversation about how to make the city better. From October 2015 through June 2016, ambassadors engaged in almost 2,500 one-on-one conversations. Based on this experience, and using lessons learned, the effort was expanded to encompass the elements of the City Council's Letter to the Community in 2017. This was the largest single engagement effort undertaken citywide, reaching about 8,000 residents in four months. Over 160 employees participated in the effort.

Transparency Workshops: In January 2017, the CMPD implemented Transparency Workshops to expand the opportunity for the CMPD to improve the partnerships needed to better serve the community. Transparency Workshops are three-day events that provide community members an understanding of CMPD's processes, services, and operations. The mission of CMPD Transparency Workshop is to strengthen community relationships, increase the community's understanding of police work, and equip citizens with the knowledge to provide productive and meaningful input into how the CMPD functions.

WHAT DOES THE INVENTORY REVEAL?

As a result of this assessment, an inventory of DE&I activities that departments have engaged in, have been categorized and itemized. While there are over 120 DE&I related efforts, it is apparent they are administered in a disparate and uncoordinated fashion. Better coordination, an evaluation of impact of current activities, and implementing a needs assessment based approach prior to initiating additional activities will be critical to achieving a high impact and demonstrating prudent financial management.

*While there are **over 120 DE&I related efforts**, it is apparent they are administered in a disparate and uncoordinated fashion.*

DE&I initiatives are not fully integrated and driven across city departments

Active efforts are made to engage the community and employees in furthering DE&I; yet coordination, communication, and feasibility analysis of warranted programs do not occur on a systematic basis across these efforts. Opportunities are lost in not sharing best practices and leveraging resources. Many activities are undertaken without fully outlining the need, resources, time and effort, intended outcomes, or establishing measurable goals.

No overall measures exist to gauge the progress in advancing DE&I

It is apparent that programs are initiated without an initial needs assessment and there is no consolidated effort to track the progress toward advancing DE&I efforts. When establishing or expanding a program or initiative, a needs assessment is most commonly conducted to gauge the need and to determine what type of content should be included in the program. The needs assessment process should include the following:

> *A needs assessment is a critical step in ensuring successful programs and maximizing use of limited resources. Once need and programs are established, use of outcome measures becomes integral to assessing impact of any initiatives.*

- Collecting information about a target population or community

- Deciding what needs are being met and what resources exist

- Determining what needs are not being addressed and what resources are needed

A needs assessment is a critical step in ensuring successful programs and maximizing use of limited resources. Once needs and programs are established, use of outcome measures becomes integral to assessing impact of any initiatives. Some notable examples from peer cities include:

- The City of Austin requires departments to annually use an equity assessment tool when budget proposals and business plans are developed. Austin also utilizes principles from 'Undoing Racism-The People's Institute for Survival and Beyond", as well as GARE measurement tools.

- The City of Minneapolis requires the Division of Race and Equity to provide City Council with a formal progress report on the Minneapolis' racial equity action plan and specific department progress towards the framework. Additionally, Minneapolis has created a dashboard that tracks progress for the city's Blueprint for Equitable Engagement.

- The City of Dallas provides annual reviews of the Resilience Dallas Strategy and Equity Indicators during its budget season. City departments are responsible for developing equity measures that are included in department performance budgets. Each department reports monthly or quarterly based on the indicator.

An issue brief from the Government Alliance on Race and Equity (GARE) promotes a common approach to furthering the field of practice of workforce equity within government. GARE advocates for the importance of setting goals, tracking progress, and focusing on accountability. Clear goals must be set to improve workforce equity, by tracking progress over time, so that strategies can be modified, as needed, to effectively achieve meaningful results.

Goals and measurement should occur on three levels: 1) quantitative measures, 2) qualitative measures, and 3) process measures[25]. Having different types of technology

The citywide implementation of equity tools could standardize decision making and strategically align departments to maximize DE&I opportunities.

programs to track development and measure progress is common within government, but that doesn't mean this common practice is a best practice. Often, this technology cannot connect with other databases, causing department data to be stuck in a division-centric vacuum without being interactive[26]. If data cannot be assessed together, how can an organization convey a comprehensive story of the effectiveness of its policies and initiatives? Incorporating DE&I assessment tools citywide can be an important component to tie together measures across diverse initiatives.

The citywide implementation of equity tools could standardize decision making and strategically align departments to maximize DE&I opportunities. Utilizing a tool similar to the City of Madison, Wisconsin's Racial Equity and Social Justice Tool[27] or the Seattle Race and Social Justice Initiative – Racial Equity Toolkit (**Appendix I**) can help Charlotte to gauge the effectiveness of diversity, equity, and inclusion in city decisions, policies, and functions.

Contracts for external service providers exist to promote DE&I efforts that are not reviewed for priority or impact

Several projects and programs require contracting with external service providers to facilitate DE&I efforts. Before additional funds are expended, these initiatives should be assessed to determine which services create the best return on investment.

Partnerships exist, yet they are not readily known or leveraged across departments

Many partnerships currently exist between individual departments and the external community, such as civic groups and non-profits, and businesses that also have a DE&I focus. If these partnerships were documented in a central repository for all city departments to access and leverage, the impact would be much greater.

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

Several avenues exist to engage employees, which include the Queen's Team, public safety work group, leadership group meetings, Learning Coach Team, and employee surveys to mention a few. However, the opportunity to highlight DE&I initiatives across departments

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[25] Public Sector Jobs: Opportunities for Advancing Racial Equity, Local and Regional Government Alliance on Race & Equity (GARE): http://racialequityalliance.org/wp-content/uploads/2015/02/Public-Sector-Jobs-Final1.pdf

[26] Data-driven performance tracking for small governments, Stephanie Kanowitz, GCN Technology, Tools, and Tactics for Public Sector IT, 2017: https://gcn.com/articles/2017/11/03/performance-measures.aspx

[27] Racial Equity & Social Justice Initiative, Civil Rights, City of Madison, Wisconsin: HTTPS://WWW.CITYOFMADISON.COM/CIVIL-RIGHTS/PROGRAMS/RACIAL-EQUITY-SOCIAL-JUSTICE-INITIATIVE

is lacking. Also, a foundational understanding of the importance of DE&I is missing on a citywide basis. Best practices of a highly effective DE&I effort include engaging employees in all areas of an organization to understand common goals and opportunities for employee feedback.

Employee buy-in and input is vital to any citywide effort. Strategic plans do not implement themselves and they may well be resisted by employees who feel threatened by change or by the institution of additional controls, or feel stymied by labor management conflicts[28]. Employees are not just staff, they are the community. It is important that mechanisms be in place to allow staff to have a voice in decision making processes as well as amongst themselves.

Best practices of a highly effective DE&I effort include engaging employees in all areas of an organization to understand common goals and opportunities for employee feedback.

Providing employees with tools that inspire and teach will create a platform for development throughout the organization. Strong, citywide supported employee engagement shows the workforce their feedback and opinions are not only for providing responses to institutional change, but can lead change. This progress can spill over externally through the manner in which employees administer services to the public.

Engagement opportunities can strengthen the vitality of the organization's strategic plan. Workplace culture, changing political climates, and the economy are just some pieces that make government dynamic. Employees can also keep organizations from becoming static because they are the boots on the ground with familiarity of day-to-day matters. Their views must be recognized as a valuable asset to the organization.

Recommendation 4: Review and assess current DE&I activities for impact

Conduct a complete review of the current initiatives for effectiveness, impact, and redundancy on programs and contracts that require continued funding or continued commitment prior to renewal, continuation, or expansion.

Recommendation 5: Create DE&I partnership inventory

Develop a central repository that accounts for external partnerships and key contacts to enhance DE&I efforts. This inventory should be maintained and updated to serve as a reference tool for increasing and leveraging opportunities within the community.

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[28] Elements of Strategic Planning in Municipal Government: Status After Two Decades, Poister & Streib: https://www.csus.edu/indiv/s/shulockn/executive%20fellows%20pdf%20readings/poister%20and%20streib%20-%20strategic%20planning.pdf

Recommendation 6: Design and implement accountability structure

Establish an accountability structure to measure the impact of DE&I activities. DE&I work should be a priority and measures established to ensure accountability toward tracking progress and outcomes. Consider incorporating DE&I quality measures into department directors' performance expectations.

STANDARDIZATON AND OVERSIGHT NEEDED

The organization's decentralized approach hinders DE&I efforts

In the 1990s, the organization adopted a "run your business" model in which departments operated independently and separate from one another. Without a cohesive set of centralized policies, functions were replicated across the organization creating an inefficient distribution of resources. This model is no longer sustainable when the organization is striving to become a more collaborative, responsive organization focused on providing the highest quality services possible in a cost effective and publicly accountable manner.

> *"One Team… One Flag…One Fight"*
> *-Marcus Jones, City Manager City of Charlotte*

As Charlotte continues to grow, so too does the demand for resources. Being a well-managed government involves evaluating current service delivery methods to create an organization that has a unified, data-driven strategy for distributing resources. With the FY 2018 budget, the administration began to assess the effectiveness and efficiency of how decisions are made throughout the organization and how internal services were provided. Subsequently, the FY 2019 budget signaled the end of the "run your business" operational philosophy used for two decades to run the City of Charlotte government. It required the change from using a business model which allowed each department and its subordinate divisions to operate autonomously to an organization that moves forward with a shared vision and common goals.

A decentralized approach without coordinated oversight or regularly scheduled subject matter trainings increases the risk of inconsistent application of policies and procedures, creating disparity across departments. For these reasons, it is important to develop a culture of accountability, continuous review, evaluation, and improvement within the organization.

Along with increasing efficiency[29], more central oversight for internal services functions (budget, communications, finance, human resources, information technology, and procurement) is important to promote DE&I efforts systematically. To date human resource functions, financial controls, and communications services have been reviewed. These reviews have highlighted structural changes needed to reduce risks, provide consistency, and fully leverage resources.

It is important to develop a culture of accountability, continuous review, evaluation, and improvement within the organization.

Communications: Several reviews of internal communications internally and externally have been conducted since 2010. The common recommendations from these reviews were to standardize and realign communication processes across the organization. The Police Foundation's Report, commissioned by City Council in 2016, also indicated that a more coordinated approach to communications is needed to prevent chaos and confusion. Continuing to focus on coordinated communications allows for more unified messaging that is accessible to all and include marketing and branding materials that are reflective of the community.

Human Resources: The service model for human resources is undergoing a reengineering effort of revising policies, hiring standards, internal processes, and messaging to employees. As part of the initiative, policies are being reviewed and updated with a DE&I lens.

Procurement: The current service model for procurement across the city is decentralized. This creates the potential for inconsistency in DE&I efforts related to Minority Women and Small Business Enterprise (MWSBE) and Disadvantaged Business Enterprise (DBE) participation. A review of procurement practices across departments has begun to identify areas for improvement, increase standardization, and ensure access for all MWSBEs (see **Appendix C**, DEI Procurement and Contracting Best Practices).

Recommendation 7: Review and assess administrative policies for updates and DE&I

Continue to assess administrative policies with a DE&I lens. While the city embarked on a concerted effort to revise outdated policies and procedures over a year ago, many more policies still need to be updated. For example, the Department of Human Resources identified 17 employee-centric policies, 13 have been reviewed and four remaining policies require a deeper review using a DE&I lens including:

- AWOL (Absence Without Leave)

- Education Assistance Policy

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[29] The Advantages of a Centralized Human Resources. Cardenas, Heidi. Small Business - Chron.com,
    http://smallbusiness.chron.com/advantages-centralized-human-resources-19397.html

- Employee Grievance Process

- Nepotism

To ensure DE&I considerations are addressed, policies should be assessed using an equity tool similar to the ones used in Madison, Wisconsin and Seattle, Washington (**Appendix I**).

Recommendation 8: Increase coordinated oversight of communications, human resources, and procurement related functions across city departments

Standardized communication and marketing practices ensure that messaging to the community considers various audiences, religions, and languages. A coordinated and balanced approach to marketing the city should be outlined in the DE&I strategic plan. Continue the standardization of human resource functions and policy reviews. Fully assess procurement best practices and ensure coordinated oversight for procurement, including construction contracts, across the organization. Central oversight of procurement will foster more unified effort to promote Charlotte Business INClusion (CBI) efforts.

Coordinated oversight is important to establish consistency in how the organization functions internally and with the community. Coordinated and collaborative approaches provide more leveraging opportunities, create efficiencies, and ensure equity.

Recommendation 9: Expand outreach and capacity building efforts for Minority Women Small Business Enterprises (MWSBEs) citywide through increased planning, development, collaboration, and measurement

The Department of Economic Development, in conjunction with the CBI office in the Department of Finance, should develop an action plan to address the expansion, capacity building, and outreach efforts for MWSBEs. The action plan should include an integrated approach that includes:

- Access to financial and human capital

- Access to opportunities

- Business support services

- Customized training

- Strengthening management, operations, and infrastructure

- Targeted outreach

ADDRESSING DISABILITIES AND LANGUAGE BARRIERS

DE&I efforts exist, however, few are targeted at identifying and removing barriers for people with physical and language barriers

The Americans with Disabilities Act (ADA) is a civil rights law passed in 1990 which established protections for people with disabilities. Under this law, people with disabilities

> *Sometimes a practice that seems neutral makes it difficult or impossible for a person with a disability to participate. In these cases, the ADA requires public entities to make "reasonable modifications" in their usual ways of doing things when necessary to accommodate people who have disabilities.*

are entitled to all of the rights, privileges, advantages, and opportunities that others have when participating in civic activities. The ADA protects the rights of people who have a physical or mental impairment that substantially limits their ability to perform one or more major life activities, such as breathing, walking, reading, thinking, seeing, hearing, or working. It does not apply to people whose impairment is unsubstantial, such as someone who is slightly nearsighted or someone who is mildly allergic to pollen. However, it does apply to people whose disability is substantial but can be moderated or mitigated.[30]

The ADA prohibits public entities from isolating, separating, or denying people with disabilities the opportunity to participate in the programs that are offered to others. Programs, activities, and services must be provided to people with disabilities in integrated settings. The ADA neither requires nor prohibits programs specifically for people with disabilities. But, when a public entity offers a special program as an alternative, individuals with disabilities have the right to choose whether to participate in the special program or in the regular program.

Many routine policies, practices, and procedures are adopted without thinking about the impact on people with disabilities. Sometimes a practice that seems neutral makes it difficult or impossible for a person with a disability to participate. In these cases, the ADA requires public entities to make "reasonable modifications" in their usual ways of doing things when necessary to accommodate people who have disabilities.

All public entities subject to Title II of the ADA must complete a self-evaluation. For public entities that have 50 or more employees, a transition plan that addresses structural changes necessary for achieving program accessibility is required. Public entities that have 50 or more employees are also required to have a grievance procedure and to designate at least one responsible employee to coordinate ADA compliance. Although the law does

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[30] Americans with Disabilities Act ADA Update: A Primer for State and Local Governments, Disability Rights Section, Civil Rights Division, U.S. Department of Justice: https://www.ada.gov/regs2010/titleII_2010/title_ii_primer.html

not require the use of the term "ADA Coordinator," it is commonly used by state and local governments across the country. For the organization, the deputy director of the Department of Community Relations serves as the designated ADA coordinator.

Similarly, a language access plan can help ensure the organization provides high quality and appropriate language services. It can help ensure that employees are aware of what to do when an individual with limited English proficiency needs assistance. A language access plan spells out how to provide services to individuals who are non-English

The deputy director in the Department of Community Relations serves as the organization's designated ADA coordinator.

speaking or have limited English proficiency. Language access plans should be tailored to city services and should include a needs assessment, language services offered, notices, training for staff, and evaluation.

Currently, the Department of Community Relations along with the Office of International Relations is leading the effort to ensure access to service for persons with disabilities and individuals whose first language is not English by developing an ADA transition plan and a language access plan.

Recommendation 10: Continue to focus on identifying barriers and create Americans with Disabilities (ADA) and Language Access transition plans

Create Americans with Disabilities and Language Access transition plans. Fully implementable plans should be developed to address the specific needs of persons with disabilities and individuals whose first language is not English to ensure equitable access to all of the city's resources and services. Provide continued support to the Department of Community Relations and the Office of International Relations in spearheading this effort.

STAKEHOLDER FEEDBACK

As a complement to the survey of departments for DE&I activities, the assessment included interviews of the mayor, all council members, city manager, police chief, fire chief, community relations director, CBI INClusion managers, and the human resources director for special emphasis. Department directors were also interviewed along with the Equity and Inclusion Manager from Mecklenburg County. In addition, Southeastern Institute for Research, Inc. provided guidance and education based on its DE&I work nationally.

The interviews included discussion of the common definitions, identification of priorities, and gaps. Overall, the individual conversations confirmed the organization's commitment to DE&I efforts and to moving forward. While the need for additional funding to establish an

office or designate staff for these efforts was raised as a concern, the importance of moving forward surpassed the monetary apprehension.

Key themes that emerged from these conversations are listed below. This feedback was used to assess current perceptions of DE&I initiatives and guide the development of the findings and recommendations:

As a complement to the survey of departments for DE&I activities, the assessment included interviews of the mayor, all council members, city manager, police chief, fire chief, community relations director, CBI managers, and the human resources director for special emphasis. Department directors were also interviewed along with the Equity and Inclusion Manager from Mecklenburg County.

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"
- "…ensure marketing and materials are reflective of who we are, true Charlotte all areas and people"
- "…there should be a linkage to director's performance reviews"

Culture and vision:
- "…develop an ethic on valuing inclusion"
- "…give people a sense of place"
- "…continued focus on equity lens, from history to today's needs"
- "…we should model what we want to see in the city within city government to the community"
- "…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."
- "…create common knowledge of and buy-in to the higher purpose of DE&I"

Accountability and Performance:
- "…DE&I issues won't go away by ignoring them, we need to hold each other accountable"
- "…would be good to have a DE&I scorecard"
- "…need to review programs based on results and outcomes"
- "…look at maximizing existing services versus adding new"
- "…DE&I is important to becoming an employer of choice"
- "…focus on how to run the best organization we can be proud of"
- "…equitable policies across the board"

- "…need follow through and accountability"

- "…throughout the organization we need to set the framework to get things done, this must be an intentional strategy"

Target areas:

- "…need to continue to focus on spending with minority owned businesses"

- "…need to be more proactive in being an international city and consider offering announcements and signage in multiple languages

- "…talk about facts and truth about the history of how things were developed and implications in today's decisions

- "…need to help with perceptions of how certain parts of town are treated differently"

- "…need focus on how citizens can link to decision making process - some feel heard but not necessarily heeded, need to follow-up to explain how a decision was made and if different than feedback, explain why. Help to show how their vision was rolled into product. May need to identify a point person to funnel information and follow up."

- "…need to more fully engage with community partners and leverage efforts in place"

- "…need a more holistic approach to all communities, increase participation e.g. immigrant communities access and at the table"

- '…how do we measure progress toward equity?"

- "…need to be proactive in linking community to service providers"

Moving forward beyond this assessment, continuous stakeholder feedback will be essential to assess impact of programs and to target needs. Community engagement should be foundational for building on DE&I progress. The "Bridging the Difference," community dialogue sessions initiated by the police chief and the community relations director should be expanded and modified to include broader topics of racial healing and economic mobility. These conversations should be conducted in the community and with employees. These dialogue sessions can provide powerful feedback tools to assess ongoing needs and gauge perceptions.

The police chief and the community relations director agreed to host modified dialogue sessions to include broader topics of racial healing and economic mobility for the community and employees.

Both individuals agreed to host these conversations without the assistance of an external consultant or another service provider. They also noted, current contractual services should be assessed for effectiveness and that they will seek contractual assistance should the need arise.

Recommendation 11: Adapt the "Bridging the Difference" outreach initiative by Charlotte-Mecklenburg Police Department (CMPD), and the departments of Community Relations, and Housing and Neighborhood Services beyond public safety topics to encompass racial healing and equity

Adapt the scope of the "Bridging the Difference" outreach model from public safety topics to include racial healing and equity. This should be a coordinated effort that methodically creates facilitated dialogue sessions for community and employee groups simultaneously. These sessions should recognize the importance of people sharing their stories and truly listening to the stories of others in the journey towards healing the trauma of past and present injustices.

BEST PRACTICES AND LITERATURE REVIEW

In reviewing literature about diversity, equity, and inclusion it became apparent that incorporating all three DE&I facets is an emerging practice to establish a citywide initiative. Practices that were examined mostly identified race or diversity as the drivers in establishing strategic plans within municipalities. Best practices and tools recognized in this literature review helped create the foundation to be used at the City of Charlotte. Incorporating DE&I into organizational values will be a way to intentionally make space for positive outcomes to flourish.

Incorporating DE&I into organizational values will be a way to intentionally make space for positive outcomes to flourish.

When it comes to DE&I, research encouraged:

- Establishing a citywide **strategic plan**;

- **Designating leadership** for DE&I;

- **Provide funding** to support the strategic plan;

- Implementing methodologies to **measure and track** programs and initiatives;

- Enhancing **employee engagement** opportunities.

Establishing a **strategic plan**: Instituting a citywide strategic plan sets the groundwork for a shared vision with focused efforts over the short and long term. The National League of Cities, Advancing Racial Equity in Your City, Municipal Action Guide, suggests that it is essential that racial equity plans provide a blueprint of the city's intentions to improve outcomes for people of color by outlining citywide goals and department specific strategies for accomplishing those goals. The foundation of this concept can be applied to the goal of developing an initiative **not exclusive** to racial equity, but all-encompassing of diversity, equity, and inclusion.

Designating leadership for DE&I: Across the organization there are initiatives and programs that address aspects of diversity, equity, and inclusion. These services are administered in a very one-track approach with department-centric guidance. The International City Management Association (ICMA) recognizes the importance of a designated team to guide initiatives because accountability is centralized. Publicly declaring a specific team or group as the ambassadors for DE&I also makes these efforts visible to employees and the community.

Provide funding to support the strategic plan: DE&I must be acknowledged as more than a concept and that is valuable to employees and the community. A city's budget is a visual expression of its values. PolicyLink reassures municipalities that even though investing funds for the sole purpose of equity is a different way to commit to policy and system change, this is the new way to plan. A budget tells a story and can be used as a vehicle to connect with and inform the community.

Implementing methodologies to **measure and track** programs and initiatives, the implementation of such a robust DE&I initiative will need to be guided by more than declarations; it needs to be guided by data. Methodologies to measure and track programs and initiatives are important because data can reveal disparities that may not be obvious without analysis. For example, the cities of Madison, Wisconsin and Seattle, Washington have equity tools that assess policies and programs by looking at everything from budget components to impact analysis and these can be adapted for use for the organization's DE&I initiatives (**Appendix I**).

Employee engagement should not be confused with employee satisfaction. Employee satisfaction only indicates how happy or content employees are. Oftentimes, the conditions that make employees "satisfied" are the same conditions that frustrate high performing employees. Top performers embrace change, search out ways to improve, and challenge the status quo. They expect all employees be held accountable for delivering results, whereas low performers avoid accountability, cling to the status quo, and resist change.

Enhancing **employee engagement** opportunities; this framework suggests that while the heart of a community is its residents, the heart of a local government is its employees. In an employee-engaged city, all employees — from elected and appointed officials to frontline staff — contribute to goals, drive innovation, and constantly work to improve operations.

However, employee engagement should not be confused with employee satisfaction. "Employee satisfaction only indicates how happy or content employees are. It does not address level of motivation, involvement, or emotional commitment. For some employees, being satisfied means collecting a paycheck while doing as little work as possible.

When organizations focus on how to improve employee satisfaction, changes won't necessarily lead to increased performance. Oftentimes, the conditions that make employees

"satisfied" with their jobs are the same conditions that frustrate high performing employees. Top performers embrace change, search out ways to improve and challenge the status quo. They expect all employees be held accountable for delivering results, whereas low performers avoid accountability, cling to the status quo, and resist change."[31]

The organization has many modes to engage staff such as the Queen's Team. However, DE&I initiatives are not highlighted holistically across departments, nor is there a foundational understanding of the importance of DE&I. Best practice includes engaging employees in all areas of an organization to develop common goals that include feedback.

Recommendation 12: Increase DE&I awareness and knowledge through employee engagement

Current methods of engagement with employees should be assessed to determine opportunities to leverage for DE&I.

Increase communications by:

- Building a foundational understanding of the need
- Educating on aspects of history that tie into issues present today, such as barriers to access services
- Developing a cohesive and collaborative communications and marketing plan
- Highlighting DE&I initiatives and opportunities for internal communications

Training and development: Continue the intentional focus on providing implicit bias training so employees are aware of how unintentional biases can influence decision making.

Survey staff: Include questions to benchmark current state of knowledge and interest in DE&I. Based on results, develop targeted initiatives in collaboration with employee groups. Use subsequent surveys to assess progress.

Engage Leadership: To truly make diversity, equity, and inclusion integral and interwoven within all that the city does, requires active support, feedback and participation from leadership across the organization. There should be a focus on discussing DE&I efforts at leadership team meetings and regular reviews of current progress.

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[31] What is Employee Engagement?, Custom Insight: https://www.custominsight.com/employee-engagement-survey/what-is-employee-engagement.asp

CITY OF CHARLOTTE

CONCLUSION

This assessment of the City of Charlotte's DE&I efforts, reflects a 90-day study period. Over 120 DE&I activities have been identified and inventoried. These activities should be assessed for impact and implemented citywide and coordinated. However, it will be paramount for the city manager to identify leadership to coordinate the activities and to develop the organization's DE&I strategic plan. The City of Charlotte should embrace diversity, equity, and inclusion as organizational values and be intentional about creating opportunity for positive outcomes to flourish, within the organization and in the community.

To extend the DE&I efforts, the organization should move forward with a community assessment, similar to this internal one. Implementation of an adapted "Bridging the Difference" conversations can be the first step.

The study parameters and allotted time did not allow for an assessment of the community needs, inventorying applicable programs, analysis of the impact of programs, or identifying where the organization can best provide or improve efforts.

To extend DE&I efforts, the organization should move forward with a community assessment, similar to this internal one. Implementation of the adapted "Bridging the Difference" conversations can be the first step. This effort can be modeled after the "The Welcome Table New Orleans" project which began in 2014, when the City of New Orleans teamed up with the Winter Institute to bring a diverse group of citizens together to discuss race, reconciliation, and community. Citizens from across the city volunteered to be part of a facilitated process where they shared stories and built relationships. Those relationships served as the foundation for group reconciliation projects which began in 2015. Similar types of community dialogue efforts are occurring across the nation through various models and various service providers.

Recommendation 13: Continue the DE&I efforts on a community-wide basis following the development and implementation of the city's strategic plan

Engage community members, business leaders and other non-government organizations to develop a cohesive strategy designed to build a community that; values all people and their needs equally; allows for a representative voice in governance and planning; and ensures all have access to sustainable livelihoods, housing, and affordable basic services.

APPENDIX

APPENDIX A: PROCESS AND METHODOLOGY

Core Project Team
The deputy city manager was designated as the executive sponsor for the assessment. The policy manager from the Department of Strategy and Budget was appointed to lead the study. A Steering Team was established consisting of the directors of Housing and Neighborhood Services; Solid Waste Services; Planning, Design and Development and Human Resources; along with the city's international and integration relations manager, as well as key City Manager's Office staff (Appendix A, Core Project Team).

Engaging Departments
Department directors were briefed on the assessment by the city manager and given a presentation by the Steering Team of the purpose and goals of the assessment.

Each department director selected a representative contact for their department. (Appendix A, Department Representatives)

Inventory of Current and Recent initiatives
Departments identified current and recent DEI initiatives. Departments were also asked to identify areas for further focus

An inventory was compiled of the recent and current initiatives underway focused on advancing DE&I. Inventory results were categorized and assessed within three main themes: internal practices, access to services and opportunities, and community engagement (Appendix C: DEI Inventory Overview).

Literature Findings and Benchmarking
Reviewed current data, policies, practices and best practices around DE&I.
Best practice and benchmark research was conducted by the Strategy and Budget Department. (Appendix D Peer City Research)

Leadership Interviews
As a complement to the survey of city departments for diversity, equity, and inclusion activities, the assessment included interviews of the mayor, all council members, city manager, police chief, fire chief, community relations director, Charlotte Business INClusion, and the human resources director for special emphasis. All department directors were also interviewed along with the equity and inclusion manager from Mecklenburg County. In addition, Southeastern Institute for Research provided guidance and education based on its DE&I work nationally.

Analysis
Reviewed and assessed current initiatives in comparison to best practices in peer cities to highlight progress and identify specific improvement areas for the city.

Diversity, Equity, and Inclusion Steering Team Members

City Manager's Office Sponsor		
Department	**Name**	**Title**
City Manager's Office	Sabrina Joy-Hogg	Deputy City Manager
Steering Team		
Department	**Name**	**Title**
City Manager's Office	Jason Kay	Special Assistant to City Manager
City Manager's Office	Angela Maynard	Management Analyst
Housing and Neighborhood Services	Federico Rios	International and Integration Manager
Housing and Neighborhood Services	Pam Wideman	Director
Human Resources	Sheila Simpson	Director
Planning, Design and Development	Taiwo Jaiyeoba	Director
Solid Waste Services	Victoria Johnson	Director
Strategy & Budget	Marie Harris	Policy Manager
Strategy & Budget	Lauren Ruvalcaba	Policy Analyst

Diversity, Equity and Inclusion Department Representatives

Department	Contact
City Attorney	Thomas Powers
Aviation	Miriam Hannan
Charlotte Area Transit System	Jennifer Duru, Arlanda Rouse
Charlotte Department of Transportation	Michelle Littlejohn
Charlotte Fire Department	Jerry Winkles
Charlotte-Mecklenburg Police Department	Nina Wright
Charlotte Water	Steve Miller
City Manager's Office	Sarah Hazel
City Clerk	Emily Kunze
Communications and Marketing	LaVondra Farquharson
Community Relations	Willie Ratchford
Economic Development	Kevin Dick
Engineering and Property Management	Ashleigh Price
Finance	Maya Siggers
Housing and Neighborhood Services	Keith Richardson
Human Resources	Antoine Ensley
Innovation and Technology	Austin Faulk
Internal Audit	Tina Adams
Planning, Design and Development	Rachel Stark
Solid Waste Services	Louie Moore
Demographic Analysis	Ryan Bergman, DeLane Huneycutt, Julia Martin, and Dr. Ndem Tazifor
GARE* liaison	Karen Whichard

The Government Alliance on Race and Equity (GARE)

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APPENDIX B: DEMOGRAPHICS

Active, Regular, Full Time Employees:

- Nearly 40 percent of the city workforce is public safety (police and fire)
- 73 percent male, 27 percent female
- 62 percent White, 31 percent African American, four percent Hispanic, remaining three percent split amongst Asian, American Indian, and individuals who identify as two or more races

Active, Regular, Full-Time Employees: 7,402

2,895

4,507
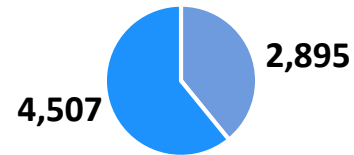
- Public Safety ■ Non-Public Safety

Public Safety Employees: 2,895

Police Management, 109

Fire rank, 1,016

Police Rank, 1,724
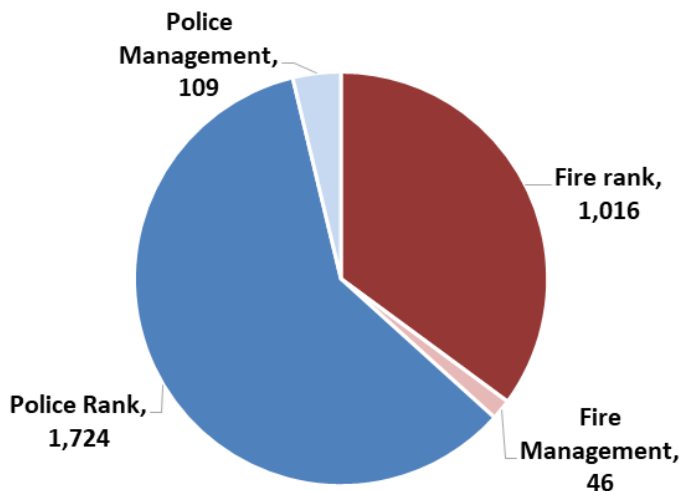
Fire Management, 46

Public Safety Employees:

- 89 percent of all uniformed public safety employees are male
- 96 percent of fire management (rank of battallion chief and above) and 84 percent of police management (rank of lieutenant and above) are male
- 97 percent of fire rank (firefighter I through fire captain) and 85 percent of police rank (officer and sergeant) are White

Non-Public Safety Employees:

- 63 percent male, 37 percent female
- Men account for 60 percent of executive level jobs (directors, deputy directors, and assistant directors)
- 74 percent of executive level jobs and 69 percent of professional /management level jobs are filled by white employees
- 23 percent of executive level jobs and 24 percent of professional /management level jobs are filled by African American employees

Non-Public Safety Employees: 4,507

Protective Services, 89

Executive, 73

Service Maintenance, 223

Clerical, 687

Professional/ Management, 1,449

Technicians, 700

Skilled Craft, 1,286
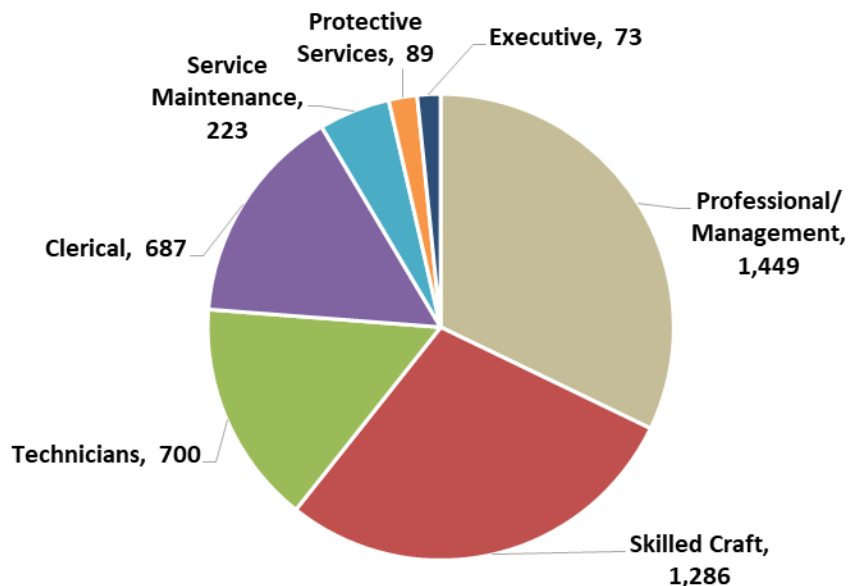
Gender of Employees Citywide

Gender - Non-Public Safety Employees

Category	Female	Percent Female	Male	Percent Male	Total
Executive	29	39.7%	44	60.3%	73
Professional/Management	695	48.0%	754	52.0%	1,449
Clerical	500	72.8%	187	27.2%	687
Protective Services	22	24.7%	67	75.3%	89
Service Maintenance	16	7.2%	207	92.8%	223
Skilled Craft	228	17.7%	1,058	82.3%	1,286
Technicians	176	25.1%	524	74.9%	700
Total	**1,666**	**37.0%**	**2,841**	**63.0%**	**4,507**

Gender - Public Safety Employees

Category	Female	Percent Female	Male	Percent Male	Total
Fire Rank	33	3.2%	983	96.8%	1,016
Fire Management	2	4.3%	44	95.7%	46
Police Rank	255	14.8%	1,469	85.2%	1,724
Police Management	17	15.6%	92	84.4%	109
Total	**307**	**10.6%**	**2,588**	**89.4%**	**2,895**

Combined All Employees Total	**1,973**	**26.7%**	**5,429**	**73.3%**	**7,402**

Source: PeopleSoft data as of October 24, 2018

APPENDIX C: DE&I PROGRAMMING INVENTORY

Inventory categorized in the following themes:

INTERNAL PRACTICES - includes the internal processes and procedures within the organization along with the work environment and culture.

ACCESS TO SERVICES AND OPPORTUNITIES - includes 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 how the services are available.

COMMUNITY ENGAGEMENT - seeks input and feedback from all along with outreach designed to involve the community in service planning decisions.

INTERNAL POLICIES & PRACTICES

NUMBER	CATEGORY	PROGRAM TITLE/INITIATIVE	DEPARTMENT	OVERVIEW
1	Employee Development	GED Preparation	Solid Waste Services	Partnered with Central Piedmont Community College to pilot a GED preparation course to prepare employees for the GED exam. Participants will receive vouchers to help cover the cost of the exam. The first course began in September 2018 and will run through December 2018 and meets every Thursday and Friday at Solid Waste Service's (SWS) Otts Street location. Seventeen city employees from Solid Waste Services, Aviation and Charlotte Water are participating in the course.
2	Employer of Choice	Inclusive Policies	Human Resources	Inclusivity and non-discrimination are woven throughout trainings, and policies. Examples can be found in the Human Resource's Philosophy, the Standards and Guidelines, and Core Values adopted in 2016. In addition, all new city employees receive onboarding training on, "Creating an Inclusive Work Environment – What's my Role". The city's mandatory training for supervisors includes a non-discrimination statement, that says "no employee or applicant of reemployment shall suffer discrimination because of race, religion, color, sex, national origin, sexual orientation or perceived gender as expressed through dress, appearance and behavior".
3	Employer of Choice	Internal Opportunity Work Group	Citywide	Team comprised of employees from across the organization charged with identifying ways the city could become a model employer in the area of economic opportunity. As a result, the following policies were implemented: • Recommended 2 days of volunteer leave • $15 minimum wage • Paid parental leave • Home ownership and landlord tenant rights
4	Employer of Choice	LGBTQ Engagement Committee	Charlotte-Mecklenburg Police Department (CMPD)	Established January 12, 2017, to develop strategies that enable the full participation and contribution of Lesbian, Gay, Bisexual, Transgender, Queer/Questioning (LGBTQ) members of CMPD through education, by enhancing awareness and improving understanding. CMPD seeks to maintain an environment free from discrimination and promote engagement and understanding of the LGBTQ community, foster inclusion of LGBTQ members, and maintain a positive work environment.
5	Employer of Choice	Queen's Team	City Manager's Office Human Resources	The City Manager formed the Queen's Team, an employee relations team comprised of staff from all departments. Team members gain a seat and a voice at the table to engage city leaders on issues like compensation, benefits and employee surveys.
6	Employer of Choice	Same-Sex Couples Benefits	Human Resources	In 2013, prior to the legalization of same-sex marriage in North Carolina, the city acted as a leader and extended domestic partner benefits to same-sex couples.

NUMBER	CATEGORY	PROGRAM TITLE/INITIATIVE	DEPARTMENT	OVERVIEW
7	Employer of Choice	Work Teams	Fire	Work teams are being established to allow employees to express their ideas and drive positive change within the department. Interested participants have been asked to apply for any of the five focus areas: Staffing and Human Resources, Recruitment and Hiring, Incident Response Resources, Promotional Processes, or Rapid Intervention Crew.
8	Employment Opportunities	Analysis of Hiring Practices	Charlotte Area Transit Systems Human Resources	An annual Work Force Analysis is performed in order to compare the Charlotte Area Transit System (CATS) workforce demographic in different job categories to the availability of workers in the region. The analysis helps to inform management of areas in which CATS could be more inclusive in recruiting minority candidates for job opportunities.
9	Employment Opportunities	Apprenticeship Program	Aviation Engineering & Property Management Human Resources Charlotte Water	Employment access to diverse and underserved job markets; partnering with Charlotte Works, Charlotte Area Fund, Mecklenburg County-Department of Social Services and Goodwill. Registered an official apprenticeship with North Carolina Department of Labor for readiness training, hosting 9 departments.
10	Employment Opportunities	Ban the Box	Human Resources	"Ban the Box" initiative began in 2014. The city removed a question from employment applications regarding criminal record to ensure all applications are reviewed without bias. This broadens opportunities for a more diverse talent pool.
11	Employment Opportunities	Behavioral Insights Team	Fire	As part of the Charlotte Fire Department's efforts to increase [diversity] in the workforce, CFD engaged the Behavioral Insights Team (BIT) to review all the department's applicant correspondence and recruitment materials. As a result, the department implemented additional assessment exercise reminder notices, added online interest forms, and changed some of the images and verbiage in its informational pieces.
12	Employment Opportunities	Education Requirements	Human Resources	Education requirements amended and removed arbitrary barriers for all when posting new jobs. These jobs now include the statement "or equivalent combination of education, skills, experience and certifications" so that we can hire the most qualified candidate.
13	Employment Opportunities	Targeted Recruitment	Citywide	Areas of targeted recruitment are through internships, apprenticeships, Mayor's Youth Employment Program, community job fairs, co-op programs, and partnerships with universities and colleges; such as University of North Carolina Charlotte, Gardner-Webb, and Central Piedmont Community College. Recruiting at Historically Black Colleges and Universities in the southeast and solicit the participation of CMPD employees who are alumni of these institutions. There is active recruitment from women's organizations, the military, and numerous other groups and associations.

NUMBER	CATEGORY	PROGRAM TITLE/ INITIATIVE	DEPARTMENT	OVERVIEW
14	Internal Policies & Practices	Charlotte Business INClusion (CBI) Policy	Finance	The city's guiding document for the intentional inclusion of Minority, Women and Small Business Enterprise (MWSBE) in city contracting opportunities. Established the CBI program to increase MWSBE utilization in city contracting, promote existing small business growth and profitability, promote small business start-up and development, and monitor, evaluate and report on SBE and MWBE participation and contract compliance with the provisions of the CBI Program.
15	Internal Policies & Practices	Living Cities Accelerator Grant Program	Finance	Focuses on building capacity and inclusion efforts with minority businesses • AMP UP Charlotte Training Program (business development program for 20 minority business owners) • Creation of the Procurement Advisory & Inclusion Council to engage across departments to increase minority inclusion, outreach, and partnership efforts • Strategic Forecast Application (cloud based application that will host the city's forecast for contract opportunities)
16	Internal Policies & Practices	Policies and Practices Review	City Manager's Office Human Resources Finance Communications & Marketing	Reviewed internal services to create greater efficiencies and oversight. To date Human Resource (HR) functions, financial controls and communications services have been reviewed. Reviews have served to highlight service changes to reduce risks, provide consistency and more fully leverage resources.
17	Multi-lingual	Bilingual Customer Service Rep	Housing & Neighborhood Services	311 utilizes eleven bilingual Customer Service Representatives and a language line offering more than 200 languages for callers.
18	Multi-lingual	Foreign Language Incentive	Aviation Charlotte-Mecklenburg Police Department Fire Housing & Neighborhood Services	Monetary incentives for staff to learn foreign languages.
19	Outreach	Boards & Commissions Vacancies	City Clerk's Office	Increased the number of subscribers to boards and commissions vacancies via NotifyMe by 57% in the last 3 years to 5,076. This has increased interest and applications. The office also maintains demographic information for all the applicants and members of boards and made data available to the Mayor and Council to assist them in appointments that ensure a diverse membership on their boards and commissions.

NUMBER	CATEGORY	PROGRAM TITLE/ INITIATIVE	DEPARTMENT	OVERVIEW
20	Outreach	Citizens Review Board	City Clerk's Office	Reviews appeals by persons who file appeals on dispositions imposed by the Chief of Police or his designee. Due to the sensitive role the Board has in the community, the Board makes annual recommendations to Council that the membership of the CRB remains diverse with respect to age, race, gender, sexual orientation, ethnicity, religious beliefs, disabilities and so on. Recently the the brochure was translated to Arabic, Spanish and Vietnamese. Board members attend the Implicit Bias training and participate in the Justice Based Policing webinar, and CMPD Transparency Workshops.
21	Outreach	Peer to Peer Perspectives	Community Relations Committee	Partnering with the Community Building Initiative, a forum was offered, after the Keith Lamont Scott shooting, in various locations with the goal of building trust and understanding. Over 1,374 people participated in the dialogues over a six month time period. Conversations challenged people to break out of their comfort zone to discuss complex issues.
22	Service Optimization	Crisis Intervention Training	Charlotte-Mecklenburg Police Department (CMPD)	Approximately 500 officers are certified in Crisis Intervention Training (CIT). CIT was developed to improve safety in Charlotte-Mecklenburg by diverting those in crisis situations from the criminal justice system to treatment and services with the hope of recovery. In addition, CIT increases officer awareness on how to approach victims with mental health and substance abuse issues in crisis situations.
23	Service Optimization	Disparity Study	Finance	Conducted an MWBE Disparity Study in 2011. Study provided the basis for the City Council's current race-conscious and gender-conscious measures in the CBI Policy. A follow up study was conducted in Fiscal Year 2017 that reviewed expenditures for the period between July 1, 2011 and June 30, 2016. The purpose of the 2017 MWBE Disparity Study was to: • Determine whether disparity exists between the number of MWBE firms available to perform on contracts and the utilization of those firms; • Determine if there is a legally defensible basis for the continued use of race-conscious and gender-conscious measures; and • Provide data and information that could be used to consider modifications to the CBI Program. The study concluded that the use of race-conscious and gender-conscious measures has been effective in increasing the utilization of minority business enterprises and women business enterprises, however disparity still exists.
24	Service Optimization	Review of HR Practices	Human Resources	To identify potential equity variances associated with disciplinary suspensions, terminations and promotions practices; a review of statistical information was conducted.

NUMBER	CATEGORY	PROGRAM TITLE/ INITIATIVE	DEPARTMENT	OVERVIEW
25	Service Optimization	Unified Development Ordinance	Planning, Design and Development	Opportunity to evaluate code impacts on equitable outcomes in our community and change/adjust code.
26	Staff Training	2018 State Training	Charlotte-Mecklenburg Police Department (CMPD)	Online training through the North Carolina Justice Academy (NCJA) to be completed by all sworn employees by December 31, 2018: 1. 2018 Strategies to Improve Law Enforcement Interactions and Relationships with Minority Youth, 2. 2018 Equality in Policing.
27	Staff Training	Community Building Initiative (CBI) - Charlotte in Black & White ---- and More	City Manager's Office	Presentation and tour designed to provide a window into African American history and the new immigrant experience in Charlotte. The tours are guided by a historian and include conversations with other participants on current community issues. Many city leaders have taken the bus tours.
28	Staff Training	CBI Equity Impact Circle Dialogues	Planning, Design and Development	CBI is a nonprofit organization focused on building a more inclusive and equitable community. The city participates in CBI Equity Impact Circle Dialogues designed to promote deepening discussion about equity and how it manifests in the broader community. Moderated sessions that include the viewing of videos on equity [from the non-profit Technology, Entertainment and Design (TED) Talks] to launch discussion. Participants learn to exchange perspectives, ask questions, and articulate ideas using an equity lens. This method of encouraging open conversations about race is in the planning phase of being programmed to be offered internally for city staff on an on-going basis starting in 2019.

NUMBER	CATEGORY	PROGRAM TITLE/ INITIATIVE	DEPARTMENT	OVERVIEW
29	Staff Training	Community Building Initiative (CBI)-Leadership Development Initiative / Leaders Under 40	City Manager's Office	Leadership Development Initiative (LDI) is designed to support board and staff of for-profit and public organizations in leadership roles to "intensify commitment and increase capacity" for inclusion and equity. This includes addressing aspects such as race, ethnicity, gender, socio-economics, religion, sexual orientation and others. LDI focuses on leadership for both individuals and organizations. Individuals are expected to apply the skills gained in LDI to strengthen the organization they represent. Leaders Under 40 focuses on emerging leaders with the goals of developing leaders, connecting community, and advancing equity.
30	Staff Training	Diversity, Equity & Inclusion Training	Human Resources Citywide	Diversity, equity and inclusion training offerings throughout the city include: • CityView (new employee orientations consist of a diversity and inclusion training); •Implicit Bias Training - Race Matters for Juvenile Justice (RMJJ); • Advancing Racial Equity Workshop – Government Alliance on Race and Equity (GARE); • Charlotte Business Inclusion - Leaders Under 40 and LDI; • Managing Diversity in the Workplace; • Chaos to Connection; • PolicyLink Equity Summit; • Cultural Proficiency; and • Working with Multiple Generations in the Workplace (ODL).
31	Staff Training	Mental Health First Aid	Charlotte-Mecklenburg Police Department (CMPD)	Throughout 2016, all sworn personnel have been tasked with attending Mental Health First Aid training. Taught by Mental Health America of Central Carolinas, this 8-hour course trained officers to better understand and serve citizens suffering from mental health issues. All CMPD officers completed this by the end of 2016.
32	Staff Training	Race: the Power of Illusion	Charlotte Department of Transportation	A documentary series that challenges the fundamental belief that humans come divided into a few distinct biological groups. The series includes 3 episodes: The Difference Between Us, The Story We Tell, and The House We Live In. Each episode was shown twice on specified days to give employees a chance to view each video. These videos help employees understand some of the past reasons we have issues with diversity, equity and inclusion today.

ACCESS TO SERVICES/OPPORTUNITIES

NUMBER	CATEGORY	PROGRAM TITLE/ INITIATIVE	DEPARTMENT	OVERVIEW
33	Accessible Services and Facilities	Americans with Disabilities Act (ADA) Self-Evaluation and Transition Plan	Community Relations	Currently updating an action plan for addressing accessibility and working to evaluate all city-owned and occupied facilities, programs, policies, procedures and public-facing information technology applications for ADA compliance. Based on the assessment, a transition plan will be drafted to address any areas needed. Secondly, the ADA requires that public entities adopt and publish grievance procedures to assure the prompt and equitable resolution of complaints. The purpose of the grievance procedure is to resolve any problems, complaints, or conflicts related to the city's ADA compliance without the need for the complainant to resort to other remedies available under the law. If a grievant believes he or she has been discriminated against on the basis of a disability, the grievant should submit a written complaint containing information about the alleged discrimination, including the name, address and phone number of the grievant and location, date and description of the problem to the Community Relations Committee.
34	Accommodating City Facilities	Inclusive Facilities	City Manager's Office Engineering & Property Management	Two restrooms on the second floor of the Charlotte-Mecklenburg Government Center were renovated as gender-neutral, single-occupancy bathrooms in the Spring of 2016. This was done in an effort to accommodate the widest range of users in an area heavily trafficked by the public.
35	Economic Development	Charlotte Business INClusion (CBI) Program	Finance	Program to increase contracting opportunities for minority-owned and woman-owned small businesses (MWSBE) in city contracting and procurement. The Program comprises various measures to encourage the participation of minority-owned businesses and woman-owned businesses including both race-neutral and gender-neutral measures and, when appropriate, race-conscious and gender conscious measures. Staff engages departments throughout the solicitation process to identify opportunities for MWSBE vendors, identify vendors for solicitation outreach and posting notifications, facilitate training sessions and additional outreach and network opportunities, provide interested vendors with access to certified vendor lists, facilitate debrief meetings aimed at educating vendors on improvements for future solicitation responses, negotiate additional MWSBE utilization for projects without goals, and support vendor inquiries related to the procurement process, CBI Small Business certification process, and vendor registration.
36	Employer of Choice	All Access Transit Pass	Human Resources Charlotte Area Transit System	Initiative to expand benefit offerings to all employees in an effort to provide all employees with a very affordable transit pass to assist with reliable transportation.

NUMBER	CATEGORY	PROGRAM TITLE/ INITIATIVE	DEPARTMENT	OVERVIEW
37	Employment Opportunities	GoodWork Staffing	Solid Waste Services	Work with GoodWork Staffing (as part of Goodwill) to employ temporary laborers/ workers as re-entry path in to the workplace. In addition to providing jobs for individuals, GoodWork Staffing's proceeds are used to support free training and development programs designed by Goodwill to help those in need. This partnership supports Goodwill in offering employment skills training, career counseling and guidance to help those with the desire to work but with a need to overcome barriers that stand in the way of obtaining gainful family-sustaining employment.
38	Employment Opportunities	Talent Acquisition Stratification	Human Resources	Established partnership with Exodus Foundation, Change Choices and similar community organizations in working with individuals with barriers to employment and seeking second chances.
39	Immigrant Relations	International and Integration Manager	City Manager's Office Housing & Neighborhood Services	As a result of the Immigrant Integration Task Force Report, the City Manager, in 2017, created the city's first International and Integration Manager. This new role works closely with International Relations to ensure that immigrant communities have equal and equitable opportunities to thrive in Charlotte.
40	Immigrant Relations	Refugee Support Services Engagement	Charlotte-Mecklenburg Police Department (CMPD)	A weekly event for members of the CMPD's Community Engagement to positively engage with refugee and immigrant community members with the goal to build a stronger and trusting relationship between the Charlotte-Mecklenburg Police Department (CMPD) and the refugee and immigrant community. Officers provide classes and crime prevention materials to these community members in many different languages and introduce newest community members to programming and resources.
41	Innovation	Project Lifesaver	Charlotte-Mecklenburg Police Department (CMPD)	Assists in locating wandering and lost civilians. Vulnerable populations (those prone to wander, including the elderly and the mentally disabled) receive a transmitter bracelet, allowing the Missing Persons Unit to track the individual when missing.
42	Intergroup Relations	Community Relations	Community Relations Committee	Both the city and county depend on the Community Relations Committee to monitor and improve the quality of human relations within the community by interpreting the social inclinations and frustrations of citizens. Work is divided into four core service areas: Intergroup Relations, Conflict Management, Fair Housing and Public Accommodations, and Police Review.

NUMBER	CATEGORY	PROGRAM TITLE/ INITIATIVE	DEPARTMENT	OVERVIEW
43	Mediation	Fair Housing	Community Relations Committee	Intake, investigation, enforcement, education and outreach services provided in conjunction with the Federal Fair Housing Assistance Program and the U.S. Department of Housing and Urban Development (HUD). The CRC works to prevent and ameliorate the affects of discrimination in our community. Formal complaints are submitted from citizens who feel they have been discriminated against in housing because of their race, color, religion, national origin, gender, familial status or disability. Investigations of citizens' complaints and conduct standardized testing of alleged violators' facilities are documented. We also provide referrals to the Advocacy Council for People with Disabilities, which advises local government officials about accommodations in programs, services and facilities.
44	Multi-lingual	Interpreters/ Translators	Charlotte Area Transit System	Adhere to the CATS Title VI Program which ensures that CATS provides meaningful access to all services and ensures no exclusion to services based upon race, color, or national origin. The CATS Title VI Complaint Resolution Program is available on the CATS website in 14 different languages. CATS has staff able to provide interpretation services as well.
45	Multi-lingual	Language Access Plan	Human Resources Housing & Neighborhood Services	Working to promote a level of inclusiveness and access to service and information that is complimented by eliminating language barriers that impact our business. Goal is to increase the city's resources to serve and communicate with a growing and diverse community.
46	Multi-lingual	Outreach to Other Languages	Charlotte Department of Transportation City Clerk's Office Housing & Neighborhood Services Charlotte Area Transit System Economic Development Engineering & Property Management	Numerous departments have guidelines and initiatives within their own departments to ensure outreach to non-English speaking audiences in various ways; including Latino media and podcasts, ensuring brochures and publications are available in Spanish.
47	New Service	Aging in Place	City Manager's Office Planning, Design and Development Housing & Neighborhood Services	Program established in 2018 to support senior homeowners by providing grants to low-income senior homeowners allowing them to remain in their homes as they age.

NUMBER	CATEGORY	PROGRAM TITLE/ INITIATIVE	DEPARTMENT	OVERVIEW
48	Outreach	Airport Neighborhood Committee (ANC)	Aviation	Provides residents information on the Airport's current and future plans and receive feedback. The ANC is an ongoing, inclusive, and collaborative forum that helps both neighbors and department leaders learn from each other, share critical issues, and build trust and transparency.
49	Outreach	Community Engagement for Projects	Engineering & Property Management	Engineering Services employs multiple ways of conducting engagement efforts around capital projects. Community input meetings can be conducted online or during lunch time, evenings, and Saturdays. Interpreters are also available if special accommodations are requested.
50	Outreach	Community Planning Academy	Planning, Design and Development	Free six-month course for 40 community members to learn about the planning process and how to best get involved as advocates for improvements to their community.
51	Outreach	Youth Diversion Program	Charlotte-Mecklenburg Police Department (CMPD)	The Youth Diversion Program was created in 2012 to help lower the number of youth arrests in Mecklenburg County. Youth, ages 6 through 17, can participate in and successfully complete the program as an alternative to criminal prosecution. Youth participate in up to 8 hours of interpersonal skills workshops designed to address specific areas of concern such as decision-making, risk taking, goal setting, conflict resolution, academic achievement, and substance abuse. Parent/guardians of the referred youth are required to participate in a two-hour workshop designed to assist them in understanding and redirecting their child's behavior.
52	Partnerships	Cities for Racial Equity and Racial Healing Technical Assistance Initiative	City Manager's Office Council	In February 2018, the city was one of six cities chosen to participate in the National League of Cities (NLC) Race Equity and Leadership (REAL) initiative's Cities for Racial Equity and Racial Healing Technical Assistance Initiative. The 15-month program provides city leaders with the strategies needed to advance racial equity and racial healing in their communities.
53	Partnerships	Metrolina Minority Contract Association	Engineering & Property Management	Beginning in early 2019, city staff and Metrolina Minority Contract Association (MMCA) will host a series of events to assist in matching city work opportunities to available contractors, with the goal of developing relationships, advancing understanding of the city's process and requirements and to inform MWSBEs about informal projects that are not advertised. MMCA was founded in 1988 by a group of experienced business owners and community leaders looking to provide opportunities and support minority businesses in the field of construction and other supportive business services.

NUMBER	CATEGORY	PROGRAM TITLE/ INITIATIVE	DEPARTMENT	OVERVIEW
54	Partnerships	Neighborhood Matching Grant Program	Housing & Neighborhood Services	Revised processes and support for Neighborhood Matching Grant (NMG) Program to ensure resources go to the areas with the greatest need: • Revised application cycle to allow more time for staff to assist applicants; • Provide data entry and computer support to applicants when needed; • Program documents to include more graphics, fewer words, and simpler language; • Hosting of application workshops in service areas; and • Prioritized bilingual language skills in the hiring of NMG Program manager allowing NMG workshops to be conducted in Spanish.
55	Partnerships	Project P.I.E.C.E. (Partners for Inclusive Employment and Career Excellence)	Economic Development	Project to address labor market shortages in the construction industry by connecting 180 individuals who have barriers to employment with entry to mid-level opportunities in three key construction-related fields: residential and commercial construction, highway construction and broadband and fiber optic cabling. Council committed to investing $1.0 million in the program over a three-year period. P.I.E.C.E is delivered through a business-driven model that emphasizes industry involvement, intensive career counseling and wrap-around social services that seek to develop the complete person and prepare them for life and a career.
56	Partnerships	Ready Set Grow Initiative	Finance	Capacity building initiative for construction, professional services and goods firms. In conjunction with the Women's Business Center of Charlotte, the city will host an event for the Minority, Women and Small Business Enterprises (MWSBE) community interested in doing business with the government on November 16, 2018. Participants will participate in different sessions reviewing mastering the bid process, certifications, and tips for success.
57	Partnerships	Water Bill Assistance Programs	Charlotte Water	Partnership with Crisis Assistance Ministries and 19 other agencies that currently assist over 4,000 customers annually in need of water bill assistance. Program will be enhanced to include a round-up or donation opportunity on the monthly water bill and provide long term assistance to customers in need. Payment arrangements to customers having difficulty paying their water bill are offered. Interest free financial assistance for low income customers needing water and sewer connections are available.
58	Service Optimization	Accessible Pedestrian Signals (APS) and Leading Pedestrian Signals (LPS)	Charlotte Department of Transportation	The installation of both APS and LPS are part of ongoing efforts funded through the Community Investment Program (CIP). Staff works closely with the Metrolina Association for the Blind (MAB) to install APS devices, used to communicate information in non-visual formats such as audible tones, by request. MAB is a North Carolina based non-profit funded in part by the United Way and has provided services to the blind and visually impaired in the Charlotte area since 1934. They have orientation specialists who work with those losing their sight to teach them how they can maintain their mobility.

NUMBER	CATEGORY	PROGRAM TITLE/ INITIATIVE	DEPARTMENT	OVERVIEW
59	Service Optimization	Bus Route Changes	Charlotte Area Transit System	Equitable service analysis is performed for all route changes affecting 25% of a bus route, to ensure that changes do not pose a disproportionate burden or have a disparate impact on low-income and/or minority populations. Services and programs are reviewed every three years by the Federal Transit Administration.
60	Service Optimization	Bus Stop	Charlotte Area Transit System	In compliance with Title VI, bus stops and amenities such as shelters and benches, are assessed annually to ensure that they are equitably distributed throughout the service areas.
61	Service Optimization	Contractor's Bonding Threshold	Engineering & Property Management	In 2015 a decision was made to increase the bonding threshold to $300,000 from $100,000 for smaller construction projects. The change enabled contractors to bid on more projects without having to go through additional steps of obtaining a bond which can be a burden on small and/or new contractors. This created more opportunities for small businesses to bid on projects since 50% of projects are over the $100,000 threshold.
62	Service Optimization	Government Alliance on Race and Equity (GARE)	City Manager's Office Solid Waste Services Charlotte Department of Transportation Engineering & Property Management Charlotte Area Transit System Charlotte Water Planning, Design and Development Economic Development	To implement the City Council's goals from the Letter to the Community and the findings from the Economic Opportunity Task Force, the city contracted services with the Government Alliance on Race & Equity (GARE) to help review core services with a racial equity lens, which resulted in the below pilot projects. The work began in June 2017. • Tree Canopy maintenance and planting • Clean City for All – street cleaning/litter picking • Vision Zero • Envision My Ride Community Engagement • Water Service Line Loan and Water Rehab and Replacement • Code Enforcement Resource Connections for Community • North End Smart District Community Engagement and Shared Decision-Making
63	Service Optimization	House Charlotte Program	Housing & Neighborhood Services	Analysis of racial bias in the HouseCharlotte Program which provides down payment assistance to eligible home buyers.
64	Service Optimization	Promoting Affordable Housing	Planning, Design and Development Housing & Neighborhood Services	Expedited reviews for affordable housing development projects to meet the basic human right of housing where there is a shortage of affordable housing. Housing and Neighborhood Services is working with the Planning, Design and Development department to identify a combination of best practices, opportunities within legal limitations, and evaluation of current standards that promote a balance of housing price points in the city.
65	Service Optimization	Training	Engineering & Property Management	Participation with the American Contractors Compliance Association initiatives designed to increase inclusion for construction and services contractors by removing barriers.

NUMBER	CATEGORY	PROGRAM TITLE/ INITIATIVE	DEPARTMENT	OVERVIEW
66	Youth	Behailu Academy	Charlotte-Mecklenburg Police Department (CMPD)	Year long academy for teens 14 years and older, consisting of monthly-meetings. The goal is to prepare youth to be active, responsible, and self-sufficient citizens after high school graduation. Each month, two to three officers assigned to the Community Engagement Services Division, along with several CMPD Cadets, join in the "tough talk" discussions about teen-related issues. Examples of issues discussed include race relations, youth and the police, economic mobility, and immigrants in our community.
67	Youth	Passport to Manhood	Charlotte-Mecklenburg Police Department (CMPD)	Eight-week course for male students, ages 8-16, focusing on positive interactions leading young men becoming men. Class discussions range from respect, goals, establishing good credit, personal finance, being a good person, proper dress attire, and other essential lessons in becoming a man.
68	Youth	Project SAVE	Charlotte-Mecklenburg Police Department (CMPD)	Program created to prepare students as job-ready, not jail-ready. This is accomplished through character development training, life skills instruction, exposure to various careers and participation in sports activities. Officers participate in sessions with students on media pitfalls, bullying, and interaction with police officers.
69	Youth	Promise Youth Development	Charlotte-Mecklenburg Police Department (CMPD)	Weekly, 60 students meet with 12-15 CMPD officers on Wednesday evenings to mentor youth and discuss topics including manners, respect, how to excel in school, careers students want as adults, and summer book reading with weekly discussions.
70	Youth	Storytime Traveler	Charlotte-Mecklenburg Police Department (CMPD)	Mobile library started by two Steele Creek Patrol Division officers at the Arrowood Villas Apartments after they noticed that some children did not have age-appropriate books in their homes. The reading program grew into seeking and receiving donated child age-appropriate books from the community. The culmination is a mobile trailer with over 2,000 books that now travels to neighborhoods in need.

COMMUNITY ENGAGEMENT

NUMBER	CATEGORY	PROGRAM TITLE/ INITIATIVE	DEPARTMENT	OVERVIEW
71	Cross Culture	City Ambassadors	Housing & Neighborhood Services Human Resources	Collaboration between International Relations and Human Resources to identify bilingual/bicultural employees who can serve as City ambassadors in diverse communities.
72	Cross Culture	Latin Community Outreach Program	Charlotte-Mecklenburg Police Department (CMPD)	Collaboration between the residents of the Latin community and Charlotte-Mecklenburg Police Department (CMPD) promotes collaboration in identifying problems, creating strategies, and implementing solutions to benefit the Latin community often faced with language barriers and a lack of understanding of local culture. Through this program CMPD officers coordinate with the members of the Latino media and press, host a weekly radio call-in show, attend community events, and assist detectives with criminal cases.
73	Cross Culture	Law Enforcement Latino Initiative	Charlotte-Mecklenburg Police Department (CMPD)	Led a delegation of regional law enforcement officers in an immersion program to Mexico. This Law Enforcement Latino Initiative was part of the Go Global NC program. Approximately 24 members of local law enforcement, including eight from CMPD, traveled to Mexico to increase awareness and understanding of Latino/Mexican culture and to share information about our communities. Officers returned and initiated programs and disseminated information in their Latino communities utilizing their new insights. CMPD will continue the immersion program to expand the benefit of learning the language while also gaining an understanding of the culture.
74	Cross Culture	Open Streets 704	Charlotte Department of Transportation Planning, Design and Development	Established and organized with multiple departments, Open Streets 704 closes streets to promote biking, walking, and meeting new people in the city. Events are well attended with a very diverse crowd. Outreach efforts to encourage the Hispanic and Spanish-speaking communities to participate include translating all survey materials into Spanish, engaging communities through Spanish-speaking radio and news channels, and inviting a member of the Latin American Coalition to serve on the Planning Team.
75	Developing Youth	Chief's Youth Advisory Board	Charlotte-Mecklenburg Police Department (CMPD)	Comprised of 30 diverse high school and college students from area schools that provides students the opportunity to communicate issues concerning youth and police relations as they meet with the Chief of Police and members of Charlotte-Mecklenburg Police Department (CMPD)'s executive staff, promoting trust and understanding between CMPD and the youth. These students are responsible for communicating with fellow student body peers to identify issues and present them at the meetings.

NUMBER	CATEGORY	PROGRAM TITLE/ INITIATIVE	DEPARTMENT	OVERVIEW
76	Developing Youth	Juvenile Victim Mediation	Community Relations Committee	Offers a safe environment in which a juvenile who committed a crime ("offender") and a person who suffered the effects of that crime ("victim") can meet and talk together, thus providing a chance for each person to more fully understand what happened, to take an active part in determining necessary repairs, and to find some measure of healing and closure. Referrals are received from the Department of Juvenile Justice and from District Court Judges. Over the last five years, 150 referrals were received and 96 cases were mediated or conciliated.
77	Developing Youth	LEVEL UP	Charlotte-Mecklenburg Police Department (CMPD)	Partnership between CMPD and YMCA of a Greater Charlotte, provides safe alternatives for more than 1,000 youth, ages 13 to 18, by offering Saturday night programming at the YMCA. Based on the success of the summer pilot program in 2017, originally called the Summer of Opportunity, nights of programming have expanded by 57 percent; the number of participating YMCAs has increased from three to four, and the program is anticipated to serve an additional 500 youth, for a total of 1,500.
78	Developing Youth	Promoting Peace Program	Charlotte-Mecklenburg Police Department (CMPD)	This Arts Endowment Project collaborative is designed to help heal the divide between vulnerable young people and the officers that patrol their neighborhoods. The program works to improve community relations by giving officers and teenagers a place to come together, connect, and give voice to their feelings. Each workshop focuses on creating open dialogue and addressing social justice issues through collaborative art.
79	Developing Youth	Team Garinger	Charlotte-Mecklenburg Police Department (CMPD)	Initiative between CMPD and Garinger High School to mentor homeless and/or at-risk students. Once a week CMPD officers meet with 15 students at Garinger High School to teach life skills and connect students with the resources they need to be successful in life.
80	Employment Opportunities	Targeted Recruitment	Aviation	Community Job Fair held annually at Goodwill Opportunity Campus. In March 2018, more than 500 job seekers attended to learn about employment opportunities from 23 airport related companies.
81	Employment Opportunities	Targeted Recruitment	Fire	Summer camp programs, Camp Hornet's Nest and Camp Ignite introduce Charlotte's youth to careers in firefighting. During both camps, department members work to build participants' confidence and challenge participants to conquer fears. The mission and purpose of these programs are: • Camp Hornet's Nest: Educate young men in the skills and traditions of both the Charlotte Fire Department and the fire service. • Camp Ignite: Build the confidence and character of high-school-aged young women, while introducing them to the Fire Department and other public services.
82	Immigrant Relations	Welcoming Week	Human Resources Housing & Neighborhood Services	Every third week in September, long time US residents and immigrants and refugees in the spirit of unity gather to show through example how being welcoming builds stronger communities.

NUMBER	CATEGORY	PROGRAM TITLE/ INITIATIVE	DEPARTMENT	OVERVIEW
83	Innovation	North End Smart District Equity Grant	City Manager's Office Planning, Design and Development	The city was one of fifteen cities across the country to win grant funding designed to promote equitable, sustainable, healthy, and prosperous communities. Funding provided through Partners for Places matching grants program, was for equitable sustainability work in the North End of Charlotte with the goal of creating a "smart city" platform. Residents collaborated with government, non-profits, and private sector partners on projects that kick-start smart city work in categories that include healthy communities and technology training programs. Since the award of the grant, the city has focused on co-creation and equity in community engagement, piloted an effort to reduce energy burden, brought healthy foods to the corridor, and started a technology learning lab with the support of Google Fiber and others.
84	Intergroup Relations	Facilitating Community Discussions	Charlotte-Mecklenburg Community Relations	Provides customers with services that are designed to enhance human relations within the City of Charlotte and Mecklenburg County and accomplish the following goals: • Ensure fair housing practices and access to public accommodations; • Assist in settling disputes and group conflicts; • Improve interracial, interethnic and community relations; • Prevent discrimination; • Improve communications among various community groups and individuals; • Promote equitable opportunity, understanding, respect and goodwill among all citizens; and • Provide channels of communication among the various racial, religious and ethnic groups in Charlotte-Mecklenburg.
85	Intergroup Relations	Patrol Leadership Councils	Charlotte-Mecklenburg Police Department (CMPD)	Comprised of community and business leaders from within a Patrol Division. Leaders commit themselves to attend a series of quarterly meetings, which are designed to showcase the work, collaboration, and success of the officers from the Patrol Division. The format for the meetings are designed to be educational and informative and usually feature a guest speaker and members from CMPD partner agencies to answer questions about services they provide. During meetings, community and business leaders are tasked with providing feedback on topics that directly impact them and can be improved upon by involvement from the CMPD and/or services offered by our partner agencies. At the conclusion of each meeting, the topics discussed are collected by the Patrol Division's Community Coordinators and are tasked with addressing each topic point prior to the next quarterly meeting and providing an update to the group.

NUMBER	CATEGORY	PROGRAM TITLE/ INITIATIVE	DEPARTMENT	OVERVIEW
86	Intergroup Relations	Recruit Training	Charlotte-Mecklenburg Police Department (CMPD)	Recruit training includes a Community Engagement module designed to provide members of the community an opportunity to impact recruits by sharing their experiences and perspectives of policing in Charlotte-Mecklenburg. Speakers include family members of those affected by CMPD's actions, and those who work exclusively with males between the ages of 10 and 24. Classes include individual community members and various activist groups, even those of a controversial nature, to provide a platform for candid conversation, education, and awareness.
87	Multi-lingual	KOPS & Kids Learn Spanish	Charlotte-Mecklenburg Police Department (CMPD)	KOPS & Kids Learn Spanish builds on the success of COPS & Barbers. KOPS & Kids Learn Spanish builds stronger relationships and better communication between Latino youth and their families and participating division officers. Officers attend language classes taught by the youth for 12 weeks. Area congregations host the program, which averages 25-30 youth and 15 officers.
88	Outreach	Bridging the Difference	Charlotte-Mecklenburg Police Department (CMPD)	Conversations about policing, public safety and community impact that are happening within churches and small groups to approach and engage the community on a larger scale, bringing various points of view together to discuss a range of topics in order to bridge gaps and create mutual understanding from different perspectives. The goals of these conversations are to: • Involve the community inclusive of all perspectives to engage and understand wants/actions. • Increase understanding and trust through a series of conversations about police and community relations and public safety. • Mitigate potential challenges/issues in advance of the RNC with effective community outreach and interaction. Bridging the Difference launched October 16, 2018 at a kickoff social event for key influencers in the community with approximately 75 in attendance.
89	Outreach	Chaos to Conversation	Charlotte-Mecklenburg Police Department (CMPD)	How to Get People to Stop Yelling and Start Talking - Building on the success of Constructive Conversation Team training, this mandatory training course for all officers includes modules on building resilience, emotional control, active listening skills, and persuasive and informative speech. This training equips officers with the ability to listen first, build a connection with people, and to answer questions. During the training, resident volunteers play the role of agitated protesters. Everything is real – questions, emotions and energy. To that end, resident volunteers and officers come together to talk about their perspectives.

NUMBER	CATEGORY	PROGRAM TITLE/ INITIATIVE	DEPARTMENT	OVERVIEW
90	Outreach	CMPD 21st Century Policing	Charlotte-Mecklenburg Police Department (CMPD)	The report published in August 2017 outlines CMPD's response to the President's Task Force on 21st Century Policing. The CMPD's report addresses all of the 59 recommendations proposed by the Task Force organized around six Task Force pillars. The Task Force pillars include Building Trust & Legitimacy, Police & Oversight, Technology & Social Media, Community Policing & Crime Reduction, Training & Education, and Officer Wellness & Safety. it is understood that past and present injustices and discrimination are barriers to community trust and have incorporated measures to rebuild trust within the community. The report is available on-line at: http://charlottenc. gov/newsroom/releases/Pages/CMPD's-Responses-to-the-President's-21st-Century-Policing.aspx
91	Outreach	COPS & Barbers	Charlotte-Mecklenburg Police Department (CMPD)	Recognized by President Barack Obama as a "model for fostering relationships between cops and young black men," COPS & Barbers was the idea of local barber Shaun Corbett to facilitate dialogue between the police and community. The CMPD and NC Local Barbershop Association host "town hall" events to create an open and honest dialogue about police and race relations. Discussions include educating African-American citizens of their rights, the appropriate manner in which to interact with police, and challenges police face when confronted by a potentially dangerous situation. Local congregations, recreation centers, and schools throughout the community serve as host sites for these events.
92	Outreach	Dr. Martin Luther King Jr. Celebration Events and Activities	Community Relations Committee	Promote and run events to observe Dr. Martin Luther King Jr. Day through the Charlotte-Mecklenburg MLK National Holiday Celebration. Through events, like service activities, parades, and honoring community members who live Dr. Martin Luther Kings Jr.'s legacy, they help the community celebrate those who are committed to carrying Dr. King's legacy forward from generation to generation.
93	Outreach	Gov Porch	City Manager's Office Planning, Design and Development Engineering & Property Management	Transformed the Government Plaza to be more welcoming and family friendly inviting people to enter and stay to dispel the unapproachableness of government.
94	Outreach	Healthy Communities Program	Solid Waste Services	Provides access to education and assistance in growing fresh foods with popup gardens, learning about waste reduction and recycling, food composting and the impact to one's own health and that of the entire community. Traditionally underserved communities are the focus area. Solid Waste Services also works with students in schools and summer camps focused in underserved communities incorporating many of the elements of the Healthy Communities program.

NUMBER	CATEGORY	PROGRAM TITLE/ INITIATIVE	DEPARTMENT	OVERVIEW
95	Outreach	Meet and Eat	Citywide	October of each year, several budget community engagement sessions are held throughout the city to engage the community. Forums were held in all corners of the city, included food, casual conversation, and staff representatives who engaged residents in conversations, and gathered feedback about priorities. This feedback was used during the budget process.
96	Outreach	Project Engagement	Charlotte Water	Engage residents on infrastructure projects at various points in the project process via pop up meetings and/or public meetings for feedback; mailers, social media, NextDoor, door hangers, web pages, videos, and fact sheets.
97	Outreach	REACH OUT	Charlotte-Mecklenburg Police Department (CMPD)	REACH OUT (Respect Engage Accountability Character Honesty Officers Understanding Teens) is a collaborative effort of CMPD, Mecklenburg County Sheriff's Office, and Division of Adult Correction and Juvenile Justice to provide the necessary services and resources to effectively and positively change the lives of selected youthful offenders.
98	Outreach	Social Media	Charlotte-Mecklenburg Police Department (CMPD)	Social media platforms were expanded to enhance communications with the community, provide timely and accurate information and dispel rumors. CMPD utilizes Twitter, Facebook, Instagram and YouTube. The number of followers on social media has grown exponentially.
99	Outreach	Take 10	Citywide	With the support of Knight Foundation, the City of Charlotte's initial Take 10 grant project asked city employees to take 10 minutes per week to meet and engage one person in our community in conversation about how we can make our city better. From October 2015 through June 2016, ambassadors engaged in almost 2,500 one-on-one conversations. Based on this experience, and using lessons learned, the program was expanded. This was the largest single engagement effort undertaken citywide, reaching almost 8,000 residents in 4 months; 160 city staff participated in the effort. Most ideas to make Charlotte a better place were in three main categories of safety, jobs, and housing; 986 people touched on social capital, including respect, caring, and trust.
100	Partnerships	Better Block - Belmont & Five Points	Planning, Design and Development	A demonstration project that builds from community survey feedback and promotes co-creation of temporary weekend pop up installation of public realm improvements to reimagine vacant or hostile public spaces where survey data is collected and provided back to the department to guide prioritization of improvement projects.
101	Partnerships	Charlotte Future 2040 Comprehensive Plan	Planning, Design and Development Housing & Neighborhood Services	Currently working with stakeholders and the community to develop a Comprehensive Plan and to achieve the physical structure stakeholders want for the city in 20 years. This 2-year project is led by 3 principles: authentic and equitable participation; interwoven equity; and integrated framework for growth, development and community design.

NUMBER	CATEGORY	PROGRAM TITLE/ INITIATIVE	DEPARTMENT	OVERVIEW
102	Partnerships	Charlotte LGBT Chamber of Commerce	Economic Development	Forged a relationship with the LGBT Chamber of Commerce to be a content contributor to CharlotteBusinessResources.com (CBR) or CBRbiz.com, the city's web portal that provides helpful information to businesses looking to start and grow in Charlotte. There are different tools such as podcasts, testimonials, access to permitting information and helpful hints that individuals can access 24 hours per day, 7 days per week. CBR is also a group of non-profit and governmental agencies in the community that provide no cost and low cost capacity building technical assistance to entrepreneurs and small businesses.
103	Partnerships	Civic Leadership Academy	Housing & Neighborhood Services	Free course designed for residents who are ready to take the next step in being community leaders and improving the quality of life in all of Charlotte's neighborhoods. The Civic Leadership Academy provides participants the opportunity to grow in their leadership, analyze issues using data, connect with decision makers and other Charlotte leaders, and make a difference in their communities. The Civic Leadership Academy now includes Implicit Bias Training classes for future community leaders.
104	Partnerships	Community Building Speaker Series	Planning, Design and Development Housing & Neighborhood Services	Free and open to the public, funded by the Knight Foundation and facilitated by Planning, Design and Development, Housing and Neighborhood Services, and Charlotte Center City Partners. This speaker series was established to support the Unified Development Ordinance and Comprehensive Plan efforts to build community capacity by bringing in national experts in the field of equity, design and development.
105	Partnerships	Community Letter	City Council	In response to the police involved shooting of Keith Lamont Scott, Charlotte experienced civil unrest with groups protesting in the streets. People expressed concerns, fears, and frustrations about racial, social and economic disparity and a lack of trust in government. In October 2016, City Council issued a letter to the community focusing on three key areas: (1) Safety, Trust, & Accountability, (2) Access to safe, quality, and affordable housing and (3) Good paying jobs.
106	Partnerships	Community Micro-Grants	City Manager's Office Housing & Neighborhood Services Community Relations Committee	The JumpStart Community Safety Micro-Grant program was created out of the Community Empowerment Initiative in FY 2018 for $50,000. In FY 2019, the support is doubled to $100,000. These grants provide up to $500 to community organizations that focus on conflict resolution and mediation, crime fighting and prevention, and opportunities for youth and parents. This program also connects participating organizations with city services and partners to enhance skills around board development, grant writing, mission and vision statements creation, and attaining non-profit status.

NUMBER	CATEGORY	PROGRAM TITLE/ INITIATIVE	DEPARTMENT	OVERVIEW
107	Partnerships	Community Relations Committee	Community Relations Committee	Staff works with a committee of 45 citizens to gain insight on Charlotte's continually changing community relations issues. The leadership of the committee is vested in two officers, the chairman and the vice-chair (appointed by the Mayor of the City of Charlotte and the Chairman of the Mecklenburg Board of County Commissioners). Six issue-focused subcommittees and the Leadership committee carry out the organization's mission. Members are trained to provide community mediation, facilitation of community dialogues and training in the areas of diversity, conflict resolution and fair housing.
108	Partnerships	Crowns of Enterprise	Finance	In celebration of Charlotte's Small Business Month, every May, Charlotte Business Inclusion and Mecklenburg County hosts the Crowns of Enterprise event to recognize the positive footprint and economic impact small business has within the community and awards one outstanding business in each of the following categories: MBE, WBE and SBE of the year, Prime Contractor of the year and Diversity Advocate of the year.
109	Partnerships	Equitable Justice Leadership Collaborative	Charlotte-Mecklenburg Police Department (CMPD)	In participation with the Mecklenburg County Criminal Justice Advisory Group, established an Equitable Justice Leadership Collaborative charged with reducing racial and ethnic disparities in the justice system through: 1) Development of a racial equity professional development continuum for all criminal justice workers, including: law enforcement officers, prosecutors, defenders, judicial officials, and probation officers; 2) Establishment of Equity and Inclusion Division within Mecklenburg County Criminal Justice Services; 3) System mapping to identify decision points contributing to disproportionate outcomes; and 4) Policy and practice reform.
110	Partnerships	National League of Cities (NLC) Cities: Cities of Opportunity Pilot	Planning, Design and Development Housing & Neighborhood Services	Worked with peer cities and subject matter experts through equity issues of housing, economic development and city planning and design for 8 months. This led to the creation of a new national initiative that advances the ability to work across different programs and agencies crafting strategy to improve healthy outcomes of residents.
111	Partnerships	No Barriers Project	City Manager's Office	In 2016, three diverse neighborhoods; Park at Oaklawn, Genesis Park, and Brightwalk, had an opportunity to reimagine Anita Stroud Park, an undercapitalized public space, that rests at the seams of their own neighborhoods and has been looked at as a physical and social barrier in an evolving corner of Charlotte. The project was aimed at building unity, community, and connecting with each other in an unexpected way, through light, sound, and play. Residents used music, dance, participatory art, painted birdhouses, and movable seating to connect.

NUMBER	CATEGORY	PROGRAM TITLE/ INITIATIVE	DEPARTMENT	OVERVIEW
112	Partnerships	On the Table CLT	Housing & Neighborhood Services Human Resources	Community-wide civic engagement initiative invites Mecklenburg County residents to come together while "breaking bread" and talk about ways to make our community better. On The Table CLT seeks to bring all voices to the table, focusing on a common theme specific to our community; this year the theme is Segregation. The goal is to have 6,000 people participate in this community-wide event being organized and led by the Community Building Initiative, and supported by Foundation for the Carolinas and Knight Foundation.
113	Partnerships	Refugee Support Services Immersion Program	Charlotte-Mecklenburg Police Department (CMPD)	Officers regularly attend the Galilee Center for Refugee Support Services to engage with new refugees to the United States engaging the refugees with positive interaction, answering questions pertaining to laws, and providing the resources. The goal is to establish a trusting long-term relationship between CMPD officers and refugees and partner with local organizations that share this goal. The CMPD has been recognized by the U.S. Department of State for this effort.
114	Partnerships	Salvation Army Older Adult Club	Charlotte-Mecklenburg Police Department (CMPD)	Community Engagement officers meet weekly with seniors and provide safety tip information and answer questions about issues affecting older adults. At each weekly meeting, CMPD cadets and the Community Engagement officers assist Salvation Army staff serving lunch to the seniors. This program builds a more trusting relationship between CMPD officers and older adults through regular and continued contact.
115	Partnerships	Stitch Together CLT	Planning, Design, and Development Housing & Neighborhood Services Human Resources	As part of a Knight Foundation pilot project, 10 neighborhoods representing disparate parts of Charlotte were brought together through their leaders to support each other and work through issues around equity, community capacity building, and development.
116	Partnerships	Vision Zero Task Force	Charlotte Department of Transportation	Created to develop the Vision Zero Action Plan • Equity is being considered as part of the public engagement effort scheduled for the month of September. • Task Force includes city departments, County, District Attorney, and advocacy organizations.
117	Service Optimization	Community Letter Task Force/One Year Later	City Manager's Office Housing & Neighborhood Services Charlotte-Mecklenburg Police Department (CMPD) Economic Development	From the fall of 2016-through the fall of 2017, staff convened to track progress towards the goals laid out in City Council's Letter to the Community around affordable housing, good paying jobs, and safety, trust, and accountability. The culmination was the One Year Later report, which noted progress, towards efforts to address social and racial disparities that exist, but also noted the work is ongoing. See report and website here: https://cltoneyearlater.com/

NUMBER	CATEGORY	PROGRAM TITLE/ INITIATIVE	DEPARTMENT	OVERVIEW
118	Service Optimization	Facebook Live	Communications	More meetings are live streamed in an effort to reach as many citizens as possible, this effort specifically targets individuals who cannot attend meetings in person.
119	Service Optimization	Leading on Opportunity	City Manager's Office	Commitment to Economic mobility is evident as the city manager sits on the Board of the Leading on Opportunity Council. An additional project is being planned in Charlotte with Opportunity Insights, the new research and policy institute at Harvard University founded by the team that released the "Chetty study" on economic mobility that originally kicked off this work. The Charlotte project is a partnership between Opportunity Insights, the Foundation for the Carolinas, and the UNC Charlotte Urban Institute, ISC Community Database to integrate national data with local neighborhood data to help inform what, how, and where interventions and policy change could be targeted to have the greatest impact on economic opportunity in Charlotte.
120	Service Optimization	NY-CLT Engagement	City Manager's Office	Building off the Take 10 Inititative and the Community Letter Engagement, Charlotte engagement team visited New York's Public Engagement Unit (PEU) to learn about their new outreach model with the hardest to reach, most vulnerable residents with government services.
121	Service Optimization	Ordinance Advisory Committee	Planning, Design and Development	In preparing the Unified Development Ordinance, the city constituted an Ordinance Advisory Committee (OAC), made up of representatives from various sections of the community reflecting an equitable participation.
122	Service Optimization	Transparency Workshops	Charlotte-Mecklenburg Police Department (Charlotte-Mecklenburg Police Department (CMPD))	Implemented in January 2017, Transparency Workshops are three-day events that provide community members an understanding of CMPD's processes, services, and operations. The mission of the Transparency Workshop is to strengthen community relationships, increase the community's understanding of police work, and equip citizens with the knowledge to provide productive and meaningful input into how CMPD functions.

DE&I Procurement and Contracting Best Practices

Diversity, Equity, and Inclusion Procurement and Contracting Best Practices			
	Currently Implemented at City of Charlotte		
Critical Requirement	**Yes**	**No**	**Additional Comments**
STATUTORY AND POLICY REQUIREMENTS			
Council adopted Charlotte Business INClusion (CBI) Policy including: Defined roles and responsibilities Pre- and post-contract requirements Remedies/ consequences for non-compliance	✔		
Comprehensive staff review of Good Faith Efforts to document bidder's efforts to meet established subcontracting goals	✔		
Established SBE designated / Sheltered Market Program (Race & Gender Neutral)		✔	Council approval and full implementation scheduled for Fall 2018
Minority Women Small Business Enterprise (MWSBE) spend goals established and applied at both the prime and subcontractor level	✔		
Tracking, monitoring, and reporting of all MWSBE spend at both the prime and subcontractor level	✔		B2GNow system implementation in process; will centralize and enhance compliance tracking and reporting
Assessment of liquidated damages for CBI non-compliance	✔		
Bid rejections for CBI non-compliance	✔		
Mandatory MWBE outreach for procurements with federal / public assistance purchases	✔		Required per Federal Uniform Guidance Procurement Policy
Mandatory Commercial Non-Discrimination terms & conditions for vendors in working with subcontractors and suppliers	✔		
Regular assessment of MWBE spend achievements and CBI program outcomes through disparity study efforts	✔		Per Charlotte Business INClusion Policy
BUSINESS PROCESS AND PROCEDURAL			
Policies that support & mandate inclusion utilization	✔		
Unbundling of contract opportunities where MWSBE utilization is available at the prime or subcontract level	✔		Further assessment and development in process
Identifying and certifying active vendors within the existing marketplace	✔		
Training, assistance, and support programs for MWSBE vendors to ensure accessibility and ability to participate in contract opportunities	✔		Tuition Assistance; Professional Association Sponsorships; AMP UP Charlotte

Diversity, Equity, and Inclusion Procurement and Contracting Best Practices			
	Currently Implemented at City of Charlotte		
Critical Requirement	Yes	No	Additional Comments
TECHNOLOGY AND TOOLS			
Offering a vendor self-service portal with 24/7 online access to support MWSBE vendor access to contracting opportunities		✔	Request to begin implementation project for B2Gnow Vendor Management Program pending ERP OPS review and approval.
Implementation of a comprehensive B2GNow Diversity and Supplier Management Compliance System and Online Certification Application		✔	Implementation in process
Citywide strategic forecasting	✔		Implementation of public-facing web portal for vendor visibility of upcoming opportunities in process
ACCESS TO CAPITAL			
Increasing MWSBE access to capital - Charlotte Community Capital Fund and Small Business Mobilization Loan Program	✔		
COMMUNITY ENGAGEMENT			
Partner with the community to develop and grow MWSBE businesses	✔		CBI Advisory Committee
Collaborative Business Capacity Building initiatives	✔		Finance / Procurement / CBI /Economic Development
Annual Crowns of Enterprise Awards Ceremony (Collaboratively sponsored/hosted by the City and County)	✔		Premier event recognizes: MBE, WBE, SBE of the year, as well as diversity advocate and prime contractor

CITY OF
CHARLOTTE.

APPENDIX D: LITERATURE FINDINGS

Literature Findings

- Research addressing diversity, equity, and inclusion resulted in identifying the following best practices:
- Best practice trends that were identified:

   i. Establish a citywide strategic plan
   A. Key References:
   1. (*Advancing Equity and Inclusion, A Guide for Municipalities. The City for All Women Initiative (CAWI), 2015*). In this guide, CAWI offers 10 key factors for success in creating and sustaining equity and inclusion. One key factor proposed is, "create mandates and directives". The literature suggests:
      a. Link efforts with existing City Council policies and directives, corporate strategic plans (citywide or by department), and thematic strategic plans.
      b. Getting equity and inclusion into the strategic plan accords value and sets the groundwork for focused efforts over the medium and long-term.
   2. (*Racial Equity Action Plans, A How-to Manual, Center for Social Inclusion*). Use a racial equity framework. Building in institutional accountability mechanisms using a clear plan of action will require accountability. It is essential to use a racial equity lens when changing the policies, programs, and practices that perpetuate inequities, and when developing new policies and programs. This How-to Manual acknowledges that some jurisdictions have the advantage of existing strategic plans with committed goals, objectives, strategies, and actions, some of which may be related to diversity, inclusion or racial equity. They can use those as a foundation from which to build upon.
   3. (*Advancing Racial Equity in Your City, Municipal Action Guide. National League of Cities (NLC), 2017*). This municipal action guide advises cities to create a racial equity plan. Racial equity plans provide a blueprint of the city's intentions to improve outcomes for people of color by outlining citywide goals and department specific strategies for accomplishing those goals. The foundation of this concept can be applied to the City of Charlotte's goal of developing an initiative not exclusive to racial equity, but all-encompassing of diversity, equity, and inclusion. By combining action-plans on the citywide and department levels, cities create an institutional road map that continues beyond leadership transitions.
   4. (*Public Sector Jobs: Opportunities for Advancing Racial Equity, Local and Regional Government Alliance on Race & Equity*) Create a workplace where racial equity is a value, is operationalized, and if rewarded, will influence the overall success of racial equity within an organization. Rewarding equity

as an easily observed strategy, can impact the overall culture of the workplace. To elevate the value of equity within the workplace it needs a well calculated plan to which the workplace can commit. The use of the GARE racial equity tool kit can assist in guiding the sustainable, institutional transformation needed for the workplace.

ii. **Enhance employee engagement opportunities:** Findings from Charlotte's peer cities found that employee engagement opportunities existed at varying levels. These opportunities ranged from required and optional trainings, to official and unofficial work groups. However, further examination of the context of these employee engagement opportunities revealed an interesting crossover to the best practice of strategic planning. In instances where a peer city did not have a strategic plan for diversity, equity, and inclusion, employee engagement opportunities were department centric and lacked citywide vision to lead diversity, equity, and inclusion through employee engagement.

A. Key References:

1. (*Advancing Equity and Inclusion, A Guide for Municipalities. The City for All Women Initiative (CAWI), 2015*) Seek support from all levels. According to CAWI, lasting change happens when actors work together to identify issues and mobilize for action. Municipalities must ensure there is leadership and commitment coming from middle and upper management.

2. (*Profiles in High-Performance Government: Cities on the Move, Equipt to Innovate, 2018*): The Equipt initiative is a joint effort of Living Cities and Governing Magazine anchored in seven key characteristics of high performance government: being dynamically planned, broadly partnered, resident-involved, race-informed, smartly resourced, employee engaged, and data-driven. This framework suggests that while the heart of a community is its residents, the heart of a local government is its employees. In an employee-engaged city, all employees — from elected and appointed officials to frontline staff — contribute to goals, drive innovation and constantly work to improve operations.

3. (*Race, Equity, and Leadership (REAL), National League of Cities (NLC), 2017*). The NLC study on Race, Equity, and Leadership suggests observing and listening as a best practice. This best practice should be directed toward those already focusing on racial equity in the city. Further, create opportunities to engage city staff who have institutional knowledge and other important perspectives that provide meaningful opportunities for them to inform understanding of local racial disparities. The City of Austin, for example, created an Equity Action Team with community and employee members to drive the city's equity initiatives and ideas.

4. (*Practices for Effective Local Government Leadership, International City Management Association (ICMA)*): According to ICMA, leadership should

engage with and inspire others to participate in developing, achieving, articulating, and embodying a shared set of values, shared sense of purpose, and shared vision of the desired community outcome. Equity and Inclusion can create an environment of involvement, respect, and connection of diverse ideas, backgrounds, and talent throughout the organization and the community. A dimension that can contribute to this practice is to understand and advocate for sustainable support mechanisms such as affinity groups, mentoring programs, and cultural celebrations.

iii. Designate leadership: 52 percent of peer cities have diversity, equity, and inclusion initiatives lead by a varying level of management, with DEI dedicated staff.
   A. Key References:
   1. (*How to Build Global Cities That Are Engines of Inclusion, Not Displacement, NextCity, 2016*): Efforts in inclusion need to start with strong leadership. Mayors (or city managers) must have a clear vision, but also need to be able to build consensus and create meaningful partnerships. Cities cannot be truly inclusive without public, private, and nonprofit institutions all pulling together. The cities of Atlanta, Georgia, and Long Beach, California are still laying the groundwork for diversity, equity, and inclusion but their initiatives have been led by the Mayor.
   2. (*Profiles in High-Performance Government: Cities on the Move, Equipt to Innovate, 2018)*: Treat racial equity as an enterprise-wide effort that's integral to city activities; task a person or team with spreading best practices and policy awareness.
   3. (*Racial Equity Action Plans, A How-to Manual, Center for Social Inclusion*): The Center for Social Inclusion recognizes building organizational capacity as a citywide strategy for achieving equity. While the leadership of management is critical, changes take place on the ground, through building infrastructure that creates racial equity experts and teams throughout the city government.
   4. *(Race, Equity, and Leadership (REAL), National League of Cities (NLC), 2017).* Make a public declaration. Allows the city to officially announce and publicize the local government's position on race-related issues.
   5. (*Practices for Effective Local Government Leadership, International City Management Association (ICMA)):* ICMA also recognizes the importance of the leadership role of local government managers in creating and maintaining resilient and livable communities. Leadership should take a proactive approach to service delivery and decision making that accounts for underlying differences in opportunities, burdens, and needs, in order to equitably improve the quality of life for all. ICMA also suggests creating an equity and inclusivity task force or permanent position.

iv. **Provide funding to support the strategic plan:** 43 percent of peer cities have a budget dedicated to diversity, equity, and inclusion initiatives. A key take-away from reaching out to City of Charlotte peer cities came from Seattle, Washington. In additional to an adopted budget for their Office for Civil Rights (OCR), each city department has their own budget for race and social justice initiatives. Each year when the budget is proposed, both OCR and departments can request additional funding. Throughout the year OCR, and departments can partner on services and initiatives. Dedicated funds have been most instrumental in driving diversity, equity, and inclusion initiates and OCR believes the city's budget is an expression of its values.

A. Key References:

1. *(Race, Equity, and Leadership (REAL), National League of Cities (NLC), 2017).* This publication offers steps a government can take to advance racial equity. REAL suggests taking these steps to set the tone to prioritize racial equity. One of the steps suggests dedicating infrastructure to action. After declaring the city's commitment, the city needs to dedicate new or align existing resources to create a system capable of bringing about changes.

   a. Offer additional support and resources to city agencies already working on racial equity.

   b. Dedicate new or existing resources to support racial equity work across all departments.

2. (*Practices for Effective Local Government Leadership, International City Management Association (ICMA)):* A budget tells a story and can be used as a vehicle to connect with and inform the community. ICMA encourages municipalities to understand the community and governing body's priorities and advance through a budget with short and long-term financial planning and management.

3. (*An Equity Profile of Albuquerque, PolicyLink, 2018*): In June 2018, PolicyLink partnered with the University of Southern California Program for Environmental & Regional Equity (PERE) to create, An Equity Profile of Albuquerque, New Mexico. Research found that the region's economy could have been more than $10 billion dollars stronger in 2014 if its racial gaps in income had been closed. Policylink suggests policies and investments must support equitable economic growth strategies, and promote opportunity. The way forward is with an equity-driven growth model. This model may present itself as new for municipalities because investing funds for the sole purpose of equity is a different way to commit to policy and system change.

v. **Implement methodologies to measure and track programs and initiatives:** 43 percent of peer cities have evaluation tools to measure progress and accountability for diversity, equity, and inclusion initiatives (Austin, Texas; Minneapolis,

Minnesota; Portland, Oregon; Columbus, Ohio; Dallas, Texas; Seattle, Washington; Louisville, Kentucky; Nashville, Tennessee, Tulsa, Oklahoma). Two additional peer cities are developing methodologies to measure DEI (San Diego, California; Atlanta, Georgia).

A. Key References:

1. (*Advancing Equity and Inclusion, A Guide for Municipalities. The City for All Women Initiative (CAWI), 2015*). Identify results as you plan the work and reflect on how you will achieve and measure them as you go along. When we demonstrate results, we show the value of equity and inclusion and the positive change these initiatives can create. According to CAWI there are four steps to keep in mind as a municipality tracks and demonstrates results: identify expected results, develop indicators that will be used to measure the results, assess the results in a way that makes sense, and disseminate the findings.

2. (*Racial Equity Action Plans, A How-to Manual, Center for Social Inclusion*): Measurement must take place at two levels—first, to measure the success of specific programmatic and policy changes; and second, to develop baselines, set goals, and measure progress. Using data in this manner is necessary for accountability.

3. *(Race, Equity, and Leadership (REAL), National League of Cities (NLC), 2017).* Listen to the data: data on city services and resources can reveal racial disparities that may not be obvious without this analysis. Examples of data to examine by race include: permitting fees, tickets and citations, arrests, health outcomes, code violations and inspections.

4. (*Public Sector Jobs: Opportunities for Advancing Racial Equity, Local and Regional Government Alliance on Race & Equity*): An issue brief from the Government Alliance on Race and Equity provides a common approach to furthering the field of practice of workforce equity within government. It suggests setting goals, tracking progress, and focusing on accountability. Set clear goals for improving workforce equity and track progress over time so that strategies can be modified, as needed, to effectively achieve meaningful results. Goals and measurement should be on three levels: 1) quantitative measures, 2) qualitative measures, and 3) process measures.

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APPENDIX E: OVERVIEW OF CITY OF CHARLOTTE PEER CITIES

1. **Overview of Peer Cities**
   - 21 municipalities were assessed: 20 peer cities, plus Mecklenburg County.

City of Charlotte Peer Cities		
City	**Cluster**	**Type of Government**
Atlanta, GA	1	Mayor-council
Austin, TX	1	Council-manager
Charlotte, NC	1	Council-manager
Denver, CO	1	Mayor-council
Minneapolis, MN	1	Mayor-council
Portland, OR	1	Commission
San Diego, CA	1	Mayor-council
Arlington, TX	2	Council-manager
Columbus, OH	2	Mayor-council
Dallas, TX	2	Council-manager
Fort Worth, TX	2	Council-manager
Houston, TX	2	Mayor-council
Indianapolis, IN	2	Mayor-council
Kansas, MO	2	Council-manager
Long Beach, CA	2	Council-manager
Louisville, KY	2	Mayor-council
Memphis, TN	2	Mayor-council
Nashville, TN	2	Mayor-council
Omaha, NE	2	Mayor-council
Tulsa, OK	2	Mayor-council
Seattle, WA	3	Mayor-council
Mecklenburg Co.		Commission-manager

- 20 identified peer cities were clustered into three groups to further categorize and understand socio-economic similarities parallel to Charlotte, North Carolina. Factors used:
  - Male/Female Ratio,
  - Percent White,
  - Median Age,
  - Bachelor's Degree or Higher.
  - ➤ The three clusters are defined by the following narrative:
    - Cluster 1 = City characteristics with strongest similarity to Charlotte, North Carolina,
    - Cluster 3 = City characteristics have variation compared to cities in Cluster 1 and Cluster 2.

> - Cluster 1, six cities:
>   - Charlotte, North Carolina; Atlanta, Georgia; Austin, Texas; Denver, Colorado; Minneapolis, Minnesota; Portland, Oregon; San Diego, California.
> - Cluster 2, thirteen cities:
>   - Arlington, Texas; Columbus, Ohio; Dallas, Texas; Fort Worth, Texas; Houston, Texas; Indianapolis, Indiana; Kansas, Missouri; Long Beach, California; Louisville, Kentucky; Memphis, Tennessee; Nashville, Tennessee; Omaha, Nebraska; Tulsa, Oklahoma.
> - Cluster 3, one city:
>   - Seattle, Washington.

2. **Overview of Peer Cities with Council-Manager Form of Government**
   a. Seven peer cities have Council-Manager form of government (Austin, Texas; Arlington, Texas; Dallas, Texas; Fort Worth, Texas; Kansas, Missouri; Long Beach, California).

3. **Findings Peer City Research**
   a. Research into diversity, equity, and inclusion best practices helped establish assessment parameters to identify in City of Charlotte peer cities.
   b. In August 2018, city staff began contacting and surveying City of Charlotte peer cities. Each peer city was surveyed using a short list of questions developed from DE&I best practices identified in literature. Cities were asked whether a strategic plan was in place, if there are identified leadership responsible for DE&I, is any funding exclusive to citywide DE&I initiatives, how are DE&I services measured and tracked, and whether there are employee engagement opportunities lead by a DE&I framework.
   c. After gathering peer city information, responses were categorized as, "yes", or "no". In a few cases peer cities were in the process of implementing a best practice through their upcoming budget process. However, City of Charlotte staff categorized this occurrence as "no" because during the survey time the specific practice was not being utilized. For example, Mecklenburg County was in the process of developing appropriate methodologies to measure and track diversity, equity, and inclusion; however, these measurement and tracking tools were yet to be administered resulting in a categorization of, "no".

Table 1

City of Charlotte Peer Cities					
Best Practice					
Peer City	**Strategic Plan**	**Leadership**	**Budget**	**Methodology and Tracking**	**Employee Engagement**
Atlanta, GA	✗	✓	✗	✗	✗
Austin, TX	✓	✓	✓	✓	✓
Denver, CO	✗	✗	✗	✗	✗
Minneapolis, MN	✓	✓	✓	✓	✓
Portland, OR	✓	✓	✓	✓	✓
San Diego, CA	✗	✗	✗	✗	✗
Arlington, TX	✗	✗	✗	✗	✗
Columbus, OH	✓	✓	✓	✓	✓
Dallas, TX	✓	✓	✗	✓	✗
Fort Worth, TX	✗	✗	✗	✗	✓
Houston, TX	✗	✗	✓	✗	✗
Indianapolis, IN	✗	✗	✗	✗	✗
Kansas, MO	✗	✗	✗	✗	✗
Long Beach, CA	✗	✗	✗	✗	✓
Louisville, KY	✓	✓	✗	✓	✗
Memphis, TN	✗	✗	✓	✗	✓
Nashville, TN	✗	✓	✗	✓	✗
Omaha, NE	✗	✗	✓	✗	✗
Tulsa, OK	✓	✓	✗	✓	✗
Seattle, WA	✓	✓	✓	✓	✓
Mecklenburg Co.	✓	✓	✓	✗	✓
"Yes" Total	9	11	9	9	9

d. Practices that stood out were:

i. **Strategic Plan:** 43 percent of peer cities have a strategic plan in place that supports and promotes diversity, equity, and inclusion. (Austin, Texas; Tulsa, Oklahoma; Dallas, Texas; Portland, Oregon; Minneapolis, Minnesota; Louisville, Kentucky; Seattle, Washington; Columbus, Ohio; and Mecklenburg County)

ii. **Employee Engagement:** Employee engagement opportunities ranged from required or optional trainings, to official and unofficial work groups. In evaluating the findings, zero of the peer cities offered employee engagement opportunities exclusive to diversity, equity, and inclusion when a DEI strategic plan was not in place. The data from these City of Charlotte peer cities further confirmed employee engagement was closely connected to department and program specific initiatives.

Peer City	Employee Engagement
Austin, Texas	➢ Austin created an Equity Action Team with community and employee members to drive the city's equity initiatives and ideas.
Portland, Oregon	➢ Diverse and Empowered Employees of Portland (DEEP), The Office of Equity and Human Rights encourages the groups to see barriers and get into the dialogue of equity and other human rights pieces.
Minneapolis, Minnesota	➢ Minneapolis created a Racial Equity Policy Workgroup that included both council members and department heads. Minneapolis also offers a series of five classes on equity to all employees. In 2016-2017 the topics were: ▪ What are micro-inequities and how do they impact the workplace? ▪ Can we really work together? – generational differences at work. ▪ How will increasing diversity impact my job? ▪ What is marginalization? ▪ How does subconscious bias affect my workplace engagement and performance? ➢ Completion of all five classes allows employees to earn a Foundations of Equity certificate. There also exists a book club, Reading for Equity and Diversity, that meets periodically to discuss matters of equity in literature.
Columbus, Ohio	➢ The Diversity Committee is composed of fourteen department representatives that meet bi-monthly to discuss diversity and inclusion within the organization and community. The Public Utilities department has a separate diversity and inclusion committee to track its diversity and inclusion initiatives.
Dallas, Texas	➢ All employee engagement activities are the responsibility of the Human Resources Department.
Seattle, Washington	➢ Quarterly Director's forum, RSJI Training and Education. ▪ Required Training: Intro to the Race and Social Justice Initiative ▪ Required Training: Race: The Power of an Illusion ▪ Required Training: Inclusive Outreach and Public Engagement ▪ Required Training: Anti-Racism Basics for RSJI Leaders ▪ Required Training: Racial Equity Toolkit for Policies and Programs ▪ Required Training: Tools for organizational change (See Appendix J, City of Seattle RSJI Training and Education) ➢ Optional opportunities: Working for Racial Equity: cross-racial dynamics, cultural competence continuum, communicating using a racial equity lens, structural racism, Core Team 5.
Memphis, Tennessee	➢ Created employee resource groups which provide opportunities for personal and professional development, leadership, mentoring, volunteerism, cultural enrichment, and community involvement.
Fort Worth, Texas	➢ The Workforce Diversity and Inclusion Committee is comprised of city employees and retirees.

iii. **Designated Leadership:** 52 percent of peer cities have diversity, equity, and inclusion initiatives lead by varying levels of management, with DE&I dedicated staff.

Peer City	Leadership
Atlanta, Georgia	➢ The "One Atlanta" initiative was originated by the Mayor's Office and is being led by the chief equity officer and counselor to the mayor and seven staff positions.
Austin, Texas	➢ The chief equity officer has the responsibility of managing the Equity Office and leading diversity, equity, and inclusion in the organization.
Portland, Oregon	➢ The Office of Equity and Human Rights was created in 2011 by a city ordinance. The office has a director, community equity and engagement division, citywide equity program division, civil rights program division, administration and support division; 11.60 positions.
Minneapolis, Minnesota	➢ City Coordinator's Office: Equity & Inclusion Program, and Division of Race and Equity.
Columbus, Ohio	➢ The chief of diversity officer manages the Office of Diversity and Inclusion. There are a total of four full time employees (chief of diversity, workforce manager, community relations manager, and M/WBE officer) and seven vacant positions. (See Appendix, G, City of Columbus, Office of Diversity and Inclusion Organizational Chart & Budget Documents)
Dallas, Texas	➢ The chief of resilience is responsible for the city's DE&I strategic plan. The City Manager's Recommended Budget proposes creating an Office of Equity and Human Rights. The proposed department will have three full-time staff positions.
Seattle, Washington	➢ The Race and Social Justice Initiative (RSJI) is responsible for racial equity for the City of Seattle. This program sits within the Office for Civil Rights (OCR). In OCR there are 28 FTEs, of which 11 are dedicated to RSJI. (See Appendix G, City of Seattle, Race and Social Justice Initiative Organizational Chart)
Louisville, Kentucky	➢ Led in collaboration with the Chief Resilience Officer and the Chief Equity Officer. ➢ The chief of equity also oversees a total of 55 FTEs, includes staff from both Human Resources and the Human Relations Commission. The Chief of Resilience oversees the Office of Resilience and Community Services which has 110 dedicated FTEs.
Nashville, Tennessee	➢ Mayor created the chief of diversity, equity, and inclusion. Diversity and inclusion is within the Mayor's Office.
Tulsa, Oklahoma	➢ City of Tulsa, Mayor's Office for Resilience and Equity, chief resilience officer. One dedicated FTE. (See Appendix G, City of Tulsa Organizational Chart)
Mecklenburg County	➢ Equity and Inclusion Manager

iv. **Budget:** 43 percent of peer cities have a budget dedicated to diversity, equity, and inclusion initiatives. A key take-away from reaching out to City of Charlotte peer cities came from Seattle, Washington. In addition to an adopted budget for their Office for Civil Rights (OCR), each city department has their own budget for race and social justice initiatives. Each year when the budget is proposed, both OCR and departments can request additional funding. Throughout the year OCR and departments can partner on services and initiatives. Dedicated funds have been most instrumental in driving diversity, equity, and inclusion initiatives, and OCR believes the city's budget is an expression of its values. Also, the City of Portland, Oregon offers great insight to the structure of the Office of Equity and Human Rights. For additional budget resources see Appendix H, for City of Portland, Office of Equity and Human Rights and the City of Austin, Equity Office.

v. **Methodology and Tracking:** 43 percent of peer cities have evaluation tools to measure progress and accountability for diversity, equity, and inclusion initiatives (Austin, Texas; Minneapolis, Minnesota; Portland, Oregon; Columbus, Ohio; Dallas, Texas; Seattle, Washington; Louisville, Kentucky; Nashville, Tennessee; Tulsa, Oklahoma). Two additional peer cities are developing methodologies to measure DEI (San Diego, California; Atlanta, Georgia).

Peer City	Methodology & Tracking Tool
Austin, Texas	➢ Requires departments to annually use an equity assessment tool as budget proposals and business plans are developed for the next fiscal year. ➢ Utilizes principles from the 'Undoing Racism- The People's Institute for Survival and Beyond", and GARE tools to support its equity goals. (Appendix I, City of Austin Equity Assessment Tool)
Minneapolis, Minnesota	➢ The Division of Race and Equity is required to provide city council with a formal report on progress in advancing racial equity, including progress on the city's racial equity action plan and specific department development towards the framework. ➢ Additionally, the city created a dashboard to track the progress of the Blueprint for Equitable Engagement. (See Appendix I, Equitable Solutions for One Minneapolis)
Portland, Oregon	➢ Clear definitions for diversity, equity, inclusion. ➢ GARE Budget Equity Tool. ➢ 5-Year Racial Equity Plan.
Columbus, Ohio	➢ The Office of Diversity and Inclusion uses a workforce tracking system called Tableau and a separate system for supplier diversity tracking.
Dallas, Texas	➢ The City of Dallas provides annual reviews of the Resilience Dallas Strategy and Equity Indicators during budget season. ➢ City departments are largely responsible for developing equity measures and including performance in budgets and reporting monthly or quarterly based on the indicator.
Seattle, Washington	➢ Racial Equity Tool Kit: The Racial Equity Toolkit lays out a process and a set of questions to guide the development, implementation and evaluation of policies, initiatives, programs, and budget issues to address the impacts on racial equity. Each department must do an RSJI work plan every year. (See Appendix I, City of Seattle Racial Equity Tool Kit)
Louisville, Kentucky	➢ Office of Resilience and Community Services created a Progress Report. (See Appendix I, City of Louisville, Community Progress Report)
Nashville, Tennessee	➢ Created a quarterly demographic report that shows race ethnicity by department/salary as well as gender by department/salary
Tulsa, Oklahoma	➢ Partnership with the Community Service Council and the City University of New York (CUNY) Institute for State and Local Governance with funding from The Rockefeller Foundation helped create the Tulsa Equality indicators.

4. **Diversity, Equity, and Inclusion Peer City Highlights**
   a. GARE City Core Members: Austin, Texas; Denver, Colorado; Long Beach, California; Louisville, Kentucky; Mecklenburg County, North Carolina; Portland, Oregon; Minneapolis, Minnesota; Seattle, Washington.
   b. Mecklenburg County is the only other municipality that identifies all three facets: diversity, equity, and inclusion, and also has established definitions for each term. The county also has one dedicated FTE and funding via non-departmental allocations.

City of Charlotte
Diversity, Equity & Inclusion Telephone Survey

Peer City: _____

Survey Questions

Strategy

Does your organization have a strategic plan for diversity, equity, and inclusion? Are there established definitions for these subjects?

Follow-up Question:
  o If no, does your organization plan to develop a strategy for diversity, equity, and inclusion?
  o What steps have been taken to address diversity, equity, and inclusion?

Leadership

Who has lead responsibility for managing diversity, equity, and inclusion in your organization? Are there dedicated staff, or is there a dedicated department to manage these initiatives? Please provide the number of FTEs responsible for diversity, equity, and inclusion initiatives

Budget

Does your organization have an adopted budget to specifically support the strategic plan for diversity, equity, and inclusion? Who manages this budget? *Please provide this department or program's budget.

Methodology and Tracking

  o What methodologies are used to guide diversity, equity, and inclusion initiatives?
  o What evaluation tools are used to measure progress?
  o How often does your organization assess diversity, equity, and inclusion initiatives? (quarterly, semiannually, annually, other)

Employee Engagement

What methods do you use to promote employee engagement in diversity, equity, and inclusion initiatives?

What element has been most instrumental in driving diversity, equity, and inclusion for your city? (i.e. a strategic plan, staff involvement, sufficient budget)

Please provide any copies of plans, measurements, or communication tools

DIVERSITY, EQUITY, AND INCLUSION PEER CITY RESEARCH

PEER CITY	BEST PRACTICE									
	STRATEGIC PLAN		LEADERSHIP		BUDGET		METHODOLOGY & TRACKING		EMPLOYEE ENGAGEMENT	
Atlanta, Georgia	No		Yes	The Mayor's Office created the Office of Equity, Diversity, and Inclusion also known as "One Atlanta", and is being led by the Chief Equity Officer and Counselor to the Mayor, with seven staff positions. The "One Atlanta" initiative will leverage the combined power of government, private and non-profit partners, and communities. It dismantles systemic inequities and barriers to opportunity.	No		No	The Mayor established eight policy areas that One Atlanta will address in the upcoming fiscal year: Affordable Housing, Criminal Justice Reform, Economic Development, Health Disparities, Homelessness, LGBTQ Affairs, Workforce Development, and 2020 Census.	No	
Austin, Texas	Yes	The City of Austin has "Strategic Direction" which is a vision plan that includes equity as a strategic anchor.	Yes	The Chief Equity Officer has the responsibility of managing the Equity Office and leading diversity, equity, and inclusion for the City of Austin. The Equity Office is comprised of seven employees to include the Chief Equity Officer.	Yes	The Equity Office has at $1.2 million budget.	Yes	Equity assessment tool used annually as budget proposals and business plans are developed for the next fiscal year. The city utilizes principles from the 'Undoing Racism- The People's Institute for Survival and Beyond" and GARE tools.	Yes	Equity Action Team with community and employee members to drive the city's equity initiatives and ideas.
Denver, Colorado	No		No	Has placed emphasis on Diversity Community Awards and Gender Pay Equity Studies for city employees.	No		No		No	

PEER CITY	BEST PRACTICE									
		STRATEGIC PLAN		LEADERSHIP		BUDGET		METHODOLOGY & TRACKING		EMPLOYEE ENGAGEMENT
Minneapolis, Minnesota	Yes	Racial Equity Framework: The Framework is a comprehensive approach and understanding of racial equity principles and strategies that clearly articulates the differences between individual, institutional, and systemic racism, as well as implicit and explicit bias. Racial Equity Action Plan: Comprehensive plan to incorporate and embed racial equity principles and strategies into operations, programs, services and policies.	Yes	City Coordinator's Office: Equity & Inclusion program, and Division of Race and Equity.	Yes	The Office of Equity and Inclusion has a budget of about $1.4 million dollars from various sources.	Yes	The Division of Race and Equity are required to provide city council with a formal report on the progress in advancing racial equity, including the progress on racial equity action plan and specific progress. Developed a dashboard to track progress.	Yes	Racial Equity Policy Workgroup which included council members and department heads. Minneapolis also offers a series of five classes on equity to all employees with a certificate upon completion. There also exists a book club, Reading for Equity and Diversity, meets periodically to discuss matters of equity in literature.
Portland, Oregon	Yes	City of Portland Citywide Racial Equity Goals & Strategies.	Yes	The Office of Equity and Human Rights was created in 2011 by a City Ordinance. The office has a director, community equity and engagement division, citywide equity program division, civil rights program division, administration and support division. 11.60 authorized positions.	Yes	Adopted FY 2019 budget of $1.9 million.	Yes	Clear definitions for diversity, equity, inclusion. GARE Budget Equity Tool. 5-Year Racial Equity Plan.	Yes	Diverse and Empowered Employees of Portland (DEEP); The Office of Equity and Human Rights encourages the groups to see barriers and get into the dialogue of equity and other human rights pieces.

Assessment of Diversity, Equity and Inclusion Efforts – November 2018

PEER CITY	BEST PRACTICE									
	STRATEGIC PLAN		LEADERSHIP		BUDGET		METHODOLOGY & TRACKING		EMPLOYEE ENGAGEMENT	
San Diego, California	No	Social Equity and Job Creation plan within the Office of Smart and Sustainable Communities.	No	The Sustainability Department facilitates innovative efforts across multiple City departments to enhance economic, social, and environmental sustainability.	No	The adopted budget for the Office of Smart and Sustainable Communities is $371,319, with 1.5 FTEs for FY 2019. The entire branch has a budget of $4.8 million with 25.35 FTEs in FY 2019.	No	In FY 2019, the Department will develop a tactical plan that defines the vision, mission, goals, and objectives of the office. Additionally, key performance indicators (KPI) will be developed to quantify the efficacy of sustainability initiatives, and KPI targets will be set to track progress toward achieving the Department's objectives.	No	Employee engagement opportunities will be developed during FY 2019 as a result of the department restructuring, along with working alongside the Smart and Sustainable Communities Branch.
Arlington, Texas	No		No	Primary responsibility of human resources to incorporate into training.	No	No operating budget.	No	Training and communication are used to guide diversity, equity, and inclusion.	No	Promotes employee engagement through regular optional training classes (except for a new firefighter recruit).
Columbus, Ohio	Yes	Diversity and Inclusion is a stated goal in the Mayor's 2018 Strategic Goals and Initiatives.	Yes	The Chief of Diversity Officer manages the Office of Diversity and Inclusion. There are a total of four full time employees (Chief of Diversity, Workforce Diversity, Community Relations Manager, and M/WBE Officer) and seven vacant positions.	Yes	The 2018 Budget states that the total budget for the Office of Diversity and Inclusion is $5.6 million.	Yes	The Office of Diversity and Inclusion uses a workforce tracking system called "Tableau" and a separate system for supplier diversity tracking.	Yes	The Diversity Committee is composed of fourteen department representatives that meet bi-monthly to discuss diversity and inclusion within the organization and community. The Public Utilities department has a separate diversity and inclusion committee to track its diversity and inclusion initiatives.

PEER CITY		STRATEGIC PLAN		LEADERSHIP	BEST PRACTICE			METHODOLOGY & TRACKING		EMPLOYEE ENGAGEMENT
						BUDGET				
Dallas, Texas	Yes	The Resilience Dallas Strategy and Equity Indicators Plan was approved in August 2018.	Yes	Chief of Resilience provides leadership, Office of Equity and Human Rights has three full-time staff positions.	No		No	Yes	Annual reviews of the Resilience Dallas Strategy and Equity Indicators during budget season. Departments are responsible for developing equity measures included in performance budgets and reported monthly or quarterly based on the indicator.	No	All employee engagement activities are the responsibility of the Human Resources Department.
Fort Worth, Texas	No		No		No		No	No		Yes	Human Relations department is a subdivision of the City Manager's Office and has established a Workforce Diversity and Inclusion Committee. The Workforce Diversity and Inclusion Committee is comprised of city employees and retirees.
Houston, Texas	No		No	Departments and divisions throughout the City of Houston lead initiatives on diversity, equity, and inclusion. There are no dedicated staff exclusive to DE&I.	Yes	The Office of New Americans and Immigrant Communities leverages private sector partnerships to gather funding for initiatives.		No		No	General training classes are available through the Learning and Development Center. These classes are not exclusive to DE&I and are not mandatory.

PEER CITY	BEST PRACTICE							
	STRATEGIC PLAN		LEADERSHIP		BUDGET		METHODOLOGY & TRACKING		EMPLOYEE ENGAGEMENT
Indianapolis, Indiana	No	No		No		No		No	
Kansas, Missouri	No	No		No		No	The M/WBE program measures the percentage of contracts awarded to M/WBEs. Human Resources tracks the percent of minority workforce hours in total.	No	
Long Beach, California	No	No	Department of Human Resources has equal employee counselors by department, and one dedicated Citywide equal employee officer.	No	The City of Long Beach does not have an operating budget but did receive $100,000 from the Mayor's Office to promote LGBTQ initiatives.	No	GARE evaluation tools are used for community assessment. Internally the City of Long Beach monitors demographics.	Yes	Trainings, affinity groups, Implementation of guide for employee transitioning, sensitivity training for Police, Fire, and Managers.
Louisville, Kentucky	Yes	Community Services has created a strategic action plan.	Yes	Efforts in DE&I are led in collaboration with the Chief Resilience Officer and the Chief Equity Officer. The Chief of Equity also oversees a total of 55 FTEs which includes staff from Human Resources and Human Relations Commission. The Chief of Resilience oversees the Office of Resilience and Community Services, 110 dedicated FTEs.	No		Yes	Community Services has created a Progress Report.	No	

PEER CITY	STRATEGIC PLAN		BEST PRACTICE LEADERSHIP		BUDGET		METHODOLOGY & TRACKING		EMPLOYEE ENGAGEMENT
Memphis, Tennessee	No	No	Human Resources' division of Equity, Diversity, and Inclusion Office of Diversity & Compliance housed in the Finance Division from a procurement lens.	Yes	Division of Equity, Diversity, and Inclusion has a total FY2019 budget of $1.2 million. There are 10 dedicated staff members. The Equal Business Opportunity & Development program has an FY2019 budget of $1.6 million.	No		Yes	Created employee resource groups which provide opportunities for personal and professional development, leadership, mentoring, volunteerism, cultural enrichment, and community involvement.
Nashville, Tennessee	No	Yes	Mayor instituted a new position, the Chief of Diversity, Equity, and Inclusion. Diversity and Inclusion is housed within the Mayor's Office.	No	$210,000 in one-time funding for a workplace diversity study, but no annual operating funds.	Yes	Created a quarterly demographic report that shows race ethnicity by department/salary as well as gender by department/salary.	No	
Omaha, Nebraska	No	No	The Human Rights and Relations department has a division of Economic Inclusion.	Yes	Economic inclusion had an FY18 appropriation of $451,533.	No		No	
Tulsa, Oklahoma	Yes — Community Resiliency Plan.	Yes	City of Tulsa, Mayor's Office for Resilience and Equity, Chief Resilience Officer.	No	No operating budget.	Yes	Partnership with the Community Service Council and CUNY Institute for State and Local Governance helps create the Tulsa Equality indicators.	No	

PEER CITY		BEST PRACTICE							
		STRATEGIC PLAN		LEADERSHIP		BUDGET		METHODOLOGY & TRACKING	EMPLOYEE ENGAGEMENT
Seattle, Washington	Yes	Three-year focus with three strategies. Focuses on racial equity.	Yes	The Race and Social Justice Initiative (RSJI) is responsible for racial equity for the City of Seattle. This program sits within the Office for Civil Rights (OCR). In OCR there are 28 FTEs, of which 11 are dedicated to RSJI.	Yes	OCR has an FY 2018 adopted budget of $5.0 million. In addition, each department has a budget for RSJIs. Each year both OCR and departments can request additional funding. Throughout the year OCR and departments can partner on services and initiatives.	Yes	The Racial Equity Toolkit lays out a process and a set of questions to guide the development, implementation and evaluation of policies, initiatives, programs, and budget issues to address the impacts on racial equity. Each department must do an RSJI work plan every year.	Quarterly directors' forum, RSJI Training and Education. Six required RSJI trainings, with optional training opportunities available. Employees can participate in the Core Team 5.
Mecklenburg County	Yes	In FY 2018 Diversity Council and DE&I Manager presented DE&I Strategic Plan for approval. Diversity, Equity, and Inclusion.	Yes	Equity and Inclusion Manager is in the County Manager's Office, (1 FTE).	Yes	A dedicated budget can be found in the non-departmentals. DE&I for Mecklenburg County also has: $280,000 in Planned Investments, Diversity and Inclusion Training.	No	Mecklenburg Co. is working with GARE to develop an action plan.	New employees are required to take "Diversity 101".

NORTH CAROLINA CITIES: DIVERSITY, EQUITY, AND INCLUSION RESEARCH

NORTH CAROLINA CITY	BEST PRACTICE									
		STRATEGIC PLAN		LEADERSHIP		BUDGET		METHODOLOGY & TRACKING		EMPLOYEE ENGAGEMENT
Asheville	Yes	Yes	• June 2018 adopted a Living Asheville, comprehensive plan for the future which outlines the importance of equity.	Yes	Office of Equity and Inclusion was formalized in FY2018-19. • In 2017 Asheville hired an Equity and Inclusion Manager within the City Manager's Office. • Efforts are also lead by the community in the newly created Human Relations Commission that will make policy recommendations to City Council to promote and improve human relations and advance equity in Asheville.	Yes	• $320,000 was added as one-time funding in FY2016-2017 for a disparity study. • In FY2018-2019 the Office of Equity and Inclusion had a total budget of $387,279 ($101,684 as operating costs) with 4 employees (3 new employees for this budget year; Program Manager, Human Relations Specialist, and Inclusive Engagement Manager).	Yes	• Current goals of "A Diverse Community" include: Goal 1: Institute a racial equity toolkit; Goal 2: Review Parks and Recreation goals and programming to determine the role it should play in meeting needs of citizens and achieving racial equity.	• The Office of Equity and Inclusion is developing, implementing, and evaluating an employee equity training program.
Durham	Yes	No	• As part of the strategic plan in 2018, Durham specifically mentioned an objective to "Advance a more inclusive and equitable Durham" with several targeted initiatives.	No	• Equal Business Opportunity Program and Small Local Business Enterprise Program. • Human Resources maintains the City's racial equity training. • City Council established a Racial Equity Taskforce made up of 12 Durham residents to provide leadership in racial equity from the community's perspective.	No	• Equal Opportunity and Equity has a budget of approximately $585,000, but this primarily includes FTEs (6) and operating expenses.	No	• Each department tracks the number of people attending the racial equity training with a goal of 100% participation.	Yes	• Provides racial equity training that is sponsored jointly by the City and County of Durham.

NORTH CAROLINA CITY		STRATEGIC PLAN		LEADERSHIP		BUDGET		METHODOLOGY & TRACKING		EMPLOYEE ENGAGEMENT
				BEST PRACTICE						
Greensboro	No	No established strategic plan, but has established a mission statement on diversity.	No	Human Resources leads diversity education and has established a commitment to diversity and inclusion that focuses primarily on hiring practices.	No	Human Resources has a program "Law, Compliance, and Development" with approximately $1.0 million and 10 FTEs and within this program is housed the diversity education program.	No		No	Employees are encouraged to attend HR's diversity education
Raleigh	No		No	• Established a Human Relations Commission that serves as an advisor to City Council. • Social Equity is housed within the Office of Sustainability • Digital inclusion is a self-sustaining program that goes across departments.	No	The Human Relations Commission provides approximately $550,000 annually: • Digital inclusion provides $96,700.	No		Yes	• The annual Human Relations Awards recognize those who make outstanding contributions to advancing human rights. • Mayor's Unity Day Celebration, this annual event brings people together to share ideas that enhance understanding of diverse cultures and improve human relations.

	BEST PRACTICE					
NORTH CAROLINA CITY		STRATEGIC PLAN	LEADERSHIP	BUDGET	METHODOLOGY & TRACKING	EMPLOYEE ENGAGEMENT
Winston-Salem	No	No formalized strategic plan, however for procurement, adopted a policy to ensure that MWBEs have the opportunity to participate.	No	Procurement processes are led by the Business Inclusion and Advancement department, which has a Minority and Women's Business Enterprise Division that provides technical assistance and financial assistance to business owners and commercial property owners.	No	The MWBE Program approximate budget of $160,000 annually.	Yes	Winston Salem works with Dismantling Racism which established goals such as:	Yes	Human Relations department Sponsors education, training, and other outreach programs
				Human Relations department focuses on diversity/race issues		Human Relations has a budget of approximately $500,000 annually with 5 FTEs, this includes various initiatives that extend beyond diversity/race relations issues.		1. To be responsive to the community in making our work more assessable to everyone and to provide more need-based scholarships for underserved groups and communities. 2. To teach new approaches to understanding the issues of access, equity, and inclusion at an introductory level. 3. To promote having a deeper conversation that enables participants to think about their roles in a just society. Includes performance measures to determine the level of success.		and provides formal, informal, and other informational classes and sessions to citizens, citizen groups, businesses, and others about diversity/race relations issues.

FY18 Work Plan for Phin Xaypangna

SECTION 1: KEY INTIATIVES

Key Initiative #1 – Equity Plan
Description: Develop and implement Phase One of an Equity and Inclusion Plan.
Rationale: To address the challenge for Mecklenburg County to become a stronger pro-equity organization, strategies must be implemented that enhance the good work Mecklenburg County has already done to promote equity and inclusion. The County aims to build upon the current organizational diversity training. To continue to build the capacity of the organization, it is critical that the County approaches equity work holistically and enterprise wide to advance equity. Phase I of this initiative is to engage a consultant to develop the framework for this work.
Timeline: This is a multi-year project. The contract for Phase I is expected to be completed by December 2018.
Updates/Project Milestones: • Working collaboratively with Procurement to solicit bids for consulting services • Initiate contract and timeline with consulting firm • Manage the implementation of the Equity initiative to include organizational wide assessment, develop and delivery training for core team, leadership and train the trainer and develop action plans for future implementation • Determine FY19 budget requirements and submit budget proposal for approval to carry out Phase II of the Equity initiative
Outcome/Measures: Successful accomplishment of established milestones

Key Initiative #2: Develop and Implement DEI Strategic Plan
Description: In FY17, the Diversity Council was charged by the sponsor to develop the County's Diversity, Equity and Inclusion plan, working collaboratively with OMB and the County Manager's Office. This initiative will continue in FY18.
Rationale: Mecklenburg County has actively engaged in promoting and supporting diversity awareness for employees since 1990s. The Diversity program has evolved from an isolated training to a County wide program with the establishment of the diversity council, coordinated trainings, hiring of a Diversity Manager and a commitment from the Executive Team. These activities have underscored the importance of including diversity, equity and inclusion as part of the County's mission, highlighted successes and opportunities, and emphasized the need for a renewed strategic approach to guide the County's efforts for success. This Strategic Plan will serve as a blueprint for the County to become a diverse, equitable and inclusive workforce.
Timeline: Plan adoption in Fall of 2017 and development of the implementation plan for budget request.
Updates/Project Milestones: - Present DEI Strategic Plan to the County Manager for approval   - Develop implementation plan and identify resources to carry out the work   - Determine FY19 budget requirements and submit budget proposal for approval to carry out the DEI strategic plan   - Communicate plan to the organization
Outcome/Measures: Successful accomplishment of established milestones.

Key Initiative #3: Provide strategic guidance to departmental leadership on Equity efforts
Description: Plans, guides and advises departmental leadership on DEI efforts.
Rationale: As departments begin to address their DEI efforts, it is critical that there is consistency and alignment with the County's overall strategic direction. This will create synergy, reinforce consistent messaging, and lessen the opportunities for duplication of efforts.
Timeline: Ongoing as needed.
Updates/Project Milestones: • Participate in departmental Equity and Inclusion initiatives (Health and DSS YFS) • Hold series of meetings with key stakeholders • Provide recommendations as needed
Outcome/Measures: successful accomplishment of established milestones.

Key Initiative #4: Diversity Council oversight and administration

Description: Provide the oversight and administration to the Diversity Council.

Rationale: The Diversity Council has evolved over the 12 years. The Diversity Council's role is to serve as an advisory group to the leadership. To ensure the Council meets its expectations, it is critical that it has appropriate leadership oversight. It is important that the Council is recognized and sought out as a resource. Therefore, it needs effective guidance and administration to carry out its work.

Timeline: Ongoing

Updates/Project Milestones:
- Recruit new members to fill the vacant slots in various compositions
- Ensure the development of a work plan and charter revision to reflect current situation
- Provide ongoing logistics for effective group meetings and tasks
- Initiate the diversity council learning opportunities
- Serves as the liaison between the County Manager and the Council

Outcome/Measures:
- successful accomplishment of established milestones.

Key Initiative #5: External Leadership Development Selection Process (CBI & Leadership Charlotte)
Description: Manage the selection process for the External Leadership Development programs (Leaders Under 40, LDI and Leadership Charlotte).
Rationale: Mecklenburg County is committed to developing leaders with the competencies needed to effectively lead and manage the organization. The external leadership development programs provide unique opportunities for leaders to further develop these competencies.
Timeline: January – March 2018
Updates/Project Milestones: • Update recruitment and selection process as needed • Communicate the recruitment process to leadership • Form selection committee • Select candidates and submit names to the County Manager for approval • Communicate and provide feedback to participants
Outcome/Measures: • County participants are selected and submitted to these organizations based on a specific timeline

Blueprint for Equitable Engagement

City of Minneapolis
Neighborhood and Community Relations
Crown Roller Mill, Room 425
105 5th Avenue South
Minneapolis, MN 55401
612-673-3737
NCR@MinneapolisMN.gov

Blueprint Summary

Our Goal: One Minneapolis – Disparities are eliminated so all Minneapolis residents can participate and prosper.

The City of Minneapolis is growing and becoming more diverse, requiring expanding and creative practices of inclusive participation and community engagement. To eliminate inequities, the City and community must work together to create a city that provides abundant opportunities for everyone.

The Blueprint for Equitable Engagement is a five-year plan to ensure an innovative and equitable engagement system for the City of Minneapolis. The plan will be used as a roadmap, between 2015 and 2020, to better achieve the department's mission, "Engaging Communities for a Better Minneapolis." Inclusive and equitable participation will be critical to achieve the One Minneapolis goal.

Equitable Community Engagement: A process that includes multiple strategies to promote participation of all Minneapolis residents in the communication and decision-making processes of the City.

Data-Driven Approach: Progress will be tracked by comparing the eight diversity factors of age, gender, disability, sexual orientation, renter/owner, race/ethnicity, income and education of people participating to citywide demographics. Success will be defined as the collective results being within 80% of the citywide demographic benchmark. Presently, the City of Minneapolis completes a voluntary Boards and Commissions Diversity Survey and a Neighborhood Board Survey to gather this data. These surveys will be refined and bolstered. Additional measures that include a wider range of engagement activities will also be developed.

Creating a consistent public participation process

One of the most important factors that will allow us to work towards creating an equitable engagement system is to develop and maintain a consistent engagement model for the City. The International Association of Public Participation (IAP2) has developed the model that the City has chosen. The IAP2 model has proven to be effective; it provides good techniques for staff to properly conduct public participation processes. It also provides residents with the information they need to be involved in a meaningful way and communicates to residents how their input affects the decision that needs to be made.

What We Heard

In the summer of 2014 the NCR Department held a series of conversations to get input from residents on improving the City's engagement processes. That feedback was then used to draft the Blueprint for Equitable Engagement document. Then in the summer of 2015 we brought the draft document back out to residents. We found that, overall, residents felt that the City could do a better job with its engagement work by:

1. Developing a more consistent way of handling public participation across all City departments;
2. Being more culturally sensitive when doing public participation;
3. Working better with neighborhood organizations to clarify their role in the public participation process;
4. Recognizing the current engagement efforts of neighborhood organizations; and
5. Defining other avenues for people to get involved.

Strategies

With the information we gathered from the engagement process, we've developed five strategies with specific activities that will help us ensure an innovative and equitable engagement system for the City of Minneapolis:

- **Strategy 1: Expand Community Engagement Strategies:** This strategy will guide the department in developing and promoting engagement strategies that will pique the interest of all residents.

- **Strategy 2: Support Strong, Vibrant and Functional Neighborhood Organizations:** This strategy will ensure that the department and neighborhoods organizations are working together to find creative ways to engage cultural communities in our City and help neighborhoods organizations function seamlessly.

- **Strategy 3: Increase the Capacity of NCR's Community Engagement Efforts by Working with Community Partners:** This strategy will help the department look at ways to expand successful partnerships that are in line with the goals of the Blueprint document and the City goal, One Minneapolis.

- **Strategy 4: Ensure that City Departments are Well Equipped to Conduct Effective Public Participation:** This strategy outlines the way the department will provide consistent training, tools and support for City staff to provide good public participation.

- **Strategy 5: Evaluate and Celebrate Progress:** This strategy will ensure the department's efforts are truly effective.

Value Statement

NCR firmly believes that the involvement of all residents is essential to creating a better Minneapolis. We believe that the entire community benefits when *everyone* has access to information, programs, services and decision - making.

Introduction

This document focuses on inclusive and equitable participation that meets people where they are to ensure that all community voices are sought and valued, and that decisions reflect the communities which they impact. The Neighborhood and Community Relations Department's mission is "Engaging Communities for a Better Minneapolis." To achieve this, the department has staff dedicated to engage with specific communities in Minneapolis. They are the Latino, African American, American Indian, Southeast Asian, East African, Senior and Disability communities. These communities were determined based on their population size in the City. The department also has staff supporting the City's 70 neighborhood organizations.
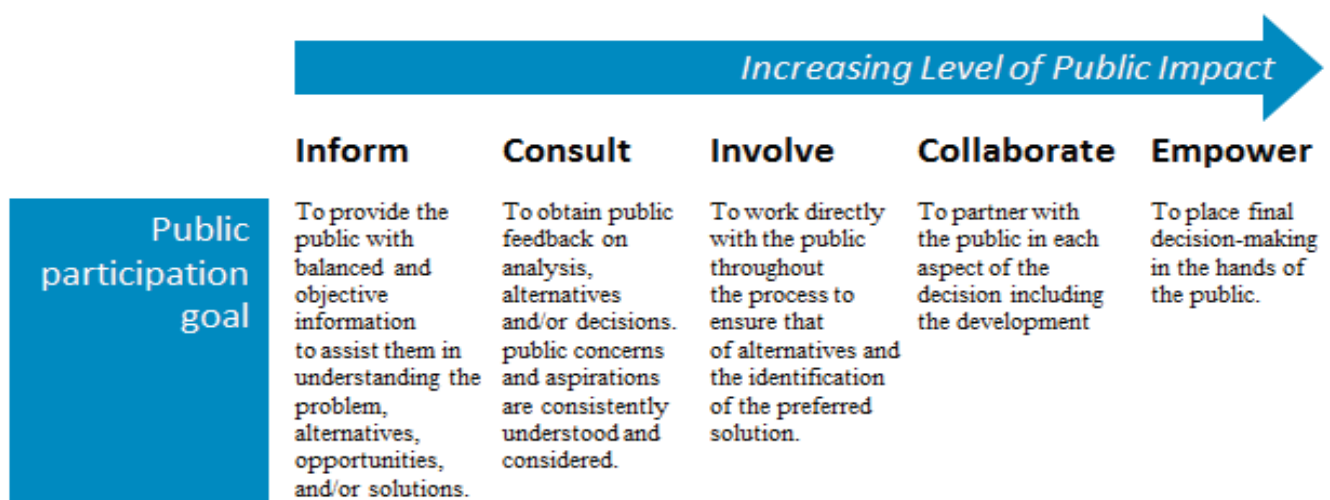
Furthermore, by engaging these communities the City acknowledges the right of residents to have a say and to be involved in the business of government. The City recognizes that the community is a valuable source of expertise to influence government decisions that improve the quality and delivery of public services.

Each community – be it geographic or cultural – has individual strengths and unique needs. We recognize the capacity that exists within each cultural community, and we acknowledge the work taking place within Minneapolis' 70 recognized neighborhood organizations.

The International Association of Public Participation (IAP2)

In order to provide a consistent service across City departments and in the community, NCR will be using the International Association of Public Participation (IAP2) model for the community engagement. This model has proven to be effective. It provides good techniques for staff to properly conduct public participation processes. It also provides residents with the information they need to be involved in a meaningful way and communicates to residents how their input affects the decision that needs to be made.

The image below depicts the IAP's Spectrum of Public Participation. The spectrum demonstrates the varying levels of participation, depending on the goals, time frames, resources and levels of public concern or interest in the decision. Most importantly, each participation level involves a promise to the public that if not defined or understood clearly by both participants and decision makers, can result in dissatisfaction in the process and outcomes. At all public participation levels, promises should be clear – and promises should be kept.

Increasing Level of Public Impact

Public participation goal	**Inform**	**Consult**	**Involve**	**Collaborate**	**Empower**
	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions. public concerns and aspirations are consistently understood and considered.	To work directly with the public throughout the process to ensure that of alternatives and the identification of the preferred solution.	To partner with the public in each aspect of the decision including the development	To place final decision-making in the hands of the public.

(2007 International Association of Public Participation).

The Core Principles of Community Engagement

In 2007, the Minneapolis City Council adopted the Core Principles of Community Engagement from the IAP2. These principles were adopted to show the City's commitment to community engagement and lay the ground work for City employees and community members to start from the same page. IAP2 has demonstrated that decisions made from prioritizing these core principles, have proven to be the most success, respected, and sustainable. They are:

1. **Right to be involved** – Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. **Contribution will be thoughtfully considered** – Public participation includes the promise that the public's contribution will be thoughtfully considered.
3. **Recognize the needs of all** – Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision-makers.
4. **Seek out involvement** – Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. **Participants design participation** – Public participation seeks input from participants in designing how they participate.
6. **Adequate information** – Public participation provides participants with the information they need to participate in a meaningful way.
7. **Known effect of participation** – Public participation communicates to participants how their input affected the decision.

Strategies

Strategy 1: Expand Community Engagement Strategies

Our cultural communities are an asset to the City. In order to appropriately engage and build trust, the City must promote strategies that will engage the interest of all residents in the City. Additionally, it is important for the City to learn and value relationship structures within cultural-specific organizations and other community respected systems. NCR has dedicated staff that are immersed in each of these communities.

ACTIVITIES:

1. Expand engagement strategies with cultural, senior, youth, and disability communities and neighborhood organizations.

   - **Latino Community:** The Latino community established the Latino Engagement Task Force (LETF), a core group of influential Latino leaders called together to help shape the City and the department's efforts to engage with the community. Examples of the collaboration between the Latino community and the City include the passage of the Minnesota Dream Act, revitalization of the Mercado Central, driver's licenses for all and support for immigration reform and education.

   - **African American Community:** Understanding the historical background of African Americans in Minnesota and the cultural norms that exist within the community are essential in engaging the community. The foundation of the African American community can be found in families, nonprofits, faith institutions, young professionals and seniors. Recently the department partnered with a community organization to convene a job fair and public safety fair for the community. Both events brought residents, community stakeholders, youth and law enforcement personnel together to discuss issues that are important to the community.

   - **American Indian Community:** The City of Minneapolis has a large and tribally-diverse American Indian community. The community is an internationally recognized hub of arts, culture and activism that promotes strong values, traditions and spirituality. The City has a formal relationship with the American Indian Community through a Memorandum of Understanding. The community and the City work in partnership to create sustainable solutions to critical issues currently facing the urban American Indian population and ensure the needs and priorities of the community are being heard and addressed.

   - **Southeast Asian Community:** For the Southeast Asian Community, engagement starts with community elders, traditional leaders, and family and clan representatives. Community-based organizations serve as conveners and platforms for community to be heard. The elders are revered as protectors of the community. As an outcome of these engagement efforts there is a growing interest within the Southeast Asian community to serve on the City's Boards and Commissions.

   - **East African Community:** The East African Community is a culturally oral society, so disseminating information through physical appearances, radio and television, rather than in writing, is most effective. Faith institutions (mosques), community-based organizations and non- profit organizations and institutions are also a great way to effectively reach out to and engage the East African community. Because of the relationships built with the City, the community and City, along with other agencies, have worked together on keeping money transfer businesses open.

- **Senior Community:** The City of Minneapolis is able to engage with its senior community through the Minneapolis Advisory Committee on Aging. The committee helped to develop the Minneapolis for a Lifetime strategy. This guiding document was adopted by the Minneapolis City Council in October 2013 and serves as the foundation of the City of Minneapolis' designation as an Age Friendly Community by the World Health Organization and AARP.
- **Youth:** Nearly 20% of Minneapolis residents are under of the age of 18. The actions taken today affect this population to a greater degree than they affect any other population. The Minneapolis for a Lifetime strategy and the Age Friendly Communities model emphasizes intergenerational connections and involvement. As the action steps are developed in 2016 for these initiatives, youth will be invited to be at the planning table to help identify where there is alignment on community issues and where we can work together on solutions.
- **Disability Community:** A primary mechanism for engaging people with disabilities is the Minneapolis Advisory Committee on People with Disabilities (MACOPD). Made up of diverse residents from the disability community, MACOPD works with NCR to enhance understanding of disability-related concerns and accessibility opportunities with City operations. In 2015, NCR initiated an enterprise-wide evaluation of City programs and services under the Americans with Disabilities Act. The department created the Accessibility Liaison Network consisting of City department representatives who work to collectively address and resolve accessibility issues. The evaluation will culminate in a comprehensive ADA Action Plan with department-led initiatives to remedy physical (Property Services), programmatic (NCR) and public realm (Public Works) barriers.
- **Renters:** Renters in Minneapolis make up 51% of the City's population. The department works in partnership with the Regulatory Services Department and neighborhood organizations to organize events that get renters involved in the community.
- **Neighborhood Organizations:** Minneapolis neighborhood organizations have a long tradition of involvement. Neighborhood organizations are uniquely suited to addressing localized issues. While the work of neighborhood organizations over the past 25 years has been primarily project-based, recent energy has focused on ensuring for a democratic process where all voices are considered – especially those from cultural communities, renters, seniors, youth and the disabled. Neighborhood organizations' engagement strategies have expanded beyond evening meetings and newsletters, and are increasingly incorporating many of the strategies described above.

2. Experiment with new and innovative engagement strategies.
3. Provide leadership training for cultural communities. Currently, NCR and the Neighborhood and Community Engagement Commission sponsor the One Minneapolis Fund, which supports leadership development and cultural engagement through non-profit partnerships.
4. Learn priority issues for cultural communities to recommend collaborations with shared interests.
5. Develop a concrete communication plan that focuses on the best ways to reach non-English speaking communities. These best practices may include utilizing culturally specific organizations, radio and newspaper, expand the use of social media, increase the use of teleconferencing and other unique methods such as posting signs at bus stops, restaurants, coffee shops and other high traffic or community gathering spaces.

Strategy 2: Support Inclusive, Vibrant and Effective Neighborhood Organizations

Neighborhood organizations are an asset to the City. In addition to the project-based work carried out over the past two decades through the Neighborhood Revitalization Program (NRP), neighborhood organizations are an increasingly integral part of the City's engagement efforts. In order to be effective in this work, the City and neighborhood organizations must work in partnership to enhance engagement, and employ strategies that

connect diverse residents with each other and with City efforts. We recognize that no two neighborhoods have the same demographic profile, and that not all strategies will be appropriate in all neighborhoods. We also recognize that neighborhood organizations are in a unique position to identify local issues, opportunities and communities and mobilize local resources.

ACTIVITIES:

1. Work in collaboration with neighborhood organizations to encourage meaningful involvement of more residents in neighborhood organizations. Focus on engagement strategies and on identifying and removing barriers to full civic participation and meaningful engagement and discouraging and preventing exclusion.
2. Support a culture of learning that allows for the development of new and innovative engagement strategies. Facilitate new partnerships and mentorships amongst neighborhood and cultural organizations.
3. Recognize the changing role of neighborhood organizations within the City of Minneapolis. NCR will work in collaboration with neighborhood organizations to support a vision that includes increased community engagement efforts while still valuing project-based work, supporting transparency, accountability and democratic processes.
4. Provide enhanced training and technical support to neighborhood organizations. Expand NCR Learning Labs that focus on understanding and engaging all communities as well as continuing training on non-profit management and City processes.
5. Streamline the bureaucratic processes of the NRP and CPP programs. Update department policies (as appropriate) to ensure that processes and policies support efforts aimed at increasing equity.

Strategy 3: Increase the Capacity of NCR's Community Engagement Efforts by Working with Community Partners

Community partnerships are vital, and are at the very core of NCR's work. Much of our strength as a department comes from our relationships, our work with partner organizations, and being able to connect partners with each other and with other governmental departments.

By working to strengthen and support partnerships with other organizations with a similar vision and values, NCR hopes to increase our collective capacity to fulfill the needs and the dreams of all Minneapolis residents – regardless of their background.

ACTIVITIES:

1. Expand work with funders to ensure that resources are available to community and neighborhood organizations.
2. Develop new and promote existing training opportunities, particularly those such as the Boards and Commissions Leadership Institute (BCLI) that foster leadership development.
3. Work with colleges and universities to identify and share the best practices of nonprofit organizations.
4. Continue City programs such as the One Minneapolis Fund, the Community Innovation Fund, the Community Participation Program and others that encourage partnerships and expand outreach.
5. Support activities that bring City staff out into the community, such as NCR's Community Dialogues training for City employees that provides an in-depth look into best practices for engagement with cultural residents.
6. Recognize that each organization functions in its own way. Allow for the necessary time to develop true partnerships and create welcoming environments.
7. Support scalable partnerships, from single events to long-term collaborations.

April 4, 2016   *Page 7*

8. Encourage partnerships that support creative engagement activities and ways of providing input beyond just attending meetings.

Strategy 4: Ensure City Departments are Well Equipped to Conduct Effective Public Participation

The City of Minneapolis and its employees must value the input of all residents in order to achieve the City goal of One Minneapolis. Ensuring that City staff has the necessary tools and support in public participation will positively impact residents and the City enterprise.

ACTIVITIES:

1. Provide training support to City departments. Training will include:
    a. **Public Participation and Core Principles of Community Engagement:** NCR wants to work towards standardizing the way that city employees seek input from residents. NCR will train city employees using the International Association of Public Participation (IAP2) model and the Core Principles of Community Engagement that were adopted by the City Council in 2007.
    b. **Community Dialogues:** NCR has developed and implemented training for City employees that provides an in-depth look into best practices for engagement with cultural residents.
    c. **Translation and Interpretation Services:** The City is mandated by federal law to provide translation and interpretation services when requested. NCR's goal is to train City staff on best practices to go above and beyond what is required to make residents feel they have a place at the table.
    d. **Americans with Disabilities Act (ADA):** The City is mandated by federal law to provide interpretation services when requested. NCR's goal is to train City staff on best practices that go above and beyond what is required to make residents feel they have a spot at the table.
    e. **Community Engagement Liaison Network:** NCR will gather together City employees for whom public participation is a key component of their jobs to provide training and discuss best practices and issues that may arise in their daily work.
2. Recognize the value of cultural engagement at the same level as neighborhood engagement. NCR will provide training and tools to City departments so that they are equipped to properly get input and feedback from all residents and community leaders during the key points of City projects, initiatives and policy-making. Training will include:
    a. Ways to modify meeting structures to reflect the norms and values of different cultural communities and ways to focus recruitment efforts on building rapport and trusted relationships in communities and infusing community voices in decisions.
    b. Best practices for providing translated materials and interpretation for all meetings where the decision-making process is underway and provide quality assurance of translated documents.
3. Review current engagement practices of City departments and, if needed, work together to make necessary improvements. The Neighborhood and Community Engagement Commission (NCEC) is preparing an update to the City's Community Engagement Process Model Guidebook. NCR will use this guidebook to train City staff on public participation methods.
4. Examine ways in which board and commissions can adopt new ways to conduct business that can increase their appeal to new potential board and commission members from all communities. NCR is developing a new City policy to support non-English speaking residents who wish to serve on a City board or commission.
5. Support the City with policy and ordinance changes that recruit, train and appoint diverse residents and people with disabilities to City advisory boards to ensure accurate representation of the city's diverse

communities. NCR plays a key role in increasing awareness of the opportunity to serve on City boards and commissions.

- a. **Boards and Commissions Leadership Institute:** NCR and the City Clerk's office have collaborated with Nexus Community Partners on the Boards and Commissions Leadership Institute (BCLI) training program. BCLI prepares residents of color to be successful on a board or commission. Residents who complete this program are highly encouraged to apply for City boards and commissions.
- b. **Streamlined appointments process:** In 2009, NCR and the Clerk's office restructured the timing of board appointments to be made twice per year. This allows the City do to targeted outreach and makes it easier for residents to know when opportunities to serve on City boards and commissions are available to them.
- c. **One Minneapolis Fund:** A small grant program supporting leadership development and cultural engagement through non-profit partnerships.
- d. **Minneapolis City Academy:** A five-week course in which residents learn about City operations and programs. Participants are encouraged to consider joining City boards and commissions or neighborhood boards.

6. Increase the accessibility and approachability of City meetings. Begin working with City leadership to expand the time and locations of meetings so that residents can more easily interact with local government.

Strategy 5: Evaluate and Celebrate Progress

Creating processes and outcomes that are fair and just can be difficult. It's important to take the time to ensure that that our efforts are truly effective. When we do succeed, we should celebrate our accomplishments, and share the new-found knowledge with others.
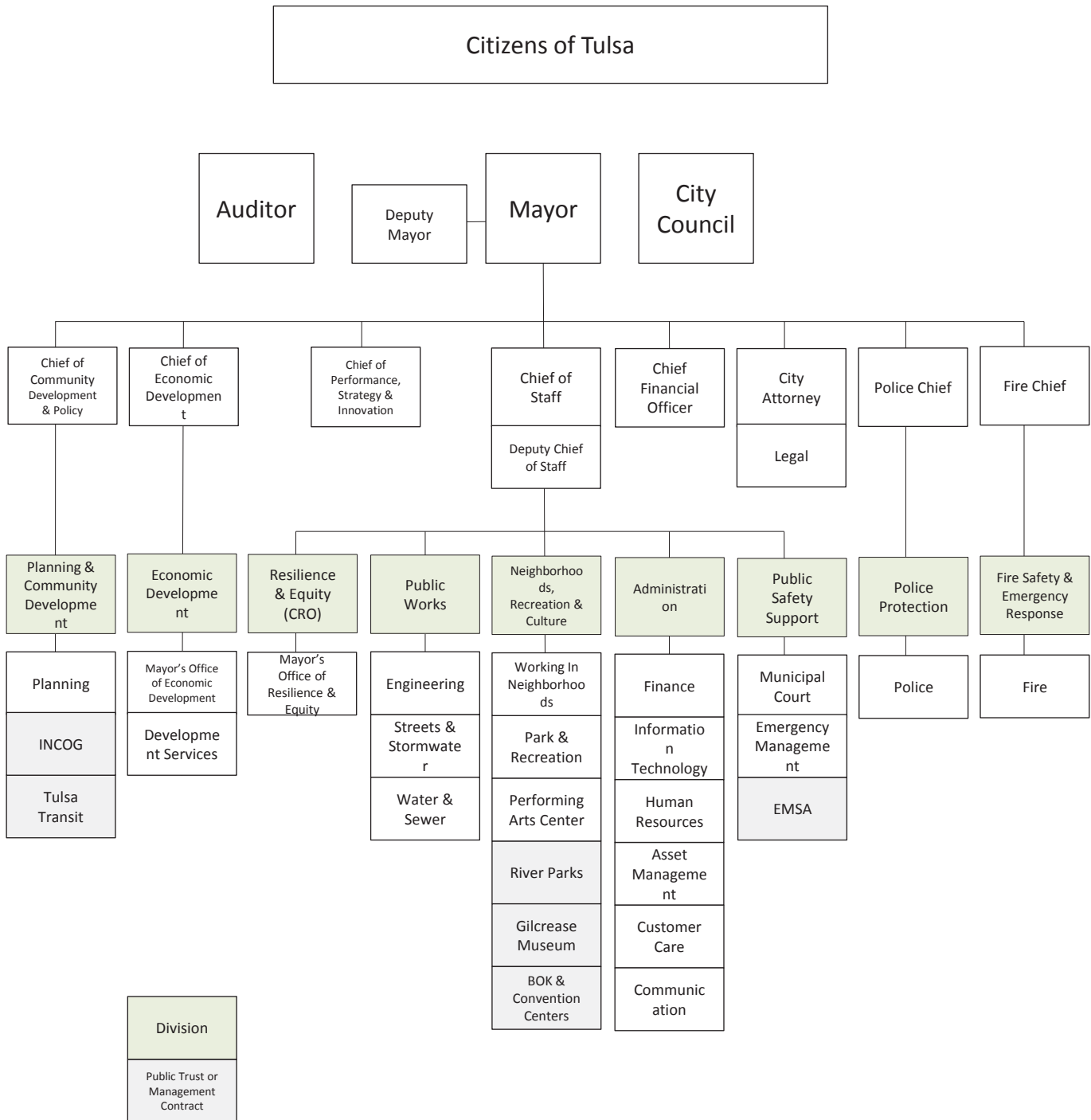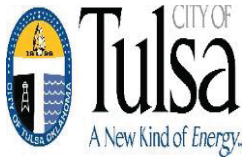
ACTIVITIES:

1. Continue to fine-tune the reporting mechanisms for work supported by NCR-managed contracts, particularly those focusing on community activities and outreach work.
2. Promote community and department successes in NCR communication and training efforts.
3. Support periodic evaluations of the community engagement work utilizing external and independent program evaluators.
4. Identify new measures – both quantitative and qualitative– for tracking community engagement activities.
5. Establish and support an independent, peer-supported recognition and mentoring system that celebrates best practices among cultural and neighborhood organizations.

Contact: Neighborhood and Community Relations Department, 612-673-3737 or NCR@minneapolismn.gov www.minneapolismn.gov/ncr

For reasonable accommodations or alternative formats please contact the Neighborhood and Community Relations Department at 612-673-3737. People who are deaf or hard of hearing can use a relay service to call 311 at 612-673-3000. TTY users call 612-673-2157 or 612-673-2626.

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Citizens of Tulsa

Auditor | **Deputy Mayor** | **Mayor** | **City Council**

- Chief of Community Development & Policy
- Chief of Economic Development
- Chief of Performance, Strategy & Innovation
- Chief of Staff
  - Deputy Chief of Staff
- Chief Financial Officer
- City Attorney
  - Legal
- Police Chief
- Fire Chief

Chief of Community Development & Policy
- Planning & Community Development
  - Planning
  - INCOG
  - Tulsa Transit

Chief of Economic Development
- Economic Development
  - Mayor's Office of Economic Development
  - Development Services

Deputy Chief of Staff
- Resilience & Equity (CRO)
  - Mayor's Office of Resilience & Equity
- Public Works
  - Engineering
  - Streets & Stormwater
  - Water & Sewer
- Neighborhoods, Recreation & Culture
  - Working In Neighborhoods
  - Park & Recreation
  - Performing Arts Center
  - River Parks
  - Gilcrease Museum
  - BOK & Convention Centers
- Administration
  - Finance
  - Information Technology
  - Human Resources
  - Asset Management
  - Customer Care
  - Communication
- Public Safety Support
  - Municipal Court
  - Emergency Management
  - EMSA

Police Chief
- Police Protection
  - Police

Fire Chief
- Fire Safety & Emergency Response
  - Fire

Legend:
- Division
- Public Trust or Management Contract

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City of Seattle, Race and Social Justice
Initiative Organizational Chart

RACE & SOCIAL JUSTICE
INITIATIVE

RACE AND SOCIAL JUSTICE COMMUNITY ROUNTABLE

MAYOR - CITY COUNCIL

RSJI SUB-CABINET

- Inclusive Outreach and Public Engagement
- Workforce Equity
- Contracting Equity
- Immigrant and Refugee Access to Services

RSJI COORDINATING TEAM (SOCR)

CITY DEPARTMENTS

CORE TEAM

CHANGE TEAMS

Direct Reporting Relationship
Indirect Reporting Relationship

Assessment of Diversity, Equity and Inclusion Efforts - November 2018

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RSJI Teams and Structure

- **Core Team -** A Citywide team of about 30 people that works with key stakeholders on RSJ issues. *Provide Citywide technical assistance and strategic planning support; Communicate/facilitate.* Team members lead RSJI orientations and workshops for City staff;

- **Change Team -** A group of employees in each department that supports RSJ Initiative activities. Extend RSJI's reach in departments; *Strengthen departments' capacity.* Show how co- workers can get involved; give them reasons to support RSJI; *Offer expertise.* Work to address departmental issues; *Build momentum.* Sustain the energy in departments.

- **RSJI Sub-Cabinet -** Department directors or deputies who *advise on Citywide issues*, review RSJI activities and solve problems.

- **RSJI Coordinating Team -** The Initiative's managing team from the Seattle Office for Civil Rights. *Works with the Mayor and City Council to set overall direction; Provides leadership* to ensure departments' efforts are consistent and coordinated; *Oversees the day-to-day administration of the Initiative.*

- **Interdepartmental Teams -** Teams convened by lead departments to develop Citywide strategies to address the Initiative central issues. *Solve problems.* Team members work with managers and line staff on specific issues.

- **RSJ Community Roundtable –** Twenty-three organizations and agencies *working to eliminate race-based disparities in our community* and promote race and social justice across Seattle institutions.

For a list of Change Team leads and Core Team members, see http://inweb/rsji capacityBuilding.htm

Assessment of Diversity, Equity and Inclusion Efforts - November 2018

RACE & SOCIAL JUSTICE INITIATIVE

One of the city's oldest neighborhoods, Olde Towne East is a hub of historic preservation opportunities and activities, boasting houses representing over 50 unique architectural styles.

OFFICE OF DIVERSITY AND INCLUSION

Division Description

Effective in 2017, the administration proposes a renaming of the Equal Business Opportunity Commission Office (EBOCO) to the Office of Diversity and Inclusion (ODI). The office will continue to be a division under the Mayor's office, but with a new brand and a renewed focus. The ODI is responsible for supporting the mayor and his cabinet by leading diversity and inclusion management within the City of Columbus. The Office of Diversity and Inclusion will focus on four pillars of diversity and inclusion management: workforce diversity, supplier diversity, diverse outreach, and internal diverse leadership, commitment, and communications.

Department Mission

The Office of Diversity and Inclusion is dedicated to creating and implementing programs, policies, and procedures that will deliver and capture value through supplier and workforce diversity. Additionally, the office will assist underserved, under-utilized businesses with gaining greater access to procurement opportunities and resources to build viable and sustainable businesses.

Office of Diversity & Inclusion

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                    │  Chief Diversity Officer │
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│    Diverse    │ │  Diverse  │ │   Supplier   │ │    Workforce    │
│ Communication │ │ Outreach  │ │  Diversity   │ │    Diversity    │
│ & Commitment  │ │           │ │              │ │                 │
└───────────────┘ └───────────┘ └──────────────┘ └─────────────────┘
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Strategic Priorities for 2017

Diversity and Inclusion

Implement a disparity study for the City of Columbus.

Implement a workforce diversity strategy for the City of Columbus.

Implement the first citywide diversity scorecard.

Implement the first ever Ohio Municipalities Business Conference to promote small, minority, and women owned business opportunities.

Implement a business opportunity assessment program to enhance the capacity of diverse businesses and help them find resources to enhance their ability to compete.

Increase supplier diversity outreach and engagement to increase the pool of diverse suppliers who can compete for City of Columbus contracting opportunities.

Continue to expand relationships with advocacy groups and community organizations that support small, minority, and women owned businesses, and those that can help establish and grow diverse workforce pipelines.

Monitor and review city contracts for compliance, participate in targeted outreach activities, and other efforts to ensure fairness, equity, and inclusion in the city's procurement process.

Implement a diversity communications strategy that promotes the city's commitment to diversity and inclusion, both internally and externally.

Support the administration and facilitation of an annual and newly established City of Columbus diversity committee process led by the Mayor and supported by ODI.

2017 BUDGET NOTES

The Office of Diversity and Inclusion budget includes funding to help facilitate diversity and inclusion initiatives that have implications across all city departments. In addition:

- The office will host its first annual "Ohio Municipalities Business Conference" in 2017, a statewide business conference to facilitate the sharing of best practices among stakeholders. Funding in the amount of $150,000 is budgeted to coordinate this initiative.

- The office has budgeted 11 full-time positions, including a Workforce Manager to lead the newly formed Workforce Diversity program.

- The core functions of the "MBE/FBE Support" program under EBOCO will continue to be supported within the Supplier Diversity program. Funding in the amount of $325,892 is allocated within the program to continue to improve citywide procurement processes thereby expanding the number and capacity of certified diverse suppliers to the city.

Department Financial Summary by Area of Expense

Fund	2014 Actual		2015 Actual		2016 Budget		2016 Projected		2017 Proposed	
General Fund										
Personnel	$	821,767	$	852,982	$	871,329	$	926,826	$	1,149,427
Materials & Supplies		3,683		4,954		5,100		5,100		7,750
Services		72,371		64,576		58,423		67,790		334,716
General Fund Subtotal		**897,821**		**922,512**		**934,852**		**999,716**		**1,491,893**
Department Total	$	**897,821**	$	**922,512**	$	**934,852**	$	**999,716**	$	**1,491,893**

Department Personnel Summary

Fund	FT/PT	2014 Actual	2015 Actual	2016 Budgeted	2017 Budgeted
General Fund					
Office of Diversity & Inclusion	FT	9	9	9	11
Total		**9**	**9**	**9**	**11**

Operating Budget by Program

Program	2016 Budgeted		2016 FTEs	2017 Proposed		2017 FTEs
Administration	$	355,620	3	$	1,057,105	10
Diverse Outreach		-	0		-	0
Diverse Communication & Commitment		-	0		-	0
Supplier Diversity		-	0		325,892	0
Workforce Diversity		-	0		98,322	1
Internal Services		-	0		10,574	0
MBE/FBE Support		579,232	6		-	0
Department Total	$	**934,852**	**9**	$	**1,491,893**	**11**

Assessment of Diversity, Equity and Inclusion Efforts - November 2018

2017 PROGRAM GUIDE

ADMINISTRATION

To plan, implement, and evaluate the minority/female certification and contract compliance function for the City of Columbus.

DIVERSE OUTREACH

To implement an aggressive outreach strategy partnering with key external stakeholders in the areas of business, industry, academia, and governmental and social service agencies to enhance the workforce diversity and supplier diversity missions of the office. Working in partnership with the Department of Neighborhoods and the Community Relations Commission, strive to elevate the diversity and inclusion proficiency of all Columbus entities and organizations within Central Ohio to help Columbus become America's Opportunity City.

DIVERSE COMMUNICATION AND COMMITMENT

To clearly define and communicate internally what the City of Columbus means by diversity and inclusion. Also, to support the administration's vision and commitment to diversity and inclusion throughout city departments and commissions, with the ultimate goal of developing a benchmark standard of diversity and inclusion leadership for other U.S. cities to follow.

SUPPLIER DIVERSITY

To ensure that the City of Columbus sources goods and services, in all commodity categories, from diverse suppliers, with a focus on expanding the number and capacity of certified diverse suppliers, and expand the variety of goods and services offered by those diverse suppliers. This mission will include developing policies to enhance inclusion and utilization efforts within the procurement process of the City of Columbus and its departments and commissions.

WORKFORCE DIVERSITY

To reflect the diversity of the residents that make up the population of the City of Columbus. As we attract, retain, and develop city employees, we will focus on new and innovative ways to help ensure that diversity is a part of that process.

INTERNAL SERVICES

To account for the internal service charges of the department necessary to maintain operations.

MINORITY/FEMALE BUSINESS ENTERPRISE (MBE/FBE) SUPPORT

To develop and implement race- and gender-neutral programs that encourage the use of a diverse pool of qualified minority and female contractors and service providers.

Office of Equity & Human Rights

Community Development Service Area

Mayor Ted Wheeler, Commissioner-in-Charge
Koffi Dessou, Interim Director

Percent of City Budget

Office of Equity & Human Rights 0.0%

Remaining City Budget 100.0%

Bureau Programs

Civil Rights Program 11.8%

Comm Equity & Engagement 35.1%

Citywide Equity Program 53.1%
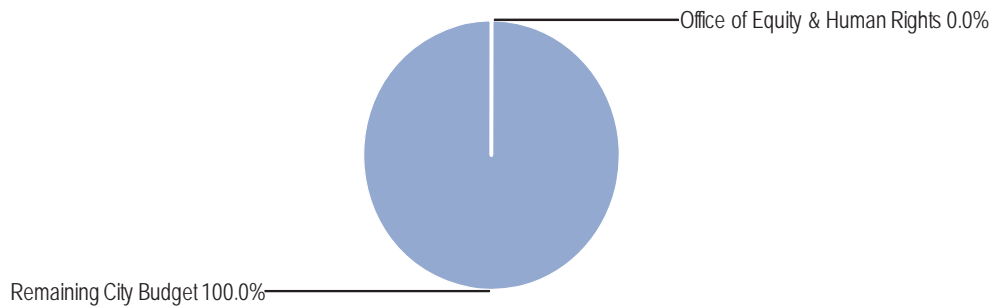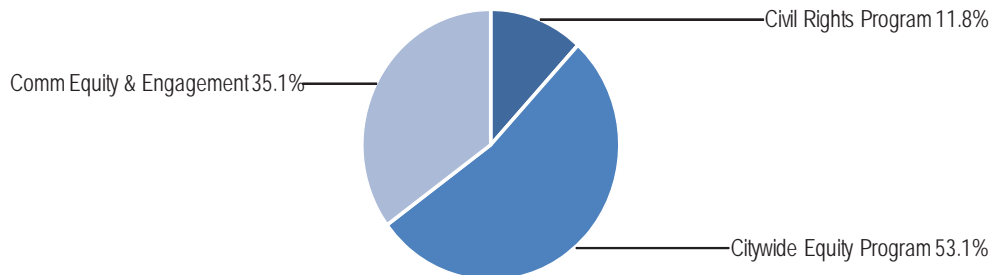
Bureau Overview

Requirements	Revised FY 2017-18	Adopted FY 2018-19	Change from Prior Year	Percent Change
Operating	1,744,858	1,919,615	174,757	10.02
Capital	0	0	0	0.00
Total Requirements	1,744,858	1,919,615	174,757	10.02
Authorized Positions	11.90	11.60	(0.30)	(2.52)

Office of Equity & Human Rights

Koffi Dessou
Interim Director

Community Equity & Engagement
- Human Rights Commission
- Portland Commission on Disability
- Black Male Achievement
- Equity Communications

Citywide Equity Program
- Training and Education
- Equity Technical Support and Consulting
- DEEP Program

Civil Rights Program
- Disability Equity Program and ADA Title II Program
- Civil Rights Title VI Program

Administration & Support

Bureau Summary

Bureau Mission

The mission of the Office of Equity & Human Rights (OEHR) is to provide education and technical support to City of Portland staff and elected officials, leading to recognition and removal of systemic barriers to fair and just distribution of City resources, access and opportunity starting with issues of race and disability.

Bureau Overview

The Office of Equity and Human Rights was created in September 2011 by City Council. The office provides services to all City bureaus in the areas of training and technical assistance related to promoting equity and reducing disparity throughout the City. The office has four major budget programs carried out by twelve employees: the Citywide Equity Program, the Community Equity & Engagement Program, the Civil Rights Program, and Administration & Support. The office is responsible for administration and staffing of the Human Rights Commission, the Portland Commission on Disability, and the Diverse and Empowered Employees of Portland. The office also administers the Black Male Achievement Initiative.

Strategic Direction

The Portland Plan's Framework for Equity describes the equity approach to be undertaken by the City, outlines the action items for various bureaus, and provides a framework of program-specific goals. The overall long-term goals are as follows:

◆ Create a Citywide Equity Initiative;

◆ Collect and review City data that reflects on and informs equity work; and

◆ Create an equity strategy for City bureaus and staff.

The office has achieved the goals and moved beyond those efforts by creating a more robust process for Title II of the Americans with Disabilities Act and Title VI of the Civil Rights Act, developing the Citywide Racial Equity Goals and Strategies, guiding bureaus through the Racial Equity Plan development process, expanding training and education, and institutionalizing equity in the budget process through an enhanced budget equity tool.

Summary of Budget Decisions

Adds   **Public Accommodations**

The Adopted Budget includes $75,000 in one-time General Fund resources for a Citywide public accommodations pool. Bureaus will be eligible to apply for funding to support specific projects that cannot be funded through existing resources; this may include interpretation, childcare, transportation, and other services to reduce barriers to participation for underserved communities.

Interagency Agreement Balancing

The Adopted Budget includes $1,393 in net changes to interagency costs for OMF services. Increased costs are primarily for Enterprise Mobility Management and Microsoft Enterprise Mobility + Security. Reduced costs for OMF services are primarily for reductions around Tableau implementation, and changes in the Bureau of Internal Business Services. General Fund resources of $800 have been added to account for the net impact of these interagency agreement changes, with the exception of computer lifecycle replacement costs that are funded within existing resources.

FY 2017-18 Carryover: Software Program Pilot

The Adopted Budget carries over $50,000 to fund a software pilot project, a subscription-based application to collect data and report on the implementation of the Citywide Equity performance measures. These resources will fund a one-time subscription for about 100 users across the city bureaus. This project is to support the reporting needs of the Citywide Racial Equity Plans and Goals as well as the disability equity plans.

Budget Note   **Public Accommodations**

Council directs the Office of Equity & Human Rights, the Office of Neighborhood Involvement, and the City Budget Office to undertake an analysis of Citywide public accommodations. This will include identification of current spending and service levels across all bureaus. These entities will provide recommendations for the City's standard provision of accommodations, how to centralize support and resources for bureaus to meet these standards, and how to fund services that go beyond current allocations (focused first on prioritization of existing resources and process improvements without new resources). The analysis will be provided no later than December 31, 2018 in order to inform FY 2019-20 Budget Development.

Administration and Support

Description   This program provides strategic support and direction for bureau staff, executive level assistance to the director, support to the senior policy team and program area staff, and administration of general bureau business operations

Goals   The Administration and Support program supports the Citywide goal of effective and efficient management and governance of City resources, including personnel management, budget, and non-financial resources.

Performance   The performance of this program will be measured by how well the office remains within its budget. Last year, the office accomplished this goal.

Changes to Services and Activities   There are no significant changes to this program in FY 2018-19.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	1.95	1.95	2.14	2.11	2.11
Expenditures					
Administration	132,615	194,581	257,541	336,476	336,380
Total Expenditures	**132,615**	**194,581**	**257,541**	**336,476**	**336,380**

Citywide Equity Program

Description	Within the Citywide Equity Program, there are three major components:

Equity Training and Education Program: The program designs and delivers training to City staff on equity concepts and implementation methodologies, centering on race and disability. Participants learn to recognize institutional barriers to just distribution of resources, and develop strategies to remove barriers in policies, programs, and practices.

Equity Technical Support & Consulting: OEHR provides consulting, technical assistance, and equity tools to assist bureaus with implementing their Racial Equity Plans. Each bureau is assigned an Equity Advisor to support bureau leadership. OEHR also has several staff members who provide Citywide assistance in evaluating or changing policies or practices.

Diverse Empowered Employees of Portland (DEEP): This networking resource is the central coordinating committee of the City employee affinity groups. DEEP seeks to help create a work environment that is inclusive and supportive of the City's diverse workforce. OEHR provides equity and budget guidance, as well as financial management for the committee.

Goals

Equity Training and Education Program will develop and deliver training curriculum on institutionalized racism and equitable service delivery to individuals with disabilities.

Equity Technical Support and Consulting will work with Bureaus to review their Racial Equity Plans, assess progress, and adjust current year plans to reflect results of prior year actions.

DEEP will track the number of DEEP-sponsored and coordinated events and the number of participants.

Performance

Equity Training and Education Program: The bureau trained 1,202 employees in FY 2016-17 in the Equity 101 training. Projected trainings for FY 2017-18 and FY 2018-19 are somewhat lower, as the bureau is moving quickly toward its target of training 100% of City employees by FY 2018-19.

While the bureau does not have direct control over workforce demographics, OEHR is responsible for tracking and reporting this information on its Workforce Demographics dashboard to show City progress toward equity targets. This dashboard recently migrated to the Tableau platform, enabling access on mobile devices and allowing data to be refreshed more frequently. Disability Status was also added as an employee demographic field.

Changes to Services and Activities

The FY 2018-19 Adopted Budget includes $50,000 in one-time carryover for a software pilot to collect data and report on the implementation of the Citywide Equity performance measures. The budget also includes $75,000 in one-time General Fund resources for a public accommodations pool.

Office of Equity & Human Rights

Community Development Service Area

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	3.80	3.67	4.85	4.76	4.76
Expenditures					
Citywide Equity Council	133,867	251	0	0	0
Citywide Equity Program	0	0	100,440	75,000	125,000
DEEP Program	30,967	30,036	23,504	26,014	26,014
Equitable Purchasing & Contracting Comm	0	2,124	0	0	0
Racial Equity Toolkit Cohort	0	93,964	126,795	95,367	95,367
Tech Support & Consulting	312,061	317,029	233,611	295,342	295,342
Training & Education	248,729	309,389	225,188	299,077	299,077
Total Expenditures	**725,624**	**752,793**	**709,538**	**790,800**	**840,800**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Percentage of City management that are employees of color	16%	18%	21%	25%	25%
Percentage of City employees that have completed Equity 101 training	54%	74%	85%	90%	90%
Outcome					
Percentage of City workforce that are employees of color	20%	25%	33%	35%	35%
Workload					
Number of City employees who received equity trainings annually	1,637	1,202	800	500	350
Number of requests by City bureaus or elected officials for equity consultation or technical assistance	15	40	75	75	60
Number of bureau consultations regarding the Language Access Program	36	60	60	60	75

Community Equity & Engagement

Description   Community Equity & Engagement includes four components:

- **Black Male Achievement Program (BMA):** the BMA initiative addresses disparities for Black men and boys in education, employment, criminal justice, and community and family stability. The BMA initiative in Portland was established as a program of the National League of Cities and coordinated by the Mayor's Office, then established as a program area in OEHR in December 2014. The program leads a collective of community organizations to create access and opportunity to career pathways, self-determination, mental and physical health, and policy change.

- **Human Rights Commission (HRC):** the HRC works to eliminate discrimination and bigotry in order to strengthen inter-group relationships and to foster greater understanding, inclusion and justice for those who live, work, study, worship, travel, and play in the City of Portland. In doing so, the Commission is guided by the principles embodied in the United Nations' Universal Declaration of Human Rights.

- **Portland Commission on Disability (PCoD):** the mission of PCoD is to guide the City in ensuring that it is a more universally accessible city. The commission seeks accessibility in the built environment, employment, livability, and health and outreach.

- **Equity Communications**: This component promotes the equity work of the office and City to the community and within City government: processing public records and media requests; organizing public participation events; recruiting Bureau Advisory Committee members and organizing meetings; and producing informational resources and reports, videos, and other materials about OEHR.

Goals   The Community Equity and Engagement division priorities and goals are in close alignment with the Portland Plan Action Item #6: to include people not generally represented in decision making, advisory committees and technical teams, and to recognize non-geographic based communities in public involvement.

Performance   Program-specific performance is measured as follows:

- The **Black Male Achievement Program** will continue to act as a convener, facilitator, policy guide, and collective voice to obtain data, push for policy change, increase program scale, and exert influence to create awareness and change for the betterment of Black men and boys.

- The **Human Rights Commission** will measure the number of requests for advice, consultation, technical assistance or input received from bureaus and elected officials.

- The **Portland Commission on Disability** will measure the number of requests for advice, consultation, technical assistance or input received from bureaus and elected officials.

- **Equity Communications** will fulfill media and public records requests, create the OEHR annual report, create multi-media material for OEHR's work, coordinate community events, and engage community with public events and social media.

Office of Equity & Human Rights

Community Development Service Area

Changes to Services and Activities   There are no significant changes to this program in FY 2018-19.

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	3.30	3.67	3.74	3.62	3.62
Expenditures					
Black Male Achievement Pg	142,931	170,445	183,203	187,704	187,704
Disability Commission	266,332	115,961	126,875	132,486	132,486
Equity Communications	96,027	99,705	103,693	90,300	90,300
Human Rights Commission	99,237	129,895	137,904	144,805	144,805
New Portlander Program	(2)	0	0	0	0
Total Expenditures	604,525	516,006	551,675	555,295	555,295

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Output					
Number of HRC advisements, consultations, or technical assistance provided to City bureaus and elected officials offices	2	7	6	10	6
Number of participants who engaged in BMA sponsored/hosted activities or programs	590	650	700	700	500
Workload					
Number of requests to PCOD for advice, consultation, or technical assistance by City bureaus or elected officials	2	13	15	15	20

Civil Rights Programs

Description

Disability Equity and ADA Title II Program: this program identifies and develops Citywide best practices and procedures for ADA Title II compliance. The program provides technical assistance to bureaus and the community, including questions, issues, policy, programming, planning efforts, best practices, institutional tools, service delivery, and identifies strategies to ensure government is equitable for people living with disabilities.

Civil Rights Title VI Program: Title VI of the Civil Rights Act of 1964 states that no person shall be excluded from participation in, denied the benefits of, or be subjected to discrimination in any City program, service, or activity on the grounds of race, color, or national origin. The City takes active steps to assure that, it provides and promotes equitable benefits of government, ensures equitable impacts, treatment, and nondiscrimination in City decision-making and its public programs.

Goals

The Disability Equity Program and ADA Title II Program provides ongoing information dissemination and training, support bureau leads and other City staff around ADA Title II implementation activities, provides technical assistance for regular operations and large City projects, coordinates combined community concerns and complaints, and provides technical assistant to bureau leads on compliance documentation and data tracking.

Civil Rights Title IV Program provides ongoing information dissemination and training, support bureau leads and other City staff around Civil Rights Title VI implementation activities, provides technical assistance for regular operations and large City projects, coordinates combined community concerns and complaints, and provides technical assistant to bureau leads on compliance documentation and data tracking.

Performance

Disability Equity and ADA Title II: the Key Performance Measures associated with the ADA Title II Program tracks Citywide progress toward removing barriers identified in the ADA Title II Transition Plan. OEHR supports these goals through training, providing technical assistance, providing information, tracking compliance, and more.

Racial Equity and Civil Rights Title VI: the Key Performance Measures associated with the Civil Rights Program tracks Citywide progress toward translating essential documents into safe harbor languages. OEHR supports these goals through training, providing technical assistance, providing information, tracking compliance, and more.

Changes to Services and Activities

There are no significant changes to this program in FY 2018-19.

Office of Equity & Human Rights

Community Development Service Area

FTE & Financials	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
FTE	0.95	1.61	1.17	1.11	1.11
Expenditures					
Civil Rights Program	293,741	140,333	226,104	187,140	187,140
Total Expenditures	**293,741**	**140,333**	**226,104**	**187,140**	**187,140**

Performance	Actual FY 2015-16	Actual FY 2016-17	Yr End Est. FY 2017-18	Base FY 2018-19	Target FY 2018-19
Key Performance Measure					
Percentage of bureaus that have translated essential documents into the safe harbor languages	48%	100%	60%	60%	60%
Percentage of ADA Title II Transition Plan barriers removed by City bureaus each year	34%	47%	60%	70%	90%
Workload					
Number of bureau consultations regarding Title II / Title VI	100	115	75	75	90

Performance Measures

Employees Receiving Equity 101 Training

City Council established Equity 101 as mandatory for all City employees. OEHR has directed substantial organizational resources into maximizing training capacity to meet this expectation. The spike in 2016 reflects the surge in participation immediately following Council's mandate.
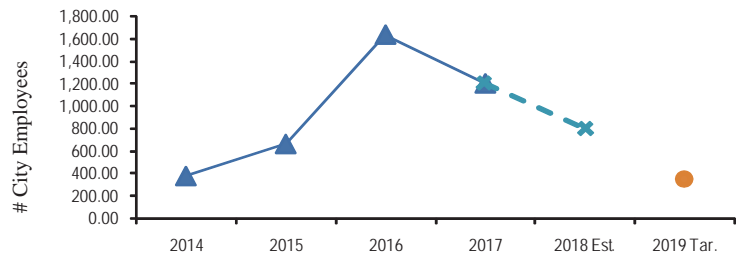
Percentage of City Managers that are Employees of Color

This is a key indicator for the City in measuring how well communities of color are represented in higher-compensated positions of decision-making authority within the organization.
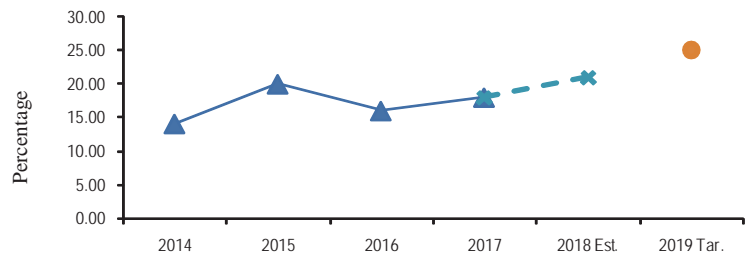
% of City employees trained on Equity 101

This measure tracks progress against the Council-mandated goal that all City employees receive Equity 101 training. Although ongoing training for new employees will always be necessary, OEHR will consider this goal met when the number of employees trained meets the total number of employees (excluding "casual/seasonal" appointments).
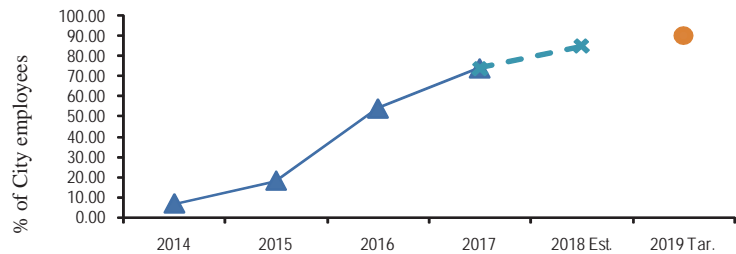
Office of Equity & Human Rights

Summary of Bureau Budget

Community Development Service Area

	Actual FY 2015-16	Actual FY 2016-17	Revised FY 2017-18	Proposed FY 2018-19	Adopted FY 2018-19
Resources					
External Revenues					
Charges for Services	4,300	2,098	0	1,500	1,500
Intergovernmental	750	(750)	0	0	0
Miscellaneous	47,506	1,703	2,428	0	0
Total External Revenues	52,556	3,051	2,428	1,500	1,500
Internal Revenues					
General Fund Discretionary	1,260,328	1,018,616	1,105,250	1,212,718	1,235,230
General Fund Overhead	516,088	575,741	631,491	655,493	682,885
Interagency Revenue	5,823	5,126	5,689	0	0
Total Internal Revenues	1,782,239	1,599,483	1,742,430	1,868,211	1,918,115
Beginning Fund Balance	0	750	0	0	0
Total Resources	**$1,834,795**	**$1,603,284**	**$1,744,858**	**$1,869,711**	**$1,919,615**
Requirements					
Bureau Expenditures					
Personnel Services	1,530,004	1,333,656	1,305,755	1,452,361	1,452,361
External Materials and Services	170,843	79,529	222,993	192,526	242,526
Internal Materials and Services	133,198	190,099	216,110	224,824	224,728
Total Bureau Expenditures	1,834,045	1,603,284	1,744,858	1,869,711	1,919,615
Fund Expenditures					
Total Fund Expenditures	0	0	0	0	0
Ending Fund Balance	750	0	0	0	0
Total Requirements	**$1,834,795**	**$1,603,284**	**$1,744,858**	**$1,869,711**	**$1,919,615**
Programs					
Administration & Support	132,615	194,581	257,541	336,476	336,380
Mayor's Office	0	(429)	0	0	0
COCL Support	77,515	0	0	0	0
Citywide Equity Program	725,624	752,793	709,538	790,800	840,800
Civil Rights Program	293,741	140,333	226,104	187,140	187,140
Govern. For Racial Equity	25	0	0	0	0
Comm Equity & Engagement	604,525	516,006	551,675	555,295	555,295
Total Programs	**$1,834,045**	**$1,603,284**	**$1,744,858**	**$1,869,711**	**$1,919,615**

Class	Title	Salary Range		Revised FY 2017-18		Proposed FY 2018-19		Adopted FY 2018-19	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000434	Administrative Assistant	50,877	78,333	1.00	66,792	1.00	69,532	1.00	69,532
30000503	Disability Program Specialist	61,734	82,285	1.00	61,740	1.00	63,000	1.00	63,000
30001758	Equity and Human Rights Director	115,814	165,797	1.00	115,812	1.00	129,996	1.00	129,996
30000452	Management Analyst, Sr	71,510	95,472	1.00	95,472	1.00	95,472	1.00	95,472
30000464	Program Coordinator	68,078	90,792	5.00	380,086	5.00	423,883	5.00	423,883
30000465	Program Manager	71,510	95,472	2.00	184,451	2.00	188,772	2.00	188,772
	TOTAL FULL-TIME POSITIONS			11.00	904,353	11.00	970,655	11.00	970,655
30000433	Administrative Specialist, Sr	47,362	72,904	0.90	42,624	0.60	33,696	0.60	33,696
	TOTAL PART-TIME POSITIONS			0.90	42,624	0.60	33,696	0.60	33,696
	TOTAL LIMITED TERM POSITIONS			0.00	0	0.00	0	0.00	0
	GRAND TOTAL			11.90	946,977	11.60	1,004,351	11.60	1,004,351

Community Development Service Area

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2018-19	1,793,815	0	1,793,815	11.60	FY 2018-19 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	Increased funding for DCTU contract
Mayor's Proposed Budget Decisions					
	0	75,000	75,000	0.00	Public Accommodations Pool
	896	0	896	0.00	OMF interagency adjustments
Approved Budget Additions and Reductions					
	0	50,000	50,000	0.00	FY 2017-18 Program Carryover: Software Pilot
Adopted Budget Additions and Reductions					
	(96)	0	(96)	0.00	OMF interagency adjustments
	800	125,000	125,800	0.00	**Total FY 2018-19 Decision Packages**
			1,919,615	11.60	**Total Adopted Budget**

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Assessment of Diversity, Equity and Inclusion Efforts - November 2018

MANAGEMENT SERVICES

Operating Budget	2015-16 Actual	2016-17 Actual	2017-18 Estimated	2017-18 Amended	2018-19 Proposed
Expenditures by Strategic Outcome					
Government that Works	0	0	5,905,367	6,737,339	10,066,647
Health and Environment	0	0	598,020	570,532	604,553
Safety	0	0	2,293,673	2,155,187	4,199,779
Transfers and Debt Service	0	0	950,305	950,305	1,490,844
Total by Strategic Outcome	**0**	**0**	**9,747,364**	**10,413,362**	**16,361,823**
Expenditure by Program					
City Manager's Office	3,304,534	3,549,714	3,340,037	3,967,569	4,098,062
Equity Office	0	0	0	0	1,231,463
Homeland Security and Emergency Management	0	0	0	0	1,837,791
Innovation Office	0	0	0	0	763,153
Intergovernmental Relations Office	0	0	0	0	1,450,167
Labor Relations Office	0	0	0	0	1,176,524
Management Initiatives	1,388,813	1,372,532	2,168,924	2,105,682	0
Office of the Medical Director	0	0	0	0	1,799,823
Office of the Police Monitor	0	0	0	0	1,243,238
Public Safety Corporate Support	2,389,744	2,457,073	2,779,179	2,794,407	0
Support Services	863,113	1,013,265	571,917	567,836	386,226
Sustainability Office	0	0	0	0	806,071
Transfers, Debt Service, and Other Requirements	645,495	575,191	887,307	977,868	1,569,305
Total by Program	**8,591,698**	**8,967,775**	**9,747,364**	**10,413,362**	**16,361,823**
Revenue by Source					
Licenses, Permits, Inspections	450	0	0	0	0
Total Revenue	**450**	**0**	**0**	**0**	**0**
Civilian FTEs	64.23	62.23	63.23	63.23	84.23
Grants	**1,137,210**	**2,387,239**	**2,655,000**	**2,685,000**	**6,350,000**
Grant FTEs	1.00	1.00	1.00	1.00	6.00

Note: Intergovernmental Relations Office, Labor Relations Office, and Office of the Medical Director were separate departments prior to Fiscal Year 2018-19. Previous year actuals can be found in the Support Services Fund Summary. Equity Office, Homeland Security and Emergency Management, Innovation Office, Office of the Police Monitor, and Sustainability Office were budgeted in Management Initiatives and Public Safety Corporate Support prior to Fiscal Year 2018-19.

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City of Austin Equity Assessment Tool (DRAFT)

City of Austin Equity Assessment Tool (DRAFT)

INTRODUCTION

The vision of the City of Austin is to make Austin the most livable city for ALL. The mission of the City of Austin Equity Office is to provide leadership, guidance, and insight on equity to improve the quality of life for Austinites. In order to achieve this vision, institutions need formal tools to closely examine policies, practices, budget allocations, and programs that perpetuate institutional racism and systemic inequities. The Equity Assessment Tool lays out a process and a set of questions to guide city departments in the development, implementation and evaluation of policies, practices, budget allocations, and programs to begin to address their impacts on equity.

Equity is defined as _____. The Equity Assessment Tool leads with race, as it is the primary predictor of access, outcomes, and opportunities for all quality of life indicators. By focusing on racial equity, this tool introduces a framework that can be applied to additional marginalized social identities which intersect with racial identity including age, religion, gender identity, sexual orientation, and ability. The Equity Assessment Tool systematically integrates purposeful consideration to ensure budget and planning decisions reduce disparities, promote service level equity, and improve community engagement.

BACKGROUND

Austin has a long history of systemic racism and racial inequity that continues today. From the city's origins, African Americans and other communities of color were excluded, marginalized and discriminated against as a result of city policies and practices. This history was reinforced by segregationist policies throughout the 20th century affecting a range of Austin venues, including schools, public parks, and commercial businesses, among others. One of the most disheartening chapters of this legacy was the City of Austin's Master Plan of 1928, which divided the City along racial lines by moving community services for African American and Hispanic/Latinx residents to East Austin. African-American and Hispanic Austinites who tried to settle in areas outside of the designated district were often denied services such as utilities and access to public schools. People of color were told that if they wanted access to essential services, they had to live in the designated areas. Despite these challenges, communities of color in Austin thrived and developed strong, close knit, and vibrant communities.

While Austin was most recently recognized by US News and World Report as "The Best Place to Live in the U.S.," (citation needed), the City consistently makes national lists as a city with severe inequality. In 1950, Austin was fourth in the country for the most income inequality. In 2015, the Martin Prosperity Institute listed Austin as the most economically segregated city in the country (citation needed). Legacies of displacement by wealthier white Austinites and lack of access to opportunity for people of color have marked the city with continued racial disparities. For more historical context, see Appendix A.

In an effort to address racial inequity in Austin, City Council passed Resolution No. 20150507-027 in May of 2015, which directed the City Manager to evaluate the impact of existing city policies and practices on racial equity and develop an Equity Assessment Tool that can be used across City departments during the budget process. The Council's goal is to utilize the Equity Assessment Tool and implement new policies, practices, and

programs to help identify and address the inequities that impact the quality of life for low-income communities in Austin, which are disproportionately communities of color.

When fully implemented, the Equity Assessment Tool will aid City of Austin departments in:

- Focusing on human centered design and building institutional empathy;
- Engaging residents in decision-making processes, prioritizing those adversely affected by current conditions;
- Bringing conscious attention to racial inequities and unintended consequences before decisions are made;
- Advancing opportunities for the improvement of outcomes for historically marginalized communities;
- Removing barriers to the improvement of outcomes for historically marginalized communities; and
- Affirming our commitment to equity, inclusion, and diversity.

INSTRUCTIONS

This tool should be completed annually by department leadership and financial staff as you craft your budget proposals and business plans for the following fiscal year.

Please refer to the following seven steps for building racial equity, provided by GARE, as you complete this tool:

1. **Know the History:** Consider historical events that have negatively impacted communities of color. Acknowledge them and create space for communities to share as to not repeat the same mistakes.

2. **Develop the Proposal:** What is the policy, program, practice or budget decision under consideration? What are the desired results and outcomes?

3. **Monitor Data:** What are the data? What do the data tell us? Are they disaggregated by race?

4. **Engage the Community:** How have communities been engaged? Are there opportunities to expand engagement?

5. **Analysis and strategies:** Who will benefit from or be burdened by your proposal? What are your strategies for advancing racial equity or mitigating unintended consequences?

6. **Implementation:** What is your plan for implementation?

7. **Accountability and Communication:** How will you ensure accountability, communicate, and evaluate results?

SECTION ONE: DEPARTMENTAL ANALYSIS

1. What are your department's greatest equity priorities?

2. How does your department measure the effectiveness of its racial equity programs?

3. What strategies does your department employ to ensure departmental policies, practices, and programs do not adversely impact communities of color?

4. What is the racial breakdown of your department's client base?

5. What is the racial makeup of your department's staff? (Your HR representative can provide this information.)

6. What is the racial makeup of your department's contractors and consultants?

7. What are your department's strategies for ensuring diversity of your staff?

8. What dollar amount and percentage of your department's budget is allocated towards expanding diversity amongst your staff?

9. What dollar amount and percentage of your department's training budget is allocated towards training opportunities for staff that focus on critical issues related to equity and the elimination of institutional racism?

    a. Please list those training opportunities.

    b. In what ways are your staff on-boarded or oriented to historical and current racial inequity?

    c. How does your department measure the effectiveness of its equity and institutional racism trainings?

10. What dollar amount and percentage of your department's budget is allocated towards capturing residents' satisfaction with programming and services?

    a. Are these data broken down by race, ethnicity, gender, national origin, and income level? Please provide an attachment of your most recent resident's satisfaction report.

11. How is your department collaborating with other City departments to achieve racial equity in Austin?

SECTION TWO: BUDGET

1. Identify ways in which your department pursues racial equity throughout budget planning.

2. Identify specific realignments in your department's base budget that could advance racial equity for communities of color.

3. Describe an unmet need within your budget that inhibits your department's achievement of its greatest equity priorities.

4. What dollar amount and percentage of your budget is grant funding that supports programs or services designed to advance equity for communities of color?

5. How have you involved internal and external stakeholders, including marginalized communities of color, in your department's budget process? What amount and percentage of your department's budget is allocated towards this process?

6. Identify ways in which your department's budget may disproportionately benefit some communities over others.

7. Identify ways in which your department's budget may disproportionately burden or marginalize some communities over others.

8. What is the proportion of your department's budget in relation to the City's general fund budget?

SECTION THREE: ENGAGEMENT

1. Please list all opportunities your department offers residents to provide recommendations on programs, policies, and/or plans.

   Funds allocated for this process and percent of base budget: _____

2. Does your department translate public documents, policies, applications, notices, and hearings for persons with limited English proficiency or visual/hearing impairments? What dollar amount and percentage of your base budget is allocated towards this process? (Feel free to copy from your department's Language Access Plan.)

   ● Please describe how your department determines which public documents, policies, applications, notices, and hearings are translated for persons with limited English proficiency or visual/hearing impairments.

   ● List all languages into which public documents, policies, applications, notices, and hearings are translated for limited English speaking populations.

3. Please describe how your department verifies the reading level of public documents, policies, applications, notices, and hearings.

4. What dollar amount and percentage of your department's budget is allocated towards ensuring that public documents, policies, applications, notices, and hearings are concise, understandable, and readily accessible to the public?

   ● Please describe your department's process for determining if public documents, policies, applications, notices, and hearings are concise, understandable, and readily accessible to the public.

   ● Please describe by what means your department makes public documents, policies, applications, notices, and hearings more concise, understandable, and readily accessible to the public.

5. What dollar amount and percentage of your department's base budget is allocated towards holding public meetings for the purpose of fact-finding, receiving public comments, and conducting inquiries?

   ● Please describe your department's process for determining when public meetings for the purpose of fact-finding, receiving public comments, and conducting inquiries are appropriate.

   ● Please describe what accommodations are made so that community members may meaningfully participate:
     ❏ Food is provided
     ❏ Supervised children's activities are provided
     ❏ ASL is provided
     ❏ Translation or interpretation provided in (please specify languages):
        ❏ _____
        ❏ _____
        ❏ _____
        ❏ _____
     ❏ Transportation is made available for community members with mobility issues
     ❏ Location selected to be accessible to target community(s)
     ❏ Other:_____

6. Please list your department's community engagement events/activities for the past fiscal year.

7. What other strategies does your department employ to ensure accountability to communities of color in its planning process? (e.g., improved leadership opportunities, advisory committees, commissions, targeted community meetings, stakeholder groups, focus groups, increased outreach, stipended participation, etc.)

8. At what stage in your decision making process do you engage the community?

9. How many community members does your department engage annually?

10. What are the demographics of the community members you engage?

11. Does your department collect feedback to evaluate the effectiveness of community engagement efforts? If so, how?

12. What are you doing to understand the lived experiences of members marginalized communities?
    - ❏ Applying for your department's services
    - ❏ Participating in simulated training experience
    - ❏ Focus groups with clients
    - ❏ Other: _____

SECTION FOUR: ALIGNMENT (with Council's Six Proposed Priority Outcomes)

Austin City Council has proposed the following six priority outcomes to guide the City:

- Economic Opportunity and Affordability: Having economic opportunities and resources that enable residents to lead sustainable lives in their communities.
- Mobility: Getting where and when they want to go safely and cost-effectively
- Safety: Being safe in our home, at work, and in their communities
- Health: Being able to maintain a healthy life both physically and mentally
- Cultural and Learning Opportunities: Being enriched by Austin's unique civic, cultural, ethnic, and learning opportunities
- Government that Works: Believing that City government works for everyone: that is fair and equitable; serves as a good, continuously improving and innovating steward of its resources; recruits and retains a high performing, ethical workforce; effectively collaborates with the public; and delivers the results people expect and an experience they welcome.

1. Please identify all the ways that your department's proposed budget and planning have the potential to positively impact racial equity in one or more of Council's six priority areas.

Appendix A: History

To know where we are going, we must first know where we have been. Learning about past inequities and social justice issues in our community can prevent repeating the same mistakes.

Learn More about Austin's Racial History:

- Austin- A "Family-Friendly" City: Perspectives and Solutions from Mothers in the City. (2015)
- Link to full Master Plan of 1928 (the "Koch Proposal") which formally and legally segregated the City by only providing essential city services (utilities, education, paved roads) to people of color in areas east of what is now I-35.
- "How East Austin Became a Negro district" (East End Cultural Heritage District)
- East Austin Gentrification Overview (East End Cultural Heritage District)
- "Austin: A Liberal Oasis?", a slide presentation by Undoing White Supremacy Austin, presenting a brief overview of the history of institutional racism in Austin (document format)
- *Shadows of a Sunbelt City* (Dr. Eliot Tretter, 2016, University of Georgia Press) Planning for displacement. The partnership between UTA, the state and federal governments, and the real estate industry and its dominance over City planning and economic development. In particular, Chapter 6 ("The Past is Prologue") describes how the City's legal and administrative policies, in conjunction with private zoning deed restrictions, codified institutional racism. Interview with Dr. Tretter
- Austin Restricted: Progressivism, Zoning, Private Racial Covenants, and the Making of a Segregated City (Tretter, Sounny-Slitine, Final Report to the Institute for Urban Policy Research and Analysis, 2012)
- Austin Gentrification Maps (making visible one of the effects of COA policy and practice)
- Inheriting Inequality (maps of the history of the racial divide in Austin)
- Crossing Over: Sustainability, New Urbanism, and Gentrification in Austin, Texas (the downside of the "new urbanist" movement)

Appendix B: Proposed City Council Priorities Infographic
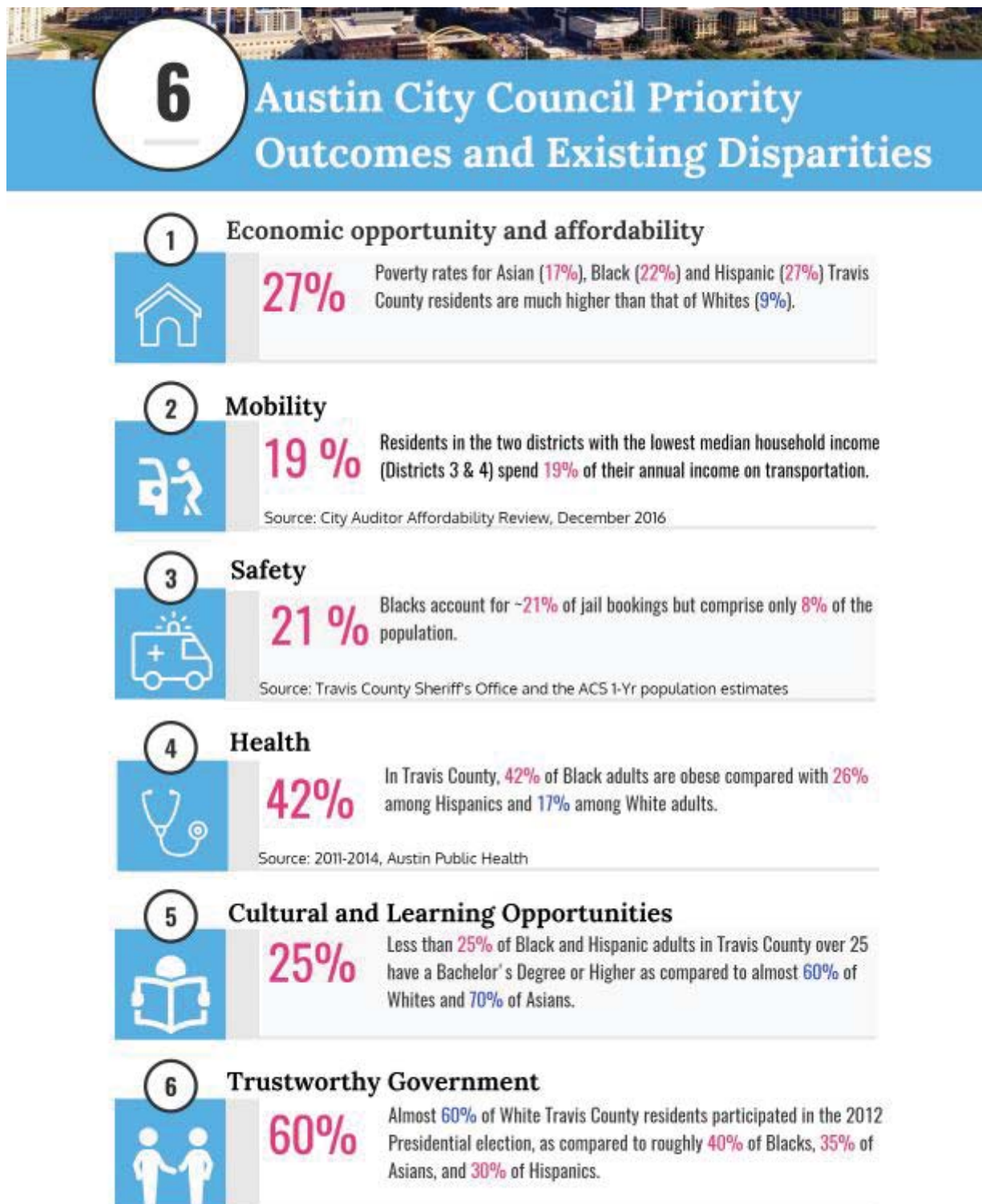
Appendix C: Glossary of Terms

SOURCE: http://racialequitytools.org/glossary

Discrimination - The unequal treatment of members of various groups based on race, gender, social class, sexual orientation, physical ability, religion and other categories.

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.

Ethnicity - A social construct that divides people into smaller social groups based on characteristics such as shared sense of group membership, values, behavioral patterns, language, political and economic interests, history and ancestral geographical base.

Equity

Implicit bias - Also known as unconscious or hidden bias, implicit biases are negative associations that people unknowingly hold. They are expressed automatically, without conscious awareness. Many studies have indicated that implicit biases affect individuals' attitudes and actions, thus creating real-world implications, even though individuals may not even be aware that those biases exist within themselves. Notably, implicit biases have been shown to trump individuals' stated commitments to equality and fairness, thereby producing behavior that diverges from the explicit attitudes that many people profess. The Implicit Association Test (IAT) is often used to measure implicit biases with regard to race, gender, sexual orientation, age, religion, and other topics.

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

Institutional racism - Institutional racism refers specifically to the ways in which institutional policies and practices create different outcomes for different racial groups. The institutional policies may never mention any racial group, but their effect is to create advantages for whites and oppression and disadvantage for people from groups classified as people of color.

Intersectionality - An approach largely advanced by women of color, arguing that classifications such as gender, race, class, and others cannot be examined in isolation from one another; they interact and intersect in individuals' lives, in society, in social systems, and are mutually constitutive.

Oppression - Systemic devaluing, undermining, marginalizing, and disadvantaging of certain social identities in contrast to the privileged norm; when some people are denied something of value, while others have ready access.

Power - Power is unequally distributed globally and in U.S. society; some individuals or groups wield greater power than others, thereby allowing them greater access and control over resources. Wealth, whiteness, citizenship, patriarchy, heterosexism, and education are a few key social mechanisms through which power operates. Although power is often conceptualized as power over other individuals or groups, other variations are power with (used in the context of building collective strength) and power within (which references an individual's internal strength). Learning to "see" and understand relations of power is vital to organizing for progressive social change.

Prejudice - A pre-judgment or unjustifiable, and usually negative, attitude of one type of individual or groups toward another group and its members. Such negative attitudes are typically based on unsupported generalizations (or stereotypes) that deny the right of individual members of certain groups to be recognized and treated as individuals with individual characteristics.

Privilege - Unearned social power accorded by the formal and informal institutions of society to ALL members of a dominant group (e.g. white privilege, male privilege, etc.). Privilege is usually invisible to those who have it because we're taught not to see it, but nevertheless it puts them at an advantage over those who do not have it.

Race - A political construction created to concentrate power with white people and legitimize dominance over non-white people.

Racial and ethnic identity - An individual's awareness and experience of being a member of a racial and ethnic group; the racial and ethnic categories that an individual chooses to describe him or herself based on such factors as biological heritage, physical appearance, cultural affiliation, early socialization, and personal experience.

Racism - For purposes of this site, we want users to know we are using the term "racism" specifically to refer to individual, cultural, institutional and systemic ways by which differential consequences are created for groups historically or currently defined as white being advantaged, and groups historically or currently defined as non-white (African, Asian, Hispanic, Native American, etc.) as disadvantaged.

Structural racism - The normalization and legitimization of an array of dynamics – historical, cultural, institutional and interpersonal – that routinely advantage Whites while producing cumulative and chronic adverse outcomes for people of color. Structural racism encompasses the entire system of White domination, diffused and infused in all aspects of society including its history, culture, politics, economics and entire social fabric. Structural racism is more difficult to locate in a particular institution because it involves the reinforcing effects of multiple institutions and cultural norms, past and present, continually reproducing old and producing new forms of racism. Structural racism is the most profound and pervasive form of racism – all other forms of racism emerge from structural racism.

White privilege - Refers to the unquestioned and unearned set of advantages, entitlements, benefits and choices bestowed on people solely because they are white. Generally white people who experience such privilege do so without being conscious of it.

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equitablesolutions
for One Minneapolis

Racial Equity Assessment

Racial Equity is achieved when everyone has access to the opportunities necessary to satisfy their essential needs, advance their well-being, and achieve their full potential. Often institutional structures unintentionally allow disparities to persist. By focusing on racial equity, the City of Minneapolis can address the City's worst disparities while developing a permanent shift towards fairer practices that benefit everyone. Incorporating racial equity into City operations and services lets us more equitably serve our increasingly diverse community.

The Racial Equity Assessment is designed to evaluate City processes, procedures, programs, policies, projects, and initiatives with the goal of eliminating racial disparities internally and externally in the city of Minneapolis.

This assessment offers a suggested framework that will direct our work to be racially equitable. The guide is categorized in the following sections:

Sections	Racial Equity Assessment
Section I	What are you trying to do?
Section II	What do you know?
Section III	Have you engaged community in your process?
Section IV	How will you hold yourself accountable?
Section V	What are your intended outcomes?

If you have any questions or concerns at any point while using this guide, contact a member of the **Racial Equity Team.**

Section I   What are you trying to do?

This section will help you outline your overall vision and align your goals to increase racial equity.

1	**Title of Proposed action:**
2	**Description (describe the overall short term and long term goals of your project/program):**
3	**What opportunities exist to increase racial equity:**
4	**Identify other departments that will be involved in the implementation of your proposed action:**
5	**Does your proposed action impact (select all that apply):**

5 **Does your proposed action impact (select all that apply):**

1. **Employment/Workforce Equity** ☐

2. **Procurement/Contracting Equity** ☐

3. **Community Engagement/Inclusive Outreach** ☐

4. **Other (i.e. Housing, Health, Environment, Criminal Justice, Community Development)** ☐

Section II | What do you know?

This section will guide data collection which will help inform impacted communities.

1	**What is the geographic extent of your proposed action:** **1. Citywide** ☐ **2. Neighborhood** ☐
2	**Identify all neighborhoods that apply (see map):**
3	**What are the racial demographics of those living in the area and/or those impacted by the issue (see neighborhood profiles):**
4	**Using the Racial Equity Toolkit Resources, what does the existing data tell you about existing racial inequities:**
5	**What are the root causes or factors creating these racial inequities (Examples: Bias in process; Lack of access or barriers; Lack of racially inclusive engagement):**

Section III | Have you engaged community in your process?

This section will help you to actively engage community members and stakeholders.

1	Have you engaged community members and stakeholders using the Core Principles of Community Engagement?
2	What does the community need to know about this proposed action:
3	How will the proposed action increase or decrease racial equity:
4	How will the proposed action burden or benefit the community (concerns, facts, potential impacts):
5	What do your conversations with stakeholders tell you about existing racial inequities? What are the root causes or factors creating these racial inequities (e.g. lack of trust in law enforcement, nepotism, lack of public will, poverty, etc.):
6	What are ways to minimize any negative impacts (harm to communities of color, increased racial disparities, etc.) that may result:
7	What strategies of your proposed action address root causes of inequity: How will you partner with stakeholders for long-term positive change:

Section V   What are your intended outcomes?

The results should be racially equitable after every step of the guide is completed. If there are still areas of concern, you should contact the Racial Equity Team or Employment Equity Division in the Department of Civil Rights. In this section, you will determine if your results are advancing racial equity in Minneapolis communities.

1	**What intended outcomes do you expect to achieve with your proposed action:**
2	**How will you address the impacts (including unintended consequences) on racial equity:**
3	**If impacts are not aligned with desired community outcomes, how will you realign your work:**
4	**What strategies of your proposed action address immediate impacts on racial equity:**
5	**What parts of your proposed action can be replicated to contribute to other efforts to advancing equitable solutions in the City of Minneapolis:**

Glossary

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.

Adverse Effects
The totality of significant individual or cumulative human health or environmental effects, including interrelated social and economic effects, which may include, but are not limited to: bodily impairment, infirmity, illness or death; air, noise, disruption of community cohesion or a community's economic vitality; destruction or disruption of the availability of public and private facilities and services.

Community Outcomes
The specific result you are seeking to achieve that advances racial equity.

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

Cultural Competence
The integration and transformation of knowledge about individuals and groups of people into specific standards, policies, practices, and attitudes used in appropriate cultural settings to increase the quality of services; thereby producing better outcomes.

Discrimination
The treatment or consideration of, or making a distinction in favor of or against, a person or thing based on the group, class, or category to which that person or thing belongs rather than on individual merit.

Equity
Just and fair inclusion. It is the guarantee of fair treatment, access, opportunity and advancement for all while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups.

Immigrant and Refugee Access to Services
Government services and resources are easily available and understandable to all Seattle residents, including non-native English speakers. Full and active participation of immigrant and refugee communities exists in Minneapolis'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 members can effectively engage in the design and delivery of public services.

Glossary

Individual racism
Pre-judgment, bias, stereotypes about an individual or group based on race. The impacts of racism on individuals including white people internalizing privilege and people of color internalizing oppression.

Institutional racism
Organizational programs, policies or procedures that work to the benefit of white people and to the detriment of people of color, usually unintentionally or inadvertently.

Many People, One Minneapolis
A Minneapolis city goal to create an inclusive community in which all people are valued, all communities are engaged, and leadership mirrors the great diversity of our city.

Opportunity Areas
One of seven issue areas the City of Minneapolis is working on in partnership with the community to eliminate racial disparities and create racial equity. They include: Education, Health, Community Development, Criminal Justice, Jobs, Housing and the Environment.

Racial Equity
Achieved when everyone has access to the opportunities necessary to satisfy their essential needs, advance their well-being, and achieve their full potential. To achieve racial equity one must address root causes of inequities not just their manifestation. This includes elimination of policies, practices, attitudes and cultural messages that reinforce differential outcomes by race or fail to eliminate them.

Racial Inequity
When a person's race can predict their social, economic and political opportunities and outcomes.

Stakeholders
Individuals or organizations that are invested in a policy, program, or budget issue and have a stake in what will be done with the results.

Structural Racism
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.

Workforce Equity
Ensure the City's workforce diversity reflects the diversity of Minneapolis.

Racial Equity Team Contacts

Minneapolis Department of Civil Rights

Karen Francois
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Karen.Francois@minneapolismn.gov

Community Planning and Economic Development (CPED)

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Human Resources

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Human Resource Generalist
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Neighborhood and Community Relations (NCR)

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Ei

TULSA
EQUALITY
INDICATORS

Measuring change toward
greater equality in Tulsa

CUNY INSTITUTE
FOR STATE & LOCAL
GOVERNANCE

Developing Expert Solutions

COMMUNITY
SERVICE
COUNCIL

Improving Oklahomans' Lives Through
Research, Planning & Action

CITY OF
Tulsa
A New Kind of *Energy.*

This report was prepared by
the Community Service Council
in partnership with the City of Tulsa
with funding from The Rockefeller
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City University of New York's Institute
for State and Local Governance.

TABLE OF CONTENTS

Assessment of Diversity, Equity and Inclusion Efforts - November 2018

GT BYNUM, MAYOR, CITY OF TULSA

Since taking office a year ago, I have called on citizens to join me in dreaming big and making Tulsa a world-class city. As we begin to renew that spirit of high expectations, we cannot overlook the glaring disparities that exist in Tulsa and the need to address them.

In Tulsa, a child born in one zip code of Tulsa should have the same life expectancy as a child born in a different zip code in Tulsa. Unfortunately, this is currently not the case. We have a responsibility to ensure that regardless of the area of town you live in, everyone has equal access to safety, education and healthcare features that are vital to the quality of life in our city.

To work on addressing our City's persistent disparities, we are using Equality Indicators to focus on economic opportunity, education, public health, housing, justice and services. Each of these issue areas have their own unique challenges. Together, the City of Tulsa, alongside partners in the nonprofit and private sectors, will address these challenges directly.

I'm thankful for the Rockefeller Foundation and the City University of New York Institute for State and Local Governance (CUNY ISLG) for selecting the City of Tulsa to participate in the Equality Indicators project. I'm thankful for our partner, Community Service Council, for bringing the disparities that exist in our city to the forefront. It has been an honor to work with these partners throughout this process. I am glad Equality Indicators creates a baseline from which we can work and allows us to monitor change over time so that we can develop solution-oriented approaches based on data, improving our entire community.

However, we cannot do this alone. In order to continue successfully improving our city we need to have input from you. One of the most important ways we can improve as a community is to better understand what people hope for and expect from living in our city. The issues we want to address do not have easy solutions, but quantifying the problem is a strong starting point as we work to create solutions and policies that solve the problems we face as a modern, world-class city.

We will make long-term investments based on data and, together, we will solve our greatest challenges.

DEVON DOUGLASS, CHIEF RESILIENCE OFFICER, CITY OF TULSA

As the Chief Resilience Officer for the City of Tulsa, I was thrilled when 100 Resilient Cities called for the first expansion of the Equality Indicators program in the country. With a Mayor and City Council devoted to data-driven decision making, the Equality Indicators is a perfect tool for Tulsa and perfectly fits with our resilient efforts at the City of Tulsa.

The Equality Indicators tool gives Tulsans a common framework to think about the greatest levels of disparity in our city. It allows us to talk about inequity on a policy level; and it provides data to support the individual experiences that so many individuals have shared with the City of Tulsa and the Community Service Council while developing key indicators.

During the seven engagements we held last summer, we heard citizens loud and clear. No matter what type of inequality exists in Tulsa we are not satisfied. We, as Tulsans, are no longer satisfied with gender, geography, or race determining success in our city. We, as Tulsans, believe that there are more things that bring us together than pull us apart. With the right tools at our disposal we can build the Tulsa that we all know is possible.

Our proactive actions will continue to result in great progress for the City of Tulsa as we come together as a community to address the inequalities that exist today. Together, we will continue to learn from past failures and celebrate future successes along the way, making Tulsa a better place for all.

Thank you, Tulsa. Thank you for your willingness to keep moving forward. We are truly a resilient city and on the brink of something amazing.

EXECUTIVE SUMMARY
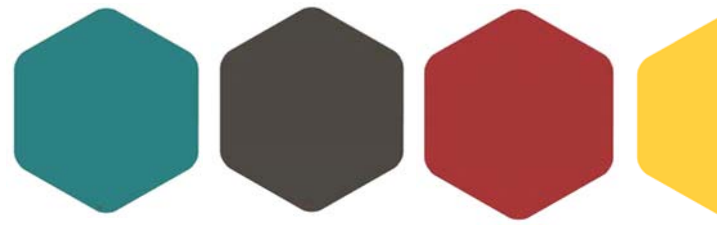
In 2017 the City of Tulsa, in partnership with the Community Service Council (CSC), was chosen to be one of five of the first cities in the country to create an Equality Indicators tool under the guidance of the City University of New York Institute for State and Local Governance (CUNY ISLG) with funding from the Rockefeller Foundation.

Tulsa has a unique history relating to racial inequalities, perhaps most notable is the 1921 Tulsa race riot that destroyed what was then the wealthiest Black community in the country. However, five years earlier, in 1916, a city ordinance was designed to ensure racial segregation. Immediately following the race riot, city leaders passed more zoning regulations mandating the races remained segregated.

This is Tulsa's demographic legacy, but by measuring inequality among different groups in the Tulsa community, we can get clarity on where things stand today and make changes in policy necessary to increase equity in our city.

In the summer of 2017, under guidance from CUNY ISLG, CSC and the City of Tulsa partnered to develop a tool to measure inequality in Tulsa. In August and September, seven public forums were conducted to gather community feedback about issues of equality in Tulsa, with additional information gathered from an online survey. Information collected from those meetings and the survey was compiled and analyzed to help construct the final framework for the Tulsa Equality Indicators. Six major themes were determined: Economic Opportunity, Education, Housing, Justice, Public Health, and Services. Within each theme are three topics and within each topic are three indicators, with 54 indicators in total. These are the indicators we will monitor each year to track Tulsa's progress across these topics and themes.

Tulsa Equality Indicators uses the methodology developed by CUNY ISLG, the originators of Equality Indicators, to score each indicator, topic, and theme. While this first year of data provides baseline, static scores, following years will produce change scores for each level of data based on the difference in scores from one year to the next. Scores range from 1 to 100, with lower numbers representing greater inequality.

The 2018 Equality Indicators score for the city of Tulsa is 38.93 out of 100. Of the six themes, Public Health has the highest score (47.00), followed by Services (42.78), Economic Opportunity (38.89), Justice (35.33), Education (35.22), and Housing (34.33).

The topics within the themes show more variance, with scores ranging from 61.67 in the Public Works topic to 16.67 in the Impediment to Learning topic. At the indicator level, scores range from 1 (representing the greatest inequality) for the indicators Race & Homelessness, Race & Overcrowding, and Geography & Bikeability, to a high of 100 (representing the greatest equality) for Geography & Housing Choice Vouchers and Geography & Public City Parks with Playgrounds.
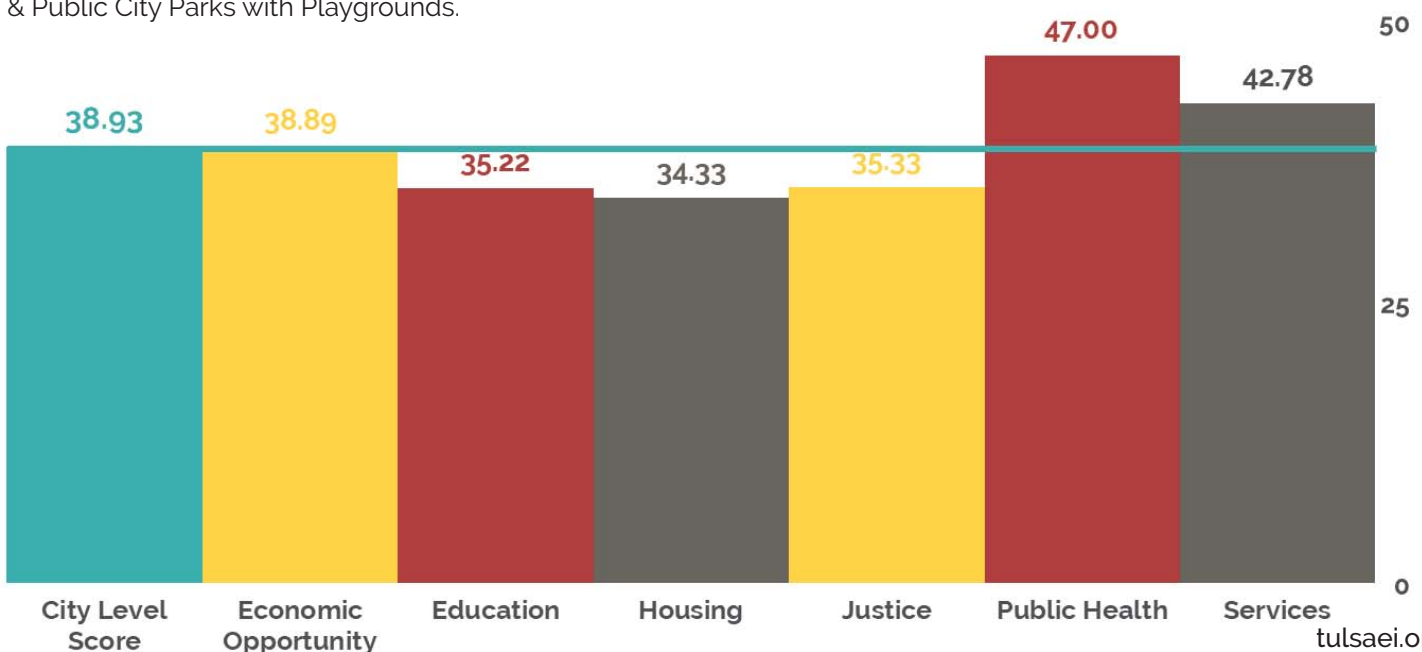
SECTION 1
INTRODUCTION

Tulsa has a history of racial inequality, perhaps most notable is the 1921 Tulsa race riot that destroyed what was then the wealthiest Black community in the country. However, five years earlier, in 1916, a city ordinance was designed to ensure racial segregation. Immediately following the race riot, city leaders passed more zoning regulations mandating the races remained segregated.

This is Tulsa's demographic legacy, but by measuring inequality among different groups in the Tulsa community, we can get clarity on where things stand today and make changes in policy necessary to increase equity in our city.

What does equality look like in Tulsa? How do we measure it? To answer these questions, the City of Tulsa and the Community Service Council (CSC) have created a framework for evaluating inequalities that is tailored to Tulsa-specific disadvantaged populations and disparities. With this framework and the data it provides, Tulsa now has the tools to develop evidence-based interventions and policy solutions aimed at reducing inequalities within Tulsa's communities.

The primary focuses, or "themes", are as follows: Economic Opportunity, Education, Housing, Justice, Public Health, and Services. Each theme is divided into three topics and each topic is divided again into three indicators, producing nine indicators per theme. The City intends to utilize the Equality Indicators data that will be collected and analyzed by CSC to demonstrate the commitment, transparency, and accountability to citizens regarding the efforts underway to improve the conditions for underserved Tulsans.

To track progress from the citywide baseline score toward a more equitable community, the City of Tulsa will establish an online dashboard that will be freely available for community partners to inform their efforts to advance equality in Tulsa.

ECONOMIC OPPORTUNITY

SERVICES

6

TULSA EQUALITY INDICATORS THEMES

EDUCATION

PUBLIC HEALTH

HOUSING

JUSTICE

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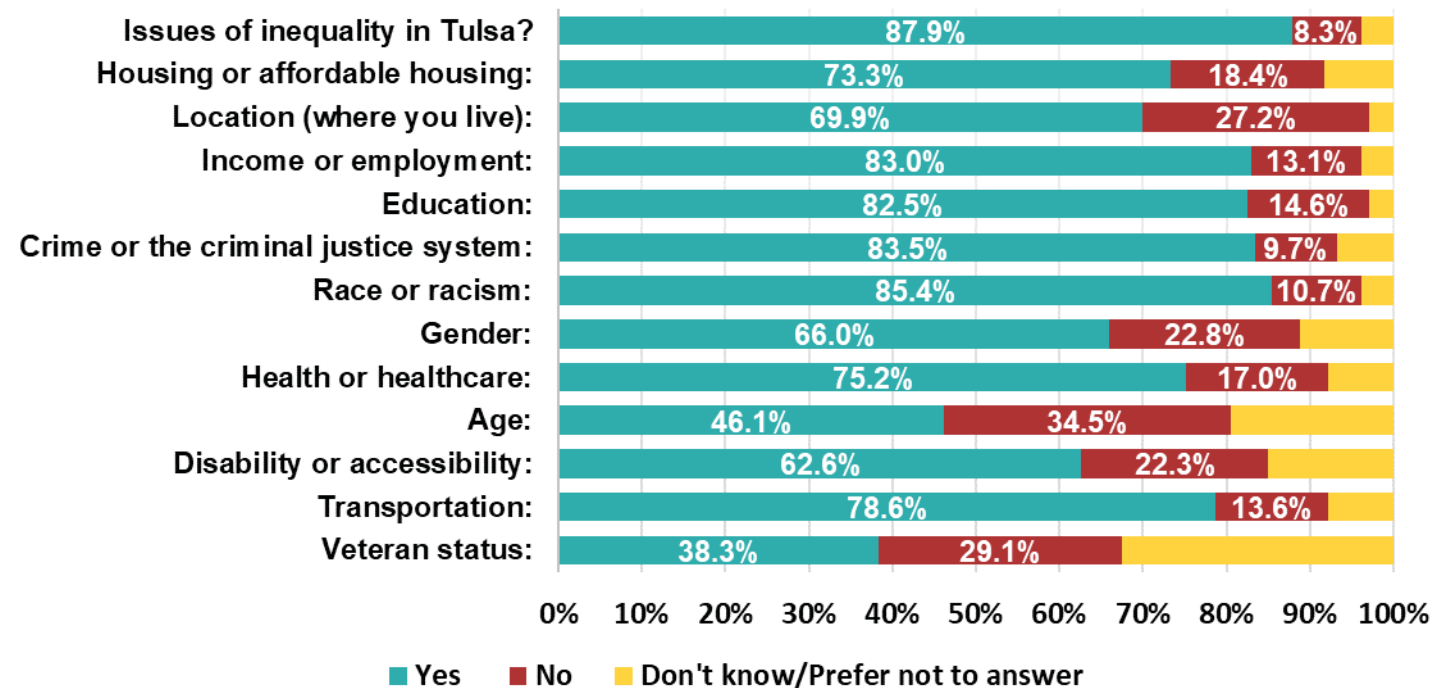
SECTION 2
METHODOLOGY

The City University of New York's Institute for State and Local Governance (CUNY ISLG) developed the original methodology for creating and implementing Equality Indicator tools; this methodology was replicated and built upon here in Tulsa.

PROCESS OF DEVELOPING INITIAL FRAMEWORK FOR TULSA EQUALITY INDICATORS

In August 2017, Community Service Council (CSC) and the City of Tulsa, with guidance from the CUNY ISLG team, led seven community feedback sessions over three days in six different locations covering North, South, East, West, and downtown Tulsa. There was a combined total of 159 attendees. The community feedback sessions were designed to be an open-forum for discussion about equality issues in Tulsa. Participants were invited to share their opinions on topics relevant to the Tulsa area, and ideas were captured by CSC and CUNY ISLG staff and compiled after the events. CSC also released an online opinion survey to collect responses about issues of inequality in Tulsa. Invitations to complete the online survey went out to around 8,000 people through various digital avenues. The survey was open for six weeks and received 259 responses. The community feedback sessions and the online opinion survey provided a combined total of 396 unique suggestions for possible indicators in addition to broad feedback about themes, topics and groups. All public feedback was collected and analyzed to shape the initial framework for the Tulsa Equality Indicators. Indicators were then carefully selected based on the quality and availability of data.

See Appendix A for more about the online opinion survey.

Question	Yes	No	Don't know/Prefer not to answer
Issues of inequality in Tulsa?	87.9%	8.3%	
Housing or affordable housing:	73.3%	18.4%	
Location (where you live):	69.9%	27.2%	
Income or employment:	83.0%	13.1%	
Education:	82.5%	14.6%	
Crime or the criminal justice system:	83.5%	9.7%	
Race or racism:	85.4%	10.7%	
Gender:	66.0%	22.8%	
Health or healthcare:	75.2%	17.0%	
Age:	46.1%	34.5%	
Disability or accessibility:	62.6%	22.3%	
Transportation:	78.6%	13.6%	
Veteran status:	38.3%	29.1%	

*Summary of responses about issues of inequality from 2017 online opinion survey. This chart does not include feedback from the in-person community feedback sessions.

SECTION 2
METHODOLOGY

POPULATIONS NEGATIVELY AFFECTED BY INEQUALITY

Many groups of people experience inequality. Tulsa Equality Indicators measures disparities between comparable groups on different topics, which serve as proxies for measuring equality in the City of Tulsa. Most of the indicators reflect a comparison of the most and least advantaged groups. The Tulsa Equality Indicators compares outcomes for populations according to:

- Age
- Education Level
- English Proficiency
- Gender
- Geography/Location
- Income Level
- Mode of Transportation
- Presence of a Disability
- Race/Ethnicity
- Veteran Status

See Appendix B for description of Tulsa regions used in this project.

STRUCTURE: FOUR LEVELS, SIX THEMES

The six broad themes are Economic Opportunity, Education, Housing, Justice, Public Health and Services. Each theme is divided into three topics and each topic is divided again into three indicators, producing nine indicators per theme.

I. City Level Score: 1 total
II. Theme Scores: 6 total
III. Topic Scores: 18 total (6 Themes x 3 Topics)
IV. Indicator Scores: 54 total (6 Themes x 3 Topics x 3 Indicators)

The 54 Equality Indicators compare groups of people who are, typically, most and least likely to be disadvantaged, and ratios are used to describe the disparities between groups. Any exception in how the methodology is applied to an Equality Indicator is noted accordingly in the indicator's table.

Theme	Topic	Indicator
Economic Opportunity	Business Development	Gender & Business Executives
		Geography & Sales Volume
		Geography & Predatory Lending
	Employment	Race & Unemployment
		Geography & Existing Jobs
		Geography & Labor Force Participation
	Income	Geography & Self-Sufficiency
		Race & Median Household Income
		Educational Attainment & Income
Education	Impediment to Learning	Race & School Suspensions
		Race & Mobility
		Income & Drop Out Rate
	Quality	Geography & Emergency Teacher Certification
		Race & AP Courses Offered
		Income & A-F Report Card Grade
	Student Achievement	Income & Elementary School Reading and Language Arts Proficiency
		Immigrants & Graduation Rates
		Race & College Completion
Housing	Affordability	Race & Homeownership
		Race & Home Purchase Loan Denial
		Income & Rent Burden
	Homelessness	Race & Homelessness
		Veterans & Homelessness
		Disabilities & Homelessness
	Availability	Race & Overcrowding
		Geography & Housing Choice Vouchers
		Geography & Housing Complaints

Theme	Topic	Indicator
Justice	Arrests	Race & Juvenile Arrests
		Race & Adult Arrests
		Gender & Arrests
	Law Enforcement	Race & TPD Employees
		Gender & TPD Employees
		Race & Officer Use of Force
	Safety & Violence	Children & Abuse / Neglect
		Race & Homicide Victimzation
		Geography & Domestic Violence
Public Health	Health Care Access	Race & Health Insurance
		Geography & Emergency Room Use
		VA Wait Times
	Mortality	Race & Infant Mortality
		Geography & Life Expectancy Past Age of Retirement
		Race & Heart Disease Mortality
	Wellbeing	Race & Teen Birth Rate
		Race & Low Birthweight
		Geography & Smoking
Services	Public Works	Geography & Vacancies
		Geography & Public City Parks with Playgrounds
		Geography & Public Library Hours
	Political Empowerment	Race & Representation in Government
		Geography & Voter Registration
		Geography & Neighborhood Associations
	Transportation	Geography & Bus Stop Concentration
		Public Transportation & Commute Time
		Geography & Bikeability

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DATA SOURCES

Much of the data used for the indicators are publicly available, however some data sets were provided by request. All data used in this report will be publicly available via the Tulsa Equality Indicators website.

As in the original methodology, Tulsa Equality Indicators uses annually-collected data to score the indicators. Tracking these measures from year to year enables progress to be assessed at regular intervals. The most recently available data at the time of data collection are used; however, that year is not uniform across sources. For this year's report, while much of the annual data represent 2016, in some cases the most recent data available were from 2015 or 2017. Additionally, education data for one school year takes place over portions of two separate calendar years (e.g., school year 2017 includes the fall semester of 2016 and the spring semester of 2017). Tulsa Equality Indicators uses the U.S. Census Bureau American Community Survey to calculate population rates where appropriate.

See Appendix D for a full list of data sources, including providers and reporting timeframes.

HOW INFORMATION IS REPORTED

Equality Indicators tools score indicators in two ways, employing a score for each given year, termed a static score, and a score measuring change from the baseline, termed a change score. Where possible, additional data are reported alongside scores to provide a fuller picture of each measure. Since this is the first year, indicators will only have static scores. In following years, change scores will be reported alongside each static score.

As noted by CUNY ISLG, there are two primary benefits to scoring. First, it allows for different types of data using different metrics to be reported in a standard way. Second, scoring allows for findings to be aggregated to produce findings at successively higher levels.

STATIC SCORING

Each indicator, topic and theme, as well as the city level score, is scored from 1 to 100, with 1 being the highest possible inequality and 100 being the highest possible equality.

All 54 indicators are reported as ratios. The ratios are created by comparing two groups—generally the most and least disadvantaged for a specific indicator. Higher ratios correspond to more disparities and lower scores. For instance, a ratio of 1:1 indicates equality, while a ratio of 5:1 indicates that a group is five times more likely to experience a particular outcome. See Appendix C for the ratio-to-score conversion table.

Static scores at higher levels are created by averaging the scores one level below them. This means that static topic scores are comprised of the average of their three indicators and static theme scores are comprised of the average of their three topics. The six themes are averaged to produce the static citywide score each year.

ROUNDED VALUES

The report uses uniform rounding rules for decimal places. Indicator ratios and scores are calculated using raw values from the data sources. For the report language, the table below indicates how the decimal place rules are uniformly applied. The purpose of this exception is to clarify any perceived discrepancy in data sources and the numerical values represented in this report.

NUMERICAL VALUE	DECIMAL PLACES	ROUNDED VALUE
Dollars	0	Ones
Percentage	1	Tenths
Years	1	Tenths
Averaged Scores	2	Hundredths
Numbers	2	Hundredths
Rates	3	Thousandths

SCORING CHANGE

Change scores can reflect positive change (represented by a positive number), negative change (a negative number), or no change (score of 0).

In all future annual reports, change scores at each level will be calculated by subtracting the baseline year's score from the current year's score. As laid out by CUNY ISLG, "change scores at each successive level [will only be] produced when all relevant lower-level scores have been produced. This means that a topic-level score will only be produced when all indicators within the topic are scored, a theme-level score will only be produced when all topics in the theme have been scored, and the citywide score will only be produced when all themes have been scored."

METHODOLOGY EXCEPTION

North Tulsa is typically found to be the most disadvantaged group in geographic-based comparisons throughout this report. Accordingly, North Tulsa has been designated as the most disadvantaged group for all indicators in which it is one of the comparison groups. As a result, for those indicators in which North Tulsa is found to have a better outcome, an exception to the methodology is applied. The ascribed ratio of largest to smallest number is replaced with the inverted ratio of smallest to largest number, resulting in a ratio of less than 1 and a score of 100. Therefore, in the few cases where North Tulsa has performed the same or better than the geography to which it was compared, that indicator was assigned a perfect equality score of 100.

Indicators 26 (Geography & Housing Choice Vouchers) and 47 (Geography & Public City Parks with Playgrounds) are the two instances in which this methodology exception is appropriate and applied.

SECTION 3
FINDINGS

The 2018 Equality Indicators score for the City of Tulsa is 38.93 out of 100. Of the six themes, Public Health has the highest score (47.00), followed by Services (42.78), Economic Opportunity (38.89), Justice (35.33), Education (35.22), and Housing (34.33).

The topics within the themes show more variance, with scores ranging from 61.67 in the Public Works topic to 16.67 in the Impediment to Learning topic. At the indicator level, scores range from 1 (representing the greatest inequality) for the indicators Race & Homelessness, Race & Overcrowding, and Geography & Bikeability, to a high of 100 for Geography & Housing Choice Vouchers and Geography & Public City Parks with Playgrounds.

CITY LEVEL SCORE: 38.93

38.93
OUT OF
100

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THEME 1
ECONOMIC OPPORTUNITY

38.89
out of 100

THEME SCORE: **38.89**

Economic opportunity is reflective of how disadvantaged groups experience issues like poverty, career choices and workplace advancement. When Tulsans face economic hardship, often their financial stability is negatively impacted. Intractable, long-standing circumstances make social equity and upward economic mobility difficult to achieve. Generational lag can develop and pass along the burden, further entrenching systemic poverty. Progress towards equality stalls when economic opportunity diminishes.

The Economic Opportunity theme explores inequalities by gender, geography, race and education level. The topics in this theme are:

▶ Business Development
▶ Employment
▶ Income

TOPIC 1: BUSINESS DEVELOPMENT

TOPIC SCORE: **28.33**

The indicators in the Business Development topic are:

▶ Gender & Business Executives
▶ Geography & Sales Volume
▶ Geography & Payday Loans

Business development has an impact on both social and economic well-being. Gender equality in the workplace has many benefits, including access to leadership roles and lessened discrimination based on gender in relation to family obligations. Small businesses play an important role in the community by providing jobs and keeping money local. Finally, payday loans, often referred to as "predatory lending," can have an influence on where, when and how much money is spent on other goods and services.

INDICATOR 1	Gender & Business Executives
INDICATOR SCORE	**48**
DEFINITION	Ratio of male to female business executives in the city of Tulsa per 1,000 population of males and females
RESULTS	**Male executives 66.8; Female executives 36.6** Males tend to hold higher positions of power in our economy. In Tulsa, male executives (66.8) far exceed the number of female executives (36.6). Such a disparity between males and females in the work force has many economic effects. *Data Source(s): ReferenceUSA (accessed through Tulsa City-County Library); U.S. Census Bureau, American Community Survey*
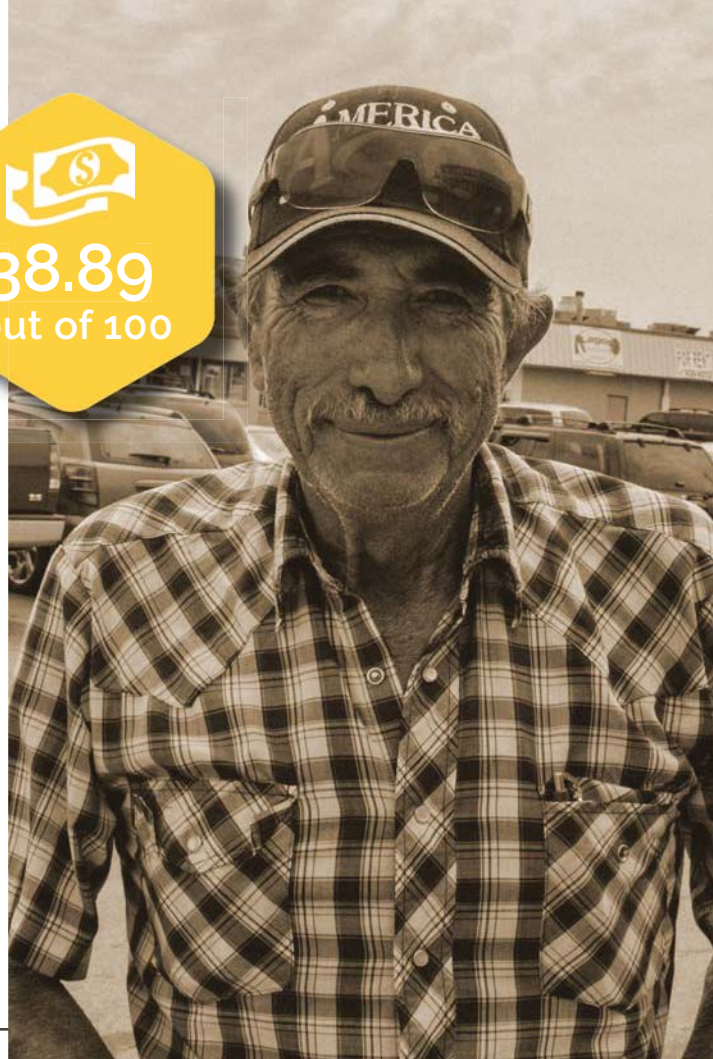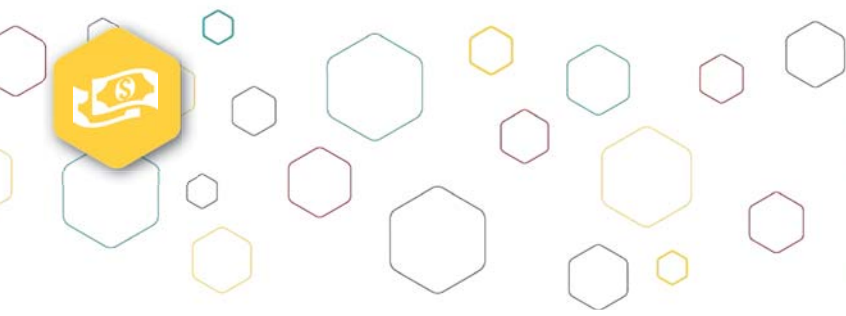
INDICATOR 2	Geography & Sales Volume
INDICATOR SCORE	**28**
DEFINITION	Ratio of the numbers of businesses with sales revenues less than $10 million per 1,000 population in Midtown and North Tulsa
RESULTS	**Midtown 86.1; North Tulsa 22.6** Small businesses are important to the local economy for many reasons. However, there are large disparities across Tulsa in the distribution of small businesses. Midtown (86.2) has the most businesses with sales revenue less than $10 million per 1,000 population. North Tulsa (22.6) has about a quarter of that number of businesses of the same size, suggesting small businesses are not as supported in that area. South Tulsa has the second highest rate of small businesses (55.6) followed by East Tulsa (43.0) and West Tulsa (34.6). *ReferenceUSA (accessed through Tulsa City-County Library); U.S. Census Bureau, American Community Survey*

INDICATOR 3	Geography & Payday Loans
INDICATOR SCORE	**9**
DEFINITION	Ratio of the rate of banks to payday lending establishments per 1,000 population in South Tulsa and North Tulsa
RESULTS	**South Tulsa 11.8; North Tulsa 1.5** Payday lending, often referred to as predatory lending, can be detrimental to the economic stability of individuals in poverty. In Tulsa, we found that South Tulsa (11.8) and Midtown (10.6) fare better than West Tulsa (4.0), East Tulsa (1.9), and North Tulsa (1.5) in rates of banks to payday loan establishments. *Data Source(s): ReferenceUSA (accessed through Tulsa City-County Library); U.S. Census Bureau, American Community Survey*

TOPIC 2: EMPLOYMENT

TOPIC SCORE: **47.33**

The indicators in the Employment topic are:

▶ Race & Unemployment
▶ Geography & Existing Jobs
▶ Geography & Labor Force Participation

While there are certainly racial disparities in the workforce, geography plays a large role, too. Labor force participation is a measure of both those who are employed and those who are unemployed but still seeking employment, while unemployment is a measure only of those who are not working, but who are currently looking for work.

INDICATOR 4	Race & Unemployment
INDICATOR SCORE	38
DEFINITION	Ratio of Black to White unemployment rates per 1,000 population
RESULTS	**Black 81.2; White 34.3** Unemployed individuals are those who are in the labor force but are not currently working. Black Tulsans (81.2) are almost two and a half times more likely to be unemployed compared to White Tulsans (34.3). Asians (61.5) and Native Americans (60.6) also have unemployment rates that are nearly twice that of Whites. Hispanic/Latinos have a similar rate of unemployment to Whites (39.0). *Data Source(s): U.S. Census Bureau, American Community Survey*

INDICATOR 5	Geography & Existing Jobs
INDICATOR SCORE	34
DEFINITION	Ratio of the numbers of existing jobs per 1,000 population in Midtown to North Tulsa
RESULTS	**Midtown 970.4; North Tulsa 330.1** Large disparities exist between North Tulsa and other parts of the city regarding the availability of existing jobs in relation to where people reside. There are nearly three times more jobs in Midtown (970.4) than in North Tulsa (330.1). East Tulsa has the second highest number of jobs per 1,000 residents (891.4) followed by South Tulsa (686.8) and West Tulsa (576.2). *Data Source(s): U.S. Census Bureau, Census OnTheMap; U.S. Census Bureau, American Community Survey*

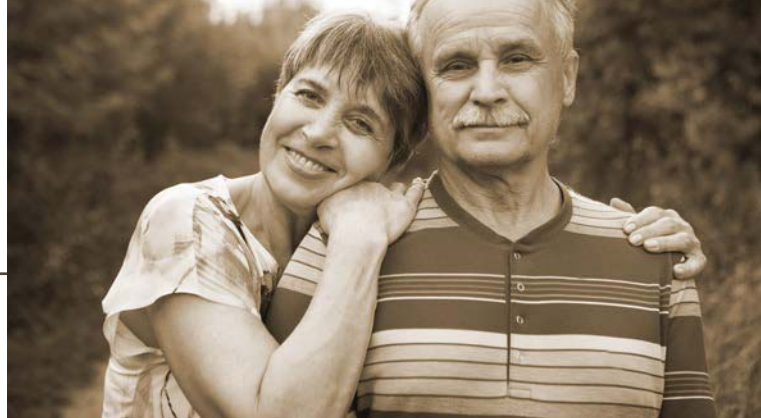| INDICATOR 6	Geography & Labor Force Participation
INDICATOR SCORE	70
DEFINITION	Ratio of the labor force participation rates per 1,000 population in Midtown to North Tulsa
RESULTS	**Midtown 551.1; North Tulsa 422.4** Labor force participation is the sum of employed individuals and unemployed individuals (persons who are actively seeking employment). While many who are not in the labor force are either in school or retired, this population may also include people who have given up on finding work or who are unable to work due to disability, among other reasons. Midtown has the highest rate of individuals participating in the labor force (551.1) followed closely by South Tulsa (548.6) and East Tulsa (504.4). West (477.3) and North Tulsa (422.4) have the lowest labor force participation rates. *Data Source(s): U.S. Census Bureau, American Community Survey*

TOPIC 3: INCOME

TOPIC SCORE: **41.00**

The Indicators used to measure inequality in Income are:

▶ Geography & Income At or Above Self-Sufficiency
▶ Race & Median Household Income
▶ Educational Attainment & Income

Income disparities were explored by location, race and educational attainment. In Tulsa, income at or above self-sufficiency is equal to about 200% of the federal poverty level. Many families below 200% poverty are reliant on public assistance to meet their needs. Education level also has an impact on financial stability for many.

INDICATOR 7	Geography & Income At or Above Self-Sufficiency
INDICATOR SCORE	**40**
DEFINITION	Ratio of numbers of individuals at or above 200% of poverty per 1,000 population in South Tulsa to North Tulsa
RESULTS	**South Tulsa 715.0; North Tulsa 357.2** The federal poverty level is generated annually based on the number of individuals in a family and family income. Persons or households earning below 200% of poverty are considered "low-income" generally, but in Tulsa County, specifically, research on what income is required for self-sufficiency places that level at approximately 200% of poverty. Below 200% of poverty, households require some form of assistance to meet basic needs. North Tulsa has the lowest rate (357.2) of individuals at or above 200% of poverty – almost half the rate of South Tulsa (715.0). Midtown has the second highest rate (618.7) of individuals at or above 200% of poverty, followed by West Tulsa (570.2) and East Tulsa (495.9). *Data Source(s): U.S. Census Bureau, American Community Survey*

INDICATOR 8	Race & Median Household Income
INDICATOR SCORE	**45**
DEFINITION	Ratio of Asian to Black median household income
RESULTS	**Asian $53,507; Black $28,399** Median household income includes the annual income of the householder and the income of all other working individuals in the household. The median household income for Asian households ($53,507) is almost two times higher than Black households ($28,399). Asian households are closely followed by White households ($51,053). Hispanic/Latino ($37,512) and Native American ($37,022) median household incomes are more than $10,000 lower than Whites and Asians. *Data Source(s): U.S. Census Bureau, American Community Survey*

INDICATOR 9	Educational Attainment & Income
INDICATOR SCORE	38
DEFINITION	Ratio of rates of poverty for individuals with a high school diploma or less to rates of poverty for individuals with a college degree
RESULTS	**High school diploma or less 22.9%; College degree 9.5%** Individuals with low educational attainment face numerous barriers to employment and economic mobility, and therefore to earning a sufficient income. In Tulsa, the poverty rate for those with a high school diploma or less (22.9%) is over two times higher than the rate for those with a college degree (9.5%). Often lower rates of education directly correlate to higher levels of poverty. *Data Source(s): U.S. Census Bureau, American Community Survey*

THEME 2
EDUCATION

THEME SCORE: 35.22

35.22 out of 100
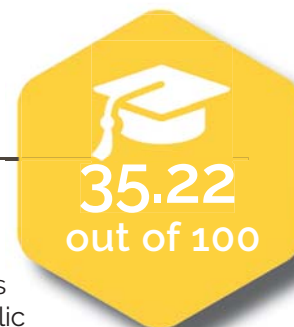
Education serves as the gateway to equality and a more inclusive society. Educating students and nurturing their curiosity for lifelong learning and achievement is a central function of public schools. Tulsa's wide array of public school offerings is reflective of its diverse societal fabric. However, not every student has access to the same level of educational opportunity. Many factors, both inside and outside of the school system, impact how students experience their formal education. The Education theme explores inequalities by race, income, language and geography. The topics in this theme are:

▶ Impediment to Learning
▶ Quality & Opportunity
▶ Student Achievement

TOPIC 1: IMPEDIMENT TO LEARNING

TOPIC SCORE: 16.67

The indicators in the Impediment to Learning topic are:

▶ Race & Suspensions
▶ Race & Student Mobility
▶ Income & Dropouts

Impediments to learning are instances that remove students from the classroom. Irregular classroom time can have an effect on both immediate and long-term student success. Racial disparities exist in both suspensions and student mobility. Student mobility refers to any time a student changes schools that is not related to a grade promotion, so it can be either voluntary (e.g., a move) or involuntary (e.g., expulsion from another school). In either case, there are direct effects on the student who leaves as well as disruptions to the rest of the students in the class.

INDICATOR 10	Race & Suspensions
INDICATOR SCORE	12
DEFINITION	Ratio of the rate of suspension per 100 students in primarily Black (50% or more) elementary schools to primarily White (50% or more) elementary schools
RESULTS	**Black 18.2; White 2.6** Missing days of school is detrimental to a student's academic success. Elementary schools in the Tulsa Public Schools district with a primarily Black student population suspend students at a rate seven times (18.2) that of schools that are primarily White (2.6). Schools that are primarily Hispanic/Latino have twice the rate of suspensions (6.0) as primarily White schools. *Data Source(s): Office of Educational Quality and Accountability [Oklahoma]*

INDICATOR 11	Race & Student Mobility
INDICATOR SCORE	18
DEFINITION	Ratio of the mobility rates in primarily Black elementary schools (50% or more) to primarily White elementary schools (50% or more)
RESULTS	**Results: Black 51.0%; White 9.0%** Student mobility is when a student changes schools during a school year. Student mobility can be voluntary (for example, moving) or involuntary (for example, following expulsion from another school). Changing schools, especially when it occurs frequently, can have a negative effect on students' academic achievement. In the Tulsa Public Schools district, primarily Black elementary schools have over a five and a half times higher student mobility rate (51.0%) than primarily White elementary schools (9.0%). Primarily Hispanic/Latino elementary schools have about a two and a half times higher mobility rate (24.0%) than White schools. *Data Source(s): Office of Educational Quality and Accountability [Oklahoma]*

INDICATOR 12	Income & Dropouts
INDICATOR SCORE	20
DEFINITION	Ratio of the dropout rates in primarily lower income schools (high schools with over 90% free and reduced lunch) to primarily higher income schools (high schools with less than 60% free and reduced lunch)
RESULTS	**Lower income 24.5%; Higher income 4.8%** There is a huge disparity between income levels regarding dropout rates. Schools with primarily lower income students have a five times higher dropout rate (24.5%) than schools with primarily higher income (4.8%). *Data Source(s): Office of Educational Quality and Accountability [Oklahoma]*

TOPIC 2: QUALITY & OPPORTUNITY

TOPIC SCORE: **39.00**

The indicators in the Quality & Opportunity topic are:

▶ Geography & Emergency Teacher Certification
▶ Race & Advanced Placement (AP) Courses
▶ Income & School A-F Report Card Score

Many policies are in place to measure educational quality and opportunity, locally and nationally. Students are often tested on an individual basis. Likewise, aggregate measures of schools, teachers and/or students are measured to evaluate the overall performance of our education system. A school's quality can also be evaluated according to the resources and opportunities it provides its students. Ongoing state budget issues are greatly impacting our public schools. For instance, Oklahoma schools are experiencing a shortage of experienced and degreed teachers due to relatively low pay, which has presumably increased the number of emergency teacher certifications. High school students who have access to AP courses have the opportunity to earn college credits before starting college. This benefits students both academically and financially.

INDICATOR 13	Geography & Emergency Teacher Certification
INDICATOR SCORE	**19**
DEFINITION	Ratio of the number of emergency teacher certifications per 1,000 teachers in Tulsa Public Schools (TPS) district and Tulsa County school districts (excluding TPS)
RESULTS	**TPS 48.0; Tulsa County 9.1** Emergency teacher certifications are granted to individuals who are not traditionally trained to be educators. They are granted emergency teaching certifications in order to get in the classroom as soon as possible. The teacher training process begins after being hired. Oklahoma schools are facing major shortages in educators and are relying more heavily on hiring individuals with no traditional teaching experience. In the TPS district, 48.0 out of 1,000 teachers have emergency teaching certifications, whereas the combined rate for the other schools in the county (including Sand Springs, Broken Arrow, Jenks, Collinsville, Sperry, Union, Owasso, Glenpool, Liberty, Berryhill, Bixby, Skiatook and Keystone) is a much lower 9.1 out of 1,000. *Data Source(s): Oklahoma State Department of Education*

INDICATOR 14	Race & Advanced Placement (AP) Courses
INDICATOR SCORE	**37**
DEFINITION	Ratio of the number of Advanced Placement (AP) courses offered per 1,000 students in primarily White high schools (35% or more students are White and at least 10% more than any other race) to primarily Hispanic/Latino high schools (35% or more Hispanic/Latino students and at least 10% more than any other race)
RESULTS	**White 22.2; Hispanic/Latino 8.6** AP courses have a number of benefits for high school students. Not only do AP courses provide students with a chance to learn how to prepare for college level classes, they can also count toward college credit in the future. This can be both time- and cost-saving for students once they enter college. Primarily White schools offer two and half times more AP classes per 1,000 students (22.2) than primarily Hispanic/Latino schools (8.6). Primarily Black schools offer 10.8 AP classes per 1,000 students. *Data Source(s): Tulsa Public Schools*

INDICATOR 15	Income & School A-F Report Card Score
INDICATOR SCORE	**61**
DEFINITION	Ratio of the A-F report card scores for higher income schools (less than 60% free and reduced lunch) to lower income high schools (over 90% free and reduced lunch)
RESULTS	**Higher income 91; Lower income 61 (based on a 1-100 score)** The A-F School Grading system is a tool meant to hold schools accountable for student achievement. In Tulsa, higher income schools score one and a half times higher (91) than lower income scores (61) on the A-F School Grading system. Scores on the A-F school report cards are: A (90-100), B (80-89), C (70-79), D (60-69), and F (below 60). *Data Source(s): Office of Educational Quality and Accountability [Oklahoma]*

TOPIC 3: STUDENT ACHIEVEMENT

TOPIC SCORE: **50.00**

The indicators in the Student Achievement topic are:

▶ Income & Elementary School Reading Proficiency
▶ English Language Learners & Graduation Rates
▶ Race & College Completion

Student achievement can be measured at many levels. Reading proficiency in elementary school, high school graduation rates and college completion are instances of achievement at three levels of the education system.

INDICATOR 16	Income & Elementary School Reading Proficiency
INDICATOR SCORE	**52**
DEFINITION	Ratio of not economically disadvantaged to economically disadvantaged Tulsa Public Schools (TPS) students' elementary school reading and language arts proficiency
RESULTS	**Not economically disadvantaged 79.0%; Economically disadvantaged 46.0%** Reading proficiency is critical to not only a student's academic performance overall, but also their economic opportunities later in life. There is a large disparity in reading proficiency for students who experience economic hardships. For TPS students, only 46% of students who are economically disadvantaged are proficient or advanced in reading and language arts, compared to 79% of students who are not economically disadvantaged. *Data Source(s): Oklahoma State Department of Education*

INDICATOR 17	English Language Learners & Graduation Rates
INDICATOR SCORE	**65**
DEFINITION	Ratio of four-year cohort graduation rates for all students in Tulsa Public Schools (TPS) to English language learners (ELL)
RESULTS	**All students 68%; ELL 48%** Many students in Tulsa Public Schools (TPS) speak a language other than English at home. English language learners graduate with their class at a much lower rate (48%) than their peers (68%). Asian students have the highest four-year graduation rate (83%) followed by White students (72%). Black (67%) and Hispanic/Latino (65%) students graduate at nearly the same rate as the overall student population, while Native American students graduate at a somewhat lower rate (60%). *Data Source(s): Oklahoma State Department of Education*
NOTE	The English language learners (ELL) grouping was provided as a demographic subgroup in the data source. There was not a field for Non-ELL students at TPS in the data source.

INDICATOR 18	Race & College Completion
INDICATOR SCORE	**33**
DEFINITION	Ratio of the percentages of Blacks to Asians age 25 and older who started college, but did not graduate with a degree
RESULTS	**Black 28.6%; Asian 9.1%** Black adults age 25 and older are over three times more likely (28.6%) than Asians (9.1%) to have started college, but not graduate with a degree. Whites (24.2%) are the second most likely to start college without completing, followed by Native Americans (21.3%), and Hispanic/Latinos (13.0%). Asians are the most likely to have a college degree (51.0%), followed by Whites (46.9%), Native Americans (30.8%), Blacks (25.7%), and Hispanic/Latinos (11.7%). *Data Source(s): U.S. Census Bureau, American Community Survey*

THEME 3
HOUSING

THEME SCORE: 34.33

Finding appropriate housing is a challenge for many Tulsans and the indicators in this theme focus on race, income, veterans, disabilities and geography. Shelter is a basic need for all people, however many face obstacles in obtaining or maintaining stable housing. The Housing theme covers the following topics:

▶ Affordability
▶ Homelessness
▶ Availability

TOPIC 1: AFFORDABILITY

TOPIC SCORE: 32.33

The indicators in the Affordability topic are:

▶ Race & Home Ownership
▶ Race & Home Purchase Loan Denial
▶ Income & Rent Burden

Building home equity, earning tax deductions and strengthening credit are just a few of the benefits of home ownership, but many Tulsans are not able to take advantage of these benefits.

34.33
out of 100

INDICATOR 19	Race & Home Ownership
INDICATOR SCORE	47
DEFINITION	Ratio of the percent of White householders to Black householders who are home owners
RESULTS	**White 58.0%; Black 31.6%** White householders are almost twice as likely to be homeowners (58.0%) than are Black householders (31.6%). Native Americans own homes at a rate similar to Blacks (33.3%), while Hispanic/Latinos (38.8%) and Asians (46.2%) fall in the middle. *Data Source(s): U.S. Census Bureau, American Community Survey*

INDICATOR 20	Race & Home Purchase Loan Denial
INDICATOR SCORE	38
DEFINITION	Ratio of the percent of Native American to Asian home purchase loan denials
RESULTS	**Native American 27.3%; Asian 11.2%** Native Americans have nearly a three times higher rate of home purchase loan denials (27.3%) than Asian applicants (11.2%). Black applicants are denied at a similar rate to Native Americans (25.1%) and Whites are denied at about the same rate as Asian applicants (12.1%). *Data Source(s): Federal Financial Institutions Examination Council*

INDICATOR 21	Income & Rent Burden
INDICATOR SCORE	**12**
DEFINITION	Ratio of the percentages of low income to higher income renter-occupied housing units that spend more than 30% of their income on rent
RESULTS	**Low income 79.1%; Higher income 11.3%** Rent burden occurs when a renter spends more than 30% of their income on housing costs. Of low income renters (e.g., renters with annual household incomes less than $35,000), 79.1% pay 30% or more of their income on rent compared to only 11.3% of higher income renters (e.g., renters with annual household incomes greater than or equal to $35,000). *Data Source(s): U.S. Census Bureau, American Community Survey*

TOPIC 2: HOMELESSNESS

TOPIC SCORE: **30.33**

The indicators in the Homelessness topic are:

▶ Race & Homeless Youth
▶ Veterans & Homelessness
▶ Disability & Homelessness

Homelessness cuts across all segments of the population. The focus of these indicators is on race, age, veteran status and presence of a disability. Limited or poor housing options act as a negative catalyst for Tulsans at-risk of homelessness and can induce additional negative outcomes. Homelessness can be unexpected and can exacerbate economic, general health and mental health situations that would be otherwise tenable in stable housing situations. Additionally, recent economic and housing market factors continue to stretch resources available in the community.

INDICATOR 22	Race & Homeless Youth
INDICATOR SCORE	**1**
DEFINITION	Ratio of the number of Native American to Asian homeless individuals per 1,000 youths age 10-24
RESULTS	**Native American 18.9; Asian 1.5** The greatest disparity in the number of homeless youths age 10-24 per 1,000 is between Native Americans (18.9) and Asians (1.5). Black youth are homeless at a similar rate to Native Americans (17.4) followed by Whites (11.0). *Data Source(s): Youth Services Tulsa (by request); U.S. Census Bureau, American Community Survey*

INDICATOR 23	Veterans & Homelessness
INDICATOR SCORE	**59**
DEFINITION	Ratio of the rate of homelessness per 1,000 for veterans to non-veterans
RESULTS	**Veterans 21.2; Non-veterans 13.8** Veterans experience homelessness at a higher rate than civilians. There are many factors that contribute to homelessness, including poverty and mental illness, however, many veterans also are at a higher risk for post-traumatic stress disorder. The rate of homelessness for veterans (21.2) is about one and half times higher than for non-veterans (13.8). *Data Source(s): Homeless Management Information System, Annual Homeless Assessment Report to Congress; U.S. Census Bureau*

INDICATOR 24	Disability & Homelessness
INDICATOR SCORE	31
DEFINITION	Ratio of the rate of homelessness per 1,000 population for individuals with a disability to individuals without a disability
RESULTS	**Presence of a disability 30.6; No disabilities 8.8** Individuals experiencing homelessness are faced with numerous barriers to health, education and economic stability. There is a large disparity in homelessness between individuals with disabilities and those who do not have a disability. The rate of homelessness for individuals with a disability (30.6) is close to three and a half times higher than for those without a disability (8.8). *Data Source(s): Homeless Management Information System, Annual Homeless Assessment Report to Congress*

TOPIC 3: AVAILABILITY

TOPIC SCORE: **40.33**

The indicators in the Availability topic are:

▶ Race & Overcrowding
▶ Geography & Housing Choice Vouchers
▶ Race & Housing Complaints

Overcrowding in homes can be a symptom of economic hardships. Many families live in housing that is too small for the number of people housed due to an inability to afford larger housing. Housing Choice Vouchers and public housing assistance help people find more affordable housing. The ability to choose stable living conditions correlates to better economic and educational opportunities in life.

| INDICATOR 25	Race & Overcrowding
INDICATOR SCORE	1
DEFINITION	Ratio of the percentage of Asian households to percentage of White households with more than one occupant per room
RESULTS	**Asian 16.8%; White 1.6%** There is a fairly large disparity between Asian and White households regarding having more than one occupant per room. Households with an Asian householder experience overcrowding at a much higher rate (16.8%) than households with a White householder (1.6%). Hispanic/Latino households (14.1%) are similar to Asian households, followed next by Native American (7.2%) and Black households (2.7%). *Data Source(s): U.S. Census Bureau, American Community Survey*

INDICATOR 26	Geography & Housing Choice Vouchers
INDICATOR SCORE	100
DEFINITION	Ratio of South Tulsa to North Tulsa rate of housing choice voucher use per 1,000 residents
RESULTS	**South Tulsa 6.3; North Tulsa 24.1** Housing Choice Vouchers is a program of the U.S. Department of Housing and Urban Development (HUD) that provides housing assistance to low-income families. The vouchers can be used on any housing that is eligible under the requirements of the program. The rate of use of Housing Choice Vouchers is close to four times more prevalent in North Tulsa (24.1) than in South Tulsa (6.3) per 1,000 residents. West Tulsa has the second lowest rate of use (8.4), followed by East Tulsa (14.9), and Midtown (15.3). *Data Source(s): U.S. Department of Housing and Urban Development (HUD), Housing Choice Vouchers by Census Tract; U.S. Census Bureau, American Community Survey*
NOTE	North Tulsa is generally the most disadvantaged geography. For this indicator, North Tulsa performs better than the comparison geographies, so the indicator receives a perfect score of 100. (See Methodology for more information.)

INDICATOR 27	Geography & Housing Complaints
INDICATOR SCORE	20
DEFINITION	Ratio of the number of housing complaints per 1,000 residents in North Tulsa to South Tulsa
RESULTS	**North Tulsa 14.9; South Tulsa 2.9** Often, socioeconomic factors can impact both a homeowner's and/or occupant's ability to maintain their dwelling in accordance with city bylaws. Similarly, the inability of low-income renters to move out of a dwelling that is in disrepair can lead to an increase in housing complaints against landlords and property managers. North Tulsa has five times as many housing complaints (14.9) as South Tulsa (2.9) per 1,000 residents. West Tulsa has the second highest number of housing complaints (6.7), followed by East Tulsa (3.5), and Midtown (3.8). *Data Source(s): Tulsa Health Department (by request); U.S. Census Bureau, American Community Survey*

THEME 4
JUSTICE

THEME SCORE: 35.33

35.33
out of 100
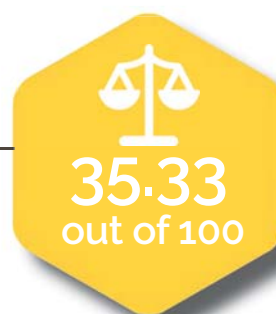
Justice is an absolute necessity for the betterment of society and the building of a more equal Tulsa. Criminal justice and the inclusion of social justice therein is essential to the empowerment of the historically disadvantaged populations within Tulsa. Understanding how Tulsa's justice system currently operates is crucial to determining how we can move forward towards greater equality. To help comprehend the multifaceted elements present within Tulsa's justice initiatives, a wide array of data were analyzed. The Justice theme focuses on race, gender, age and geography to measure inequalities. The topics in the Justice theme are:

▶ Arrests
▶ Law Enforcement
▶ Safety & Violence

TOPIC 1: ARRESTS

TOPIC SCORE: **35.67**

The indicators in the Arrests topic are:

▶ Race & Juvenile Arrests
▶ Race & Adult Arrests
▶ Gender & Arrests

Oklahoma is often reported as having one of the highest incarceration rates in general, and the highest incarceration rate for women, specifically. While not all arrests lead to incarceration, arrests can still have lasting negative consequences for individuals. Even after an initial arrest, and regardless of subsequent incarceration, people often experience ostracization in the community, lapses in employment, and an inability to provide for their household. These events can act as precursors to larger disruptions that might ultimately lead to poverty or incarceration.

INDICATOR 28	Race & Juvenile Arrests
INDICATOR SCORE	**33**
DEFINITION	Ratio of the arrest rates per 1,000 population for Blacks to Whites age 0-17
RESULTS	**Black 22.3; White 7.1** Juveniles who have entered the judicial system often also face other economic and educational barriers. Black juveniles (22.3) are more than three times as likely to be arrested as White juveniles (7.1). Native American (3.9) and Asian (1.2) juveniles have much lower rates of arrest. *Data Source(s): Tulsa Police Department (by request); U.S. Census Bureau, American Community Survey*
NOTE	The comparison of Blacks to Whites was intentionally selected to reflect the popular discourse surrounding this specific indicator.

INDICATOR 29	Race & Adult Arrests
INDICATOR SCORE	**38**
DEFINITION	Ratio of the arrest rates per 1,000 population for Blacks to Whites age 18 and above
RESULTS	**Black 108.7; White 45.2** Blacks (108.7) are arrested over twice as often as Whites (45.2), with the rate of arrests for Native Americans (50.1) closely following. Asians have the lowest overall arrest rate (6.8). *Data Source(s): Tulsa Police Department (by request); U.S. Census Bureau, American Community Survey*
NOTE	The comparison of Blacks to Whites was intentionally selected to reflect the popular discourse surrounding this specific indicator.

INDICATOR 30	Gender & Arrests
INDICATOR SCORE	**36**
DEFINITION	Ratio of the rate of arrests per 1,000 population for women in Tulsa to the rate of arrests for women in the United States
RESULTS	**Tulsa 20.7; National 7.7** Oklahoma traditionally leads the nation in arrest rates. That fact is extraordinarily evident in the Tulsa female arrest rate (20.7) compared to the national female arrest rate (7.7). When women are arrested and detained, even briefly, additional negative outcomes may arise. They can miss work, become unable to care for their children, and then often rely on assistance from friends, relatives and/or social services. *Data Source(s): Tulsa Police Department (by request); Federal Bureau of Investigation, Uniform Crime Reporting: National Incident- Based Reporting System*

TOPIC 2: LAW ENFORCEMENT

TOPIC SCORE: **23.33**

The indicators in the Law Enforcement topic are:

▶ Race & Tulsa Police Department Employees
▶ Gender & Tulsa Police Department Employees
▶ Race & Officer Use of Force

Two of these indicators measure how the demographics of the Tulsa Police Department relate to the demographics of the general Tulsa population. More equal minority and gender representation in the police department may have beneficial effects to the communities they serve. The related demographic data could have implications with respect to the third indicator, Race & Officer Use of Force, and community relations between law enforcement and the communities they serve.

INDICATOR 31	Race & Tulsa Police Department Employees
INDICATOR SCORE	**18**
DEFINITION	Ratio of the numbers of Tulsa Police Department employees per 1,000 for Whites to Hispanic/Latinos
RESULTS	**White 1.4; Hispanic/Latino 0.2** Hispanic/Latinos (0.2) have the lowest amount of representation at the Tulsa Police Department followed by the Asian (0.4) and Black (0.6) communities. Whites (1.4) and Native Americans (2.6) are better represented in the Tulsa Police Department. *Data Source(s): Tulsa Police Department, Internal Affairs Annual Report; U.S. Census Bureau, American Community Survey*

INDICATOR 32	Gender & Tulsa Police Department Employees
INDICATOR SCORE	**32**
DEFINITION	Ratio of the numbers of Tulsa Police Department employees per 1,000 population for males to females
RESULTS	**Males 1.6; Females 0.5** Females are underrepresented in the police department – a rate of 0.5 female officers per 1,000 compared to 1.6 male officers. Put another way, males make up 76% of the Tulsa Police Department's workforce but 49% of the Tulsa population. Females make up 24% of the department's workforce and 51% of the total population. *Data Source(s): Tulsa Police Department, Internal Affairs Annual Report; U.S. Census Bureau, American Community Survey*

INDICATOR 33	Race & Officer Use of Force
INDICATOR SCORE	**20**
DEFINITION	Ratio of the number of Black victims of officer use of force to Hispanic/Latino victims of officer use of force per 1,000
RESULTS	**Black 2.6; Hispanic/Latino 0.5** Black individuals are more than five times more likely (2.6) to be victims of officer use of force than Hispanic/Latino individuals (0.5) in Tulsa. Whites (1.0) are half as likely to experience officer use of force as Blacks. Native Americans (0.4) and Asians (0.2) also experienced far less officer use of force than Blacks. *Data Source(s): Tulsa Police Department, Internal Affairs Annual Report; U.S. Census Bureau, American Community Survey*

TOPIC 3: SAFETY AND VIOLENCE

TOPIC SCORE: **47.00**

The indicators in the Safety and Violence topic are:

▶ Children & Abuse and Neglect
▶ Race & Homicide Victimization
▶ Geography & Calls to Domestic Violence Intervention Services (DVIS)
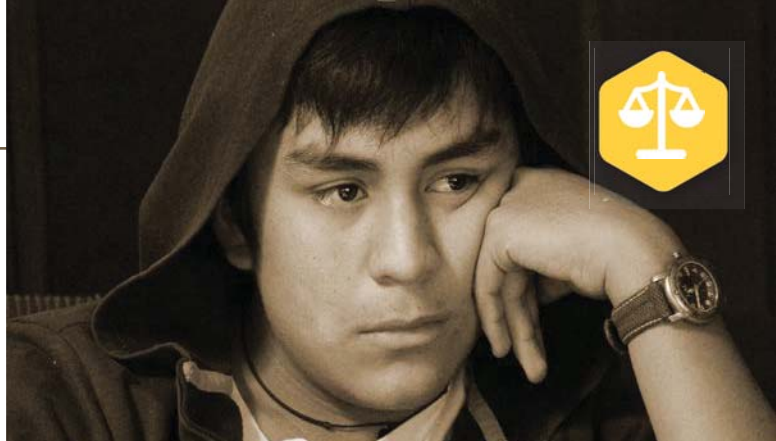
Disadvantaged groups often face issues of safety and violence at higher rates than others in the community. Children in Tulsa County experience abuse and neglect at higher rates than the national average. Additionally, there are racial disparities in homicide victimization and large disparities by region of the city in DVIS calls.

INDICATOR 34	Children & Abuse and Neglect
INDICATOR SCORE	**68**
DEFINITION	Ratio of the Tulsa County to national rates of substantiated child abuse and neglect reports per 1,000 children age 0-17
RESULTS	**Tulsa County 12.4; National 9.2** Child abuse and neglect has lasting effects on the well-being of the victim. The rate of substantiated reports of child abuse and/or neglect in Tulsa County is 16.4 per 1,000 people, while the national rate is 9.2. *Data Source(s): Oklahoma Department of Human Services; Child Welfare Information Gateway.*
NOTE	Data for this indicator are for Tulsa County

INDICATOR 35	Race & Homicide Victimization
INDICATOR SCORE	**36**
DEFINITION	Ratio of the number of homicide victims per 1,000 for Blacks to Whites
RESULTS	**Black 0.5; White 0.2** Racial disparities are heavily evident in homicide victimization rates by race. Blacks (0.5) are two and a half times more likely to be victims of homicide compared to Whites (0.2). Asians (0.1) and Native Americans (0.2) are also less likely to be victims of a homicide than members of the Black community. *Data Source(s): Tulsa Police Department (by request); U.S. Census Bureau, American Community Survey*
NOTE	The comparison of Blacks to Whites was intentionally selected to reflect the popular discourse surrounding this specific indicator.

INDICATOR 36	Geography & Calls to Domestic Violence Intervention Services (DVIS)
INDICATOR SCORE	**37**
DEFINITION	Ratio of the rates of calls to Domestic Violence Intervention Services (DVIS) per 1,000 population in North Tulsa to South Tulsa
RESULTS	**North Tulsa 11.7; South Tulsa 4.6** There are geographical disparities related to where domestic violence calls occur. Calls to DVIS are two and a half times more likely to come from North Tulsa (11.7) than from South Tulsa (4.6). Falling between are Midtown (8.1), East Tulsa (8.1), and West Tulsa (7.3). *Data Source(s): Domestic Violence Intervention Services (by request); U.S. Census Bureau, American Community Survey*

THEME 5
PUBLIC HEALTH

47.00
out of 100

THEME SCORE: **47.00**
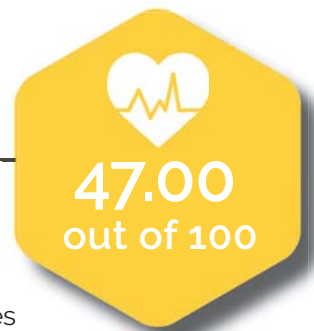
Public Health in Tulsa is inextricably linked to socioeconomic status and heavily dictates quality of life. Regular preventative check-ups and healthy lifestyles can be considered luxury expenses to disadvantaged Tulsans struggling to keep any food on their table or a roof over their heads. Without good health or the ability to cover medical necessities, individual quality of life suffers; when numerous Tulsans are impacted by a lack of adequate healthcare, social progress stalls. The Public Health theme addresses inequalities by race, geography and veteran status. These groups experience disparities in healthcare, health conditions and health outcomes. The topics for the Public Health theme are:

▶ Healthcare Access
▶ Mortality
▶ Well-being

TOPIC 1: HEALTHCARE ACCESS

TOPIC SCORE: **50.00**

The indicators in the Healthcare Access topic are:

▶ Race & Health Insurance
▶ Geography & Emergency Room Use
▶ Veterans & Veterans Affairs (VA) Clinics Appointment Wait Time

Even as healthcare has become more accessible through the Affordable Care Act, there are still many obstacles for some of the more disadvantaged groups in Tulsa. There are racial disparities in health insurance coverage as well as inequalities in emergency room use by region of the city. For veterans, wait time for an appointment in Tulsa is higher than that of the national average.

INDICATOR 37	Race & Health Insurance
INDICATOR SCORE	44
DEFINITION	Ratio of White to Hispanic/Latino rates of insurance coverage for the adult population age 18-64
RESULTS	**White 85.5%; Hispanic/Latino 44.9%** Individuals without health insurance face not only health issues, but also economic and educational issues as a result of poor healthcare. Insurance coverage disparities are apparent by race. White adults age 18-64 (85.5%) are almost twice as likely to be insured as Hispanic/Latinos (44.9%). White adults are followed by Black adults (75.9%), Asian adults (75.7%), and Native American adults (65.8%). *Data Source(s): U.S. Census Bureau, American Community Survey*

INDICATOR 38	Geography & Emergency Room Use
INDICATOR SCORE	38
DEFINITION	Ratio of the number of emergency room visits per 1,000 population in North Tulsa to South Tulsa
RESULTS	**North Tulsa 668.1; South Tulsa 285.2**
	There are a number of reasons that a person may choose to use the emergency room instead of scheduling a visit with a primary care physician. Often, it is due to things like proximity to a healthcare center, clinic times or affordability of health insurance. Residents of North Tulsa are over twice as likely (668.1) to use the emergency room as South Tulsa residents (285.2). West Tulsa has the second highest use of emergency rooms (447.5), followed by East Tulsa (425.6), and Midtown (386.4).
	Data Source(s): Tulsa Health Department (by request); U.S. Census Bureau, American Community Survey

INDICATOR 39	Veterans & Veterans Affairs (VA) Clinics Appointment Wait Time
INDICATOR SCORE	68
DEFINITION	Ratio of the percent of appointments completed in over 30 days for Tulsa Veterans Affairs (VA) clinics to the national average percent of appointments completed in over 30 days
RESULTS	**Tulsa VA clinics 5.01%; National average 3.69%**
	Tulsa is underperforming in veterans being able to complete appointments within a month of scheduling compared to the national average. About 5% of appointments are completed in over 30 days of scheduling, compared to the national average of 3.69%. Additionally, the average wait time for mental health services in the two Tulsa VA clinics are 2.02 days and 8.53 days. The national average wait time for mental health services is 2.97 days.
	Data Source(s): U.S. Department of Veterans Affairs (VA.gov), Completed Appointment Wait Times National, Facility, and Division Level Summaries

TOPIC 2: MORTALITY

TOPIC SCORE: **44.33**

The indicators in the Mortality topic are:

▶ Race & Infant Mortality
▶ Geography & Life Expectancy Past Age of Retirement
▶ Race & Heart Disease Mortality

The infant mortality rate (IMR) is often used as an indicator of the overall health of a community. While the overall IMR in Tulsa County has been declining over the last 30 years, there are notable racial disparities. Similarly, heart disease mortality also exhibits racial disparities. Adding to these issues is the large disparity in life expectancy relative to the geographic region of Tulsa in which a person resides.

INDICATOR 40	Race & Infant Mortality
INDICATOR SCORE	35
DEFINITION	Ratio of Black to White rates of infant mortality per 1,000 live births
RESULTS	**Black 15.0; White 5.2**
	The infant mortality rate (IMR), often used as an indicator of overall health, represents the number of deaths of infants under one year of age per 1,000 live births in the same year. In Tulsa County, the Black IMR is nearly three times higher than the White IMR. The Native American IMR is second lowest (6.7) followed by Hispanic/Latino (7.2), and Asian/Pacific Islander (8.5). However, even when healthcare or socioeconomic factors are accounted for and found to be equal, the Black infant mortality rate (IMR) is still found to be substantially higher than that of other races.
	Data Source(s): Oklahoma State Department of Health
NOTE	Data for this indicator is for Tulsa County

This section will guide you to proactive accountability.

1	How will you evaluate progress and be held accountable for your actions:
2	How will you report impacts on racial equity over time:
3	What is your goal and timeline for eliminating racial inequity once the proposed action has been implemented:
4	How will you retain stakeholder participation and ensure internal and public accountability:
5	How will you continue to raise awareness about racial inequity related to this proposed action:
6	What is unresolved and what resources/partnerships do you still need to make changes:

INDICATOR 41	Geography & Life Expectancy Past Age of Retirement
INDICATOR SCORE	**35**
DEFINITION	Ratio of South Tulsa to North Tulsa life expectancy in years past the age of retirement as defined by the U.S. Social Security Administration at the time of reporting (66)
RESULTS	**South Tulsa 12.8; North Tulsa 4.4** Many factors impact life expectancy, such as access to healthcare and environmental factors serving as social determinants of health. Individuals living in South Tulsa are expected to outlive individuals in North Tulsa by 8.4 years. *Data Source(s): Health Data & Evaluation, Tulsa Health Department (by request); U.S. Census Bureau, American Community Survey, U.S. Social Security Administration*

INDICATOR 42	Race & Heart Disease Mortality
INDICATOR SCORE	**63**
DEFINITION	Ratio of Black to White rates of heart disease mortality
RESULTS	**Black 312.1; White 214.7** Heart disease is one of the leading causes of death in the United States. Many factors contribute to high blood pressure and high cholesterol, such as smoking, lack of physical exercise, diet and weight. In Tulsa County, Blacks have the highest rate of heart disease mortality (312.1), followed by Native Americans (280.8), Whites (214.7), Asians (139.4) and Hispanic/Latinos (80.5). *Data Source(s): Oklahoma State Department of Health*
NOTE	Data for this indicator is for Tulsa County

TOPIC 3: WELL-BEING

TOPIC SCORE: **46.67**

The indicators in the Well-being topic are:

▶ Race & Teen Birth Rate
▶ Race & Low Birth Weight
▶ Geography & Smoking

Teen moms are more likely to be unmarried and have lower levels of education, both of which can have a negative effect on economic well-being. Low birth weight babies are more likely to experience developmental delays. Smoking is one of the most preventable causes of death as it can lead to respiratory disease, cancer and heart disease.

Assessment of Tulsa Diversity and Inclusion Efforts - November 2018

INDICATOR 43	Race & Teen Birth Rate
INDICATOR SCORE	**39**
DEFINITION	Ratio of the number of births to Hispanic/Latinos to White teens (age 15-19) per 1,000 in Tulsa County
RESULTS	**Hispanic/Latino 57.5; White 26.7** Births to teen moms have a great effect on economic well-being. The teen birth rate per 1,000 for Hispanic/Latinos (57.5) is over twice that of Whites (26.7) closely followed by the teen birth rate for Blacks (45.0). *Data Source(s): Oklahoma State Department of Health*
NOTE	Data for this indicator is for Tulsa County

INDICATOR 44	Race & Low Birth Weight
INDICATOR SCORE	**50**
DEFINITION	Ratio of Black to White rates of low birth weight (<2500 grams or <5.5 pounds)
RESULTS	**Black 12.2%; White 6.9%** Children born at low (1500-2499 grams or 3.3-5.5 pounds) or very low birth weight (<1500 grams or <3.3 pounds) are at increased likelihood to experience developmental delays. In Tulsa County, Blacks have the highest incidence of low birth weight births (12.2%), which is almost twice that of Whites (6.9%). Asians have the second highest occurrence of low-weight births (8.0%), followed by Hispanic/Latinos (7.7%), and Native Americans (7.0%). *Data Source(s): Oklahoma State Department of Health*
NOTE	Data for this indicator is for Tulsa County

INDICATOR 45	Geography & Smoking
INDICATOR SCORE	**51**
DEFINITION	Ratio of the number of current smokers per 1,000 population in North Tulsa to South Tulsa
RESULTS	**North Tulsa 28.6; South Tulsa 16.5** Smoking can have severe impacts on a person's health, including heart disease and cancer. Even though smoking is on the decline, there is still a geographic disparity regarding where smokers live. North Tulsa residents smoke at a higher rate (28.6) than South Tulsa residents (16.5). West Tulsa has the second highest rate of smoking per 1,000 residents (24.9), followed by East Tulsa (23.9), and Midtown (19.4). *Data Source(s): Centers for Disease Control and Prevention (CDC), 500 Cities: Local Data for Better Health; Behavioral Risk Factor Surveillance System (BRFSS); U.S. Census Bureau, American Community Survey*

THEME 6
SERVICES

THEME SCORE: **42.78**

42.78
out of 100
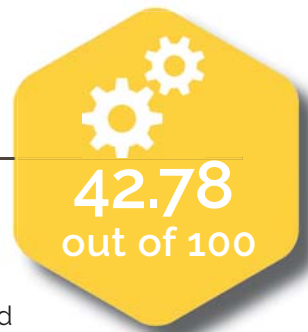
Services is the second highest scoring theme, and, while the theme is broad, the topics are all related to public services that affect Tulsans' quality of life. From the importance of libraries and the access to information they provide, to the agency that voter registration provides to those casting a ballot, to how public transportation can serve as an alternative means of commuting. The necessity of these essential services in daily life cannot be understated. The disadvantaged groups focused on in this theme are based on geography, race and mode of transportation. The topics in the Services theme are:

▶ Public Works
▶ Political Empowerment
▶ Transportation

TOPIC 1: PUBLIC WORKS

TOPIC SCORE: **61.67**

The indicators in the Public Works topic are:

▶ Geography & Vacant Housing Units
▶ Geography & City Parks with Playgrounds
▶ Geography & Public Library Hours

Vacant housing can be the result of things like economic blight, rising costs and foreclosure. City programs, such as the City of Tulsa Working in Neighborhoods Department, exist to reinvest in neighborhoods and to correct code and safety violations. City parks and public libraries play an important civic role in the community.

INDICATOR 46	Geography & Vacant Housing Units
INDICATOR SCORE	**50**
DEFINITION	Ratio of the percent of vacant housing units in North Tulsa to South Tulsa
RESULTS	**North Tulsa 16.8%; South Tulsa 9.5%** North Tulsa has over one and half times the proportion of vacant housing units (16.8%) as South Tulsa (9.5%). Midtown has the second highest percent of vacant units (12.3%), followed by West Tulsa (11.1%), and East Tulsa (10.7%). *Data Source(s): U.S. Census Bureau, American Community Survey*

INDICATOR 47	Geography & Public City Parks with Playgrounds
INDICATOR SCORE	**100**
DEFINITION	Ratio of the number of public city parks with playgrounds per 1,000 residents in South Tulsa to North Tulsa
RESULTS	**South Tulsa 0.08; North Tulsa 0.41** Parks are an important part of a city's infrastructure, as they provide a cost-effective space for both physical health through recreation as well as a space for social interaction. Children and adults benefit from playgrounds that are near to home. North Tulsa has five times as many public city parks with playgrounds per 1,000 residents (0.41) as South Tulsa (0.08). West Tulsa has the second highest number of public city parks with playgrounds (0.26), followed by East Tulsa (0.18), and Midtown (0.14). *Data Source(s): City of Tulsa, Open Data; U.S. Census Bureau, American Community Survey*
NOTE	North Tulsa is generally the most disadvantaged geography. For this indicator, North Tulsa performs better than the comparison geographies, so the indicator receives a perfect score of 100. (See Methodology for more information.)

INDICATOR 48	Geography & Public Library Hours
INDICATOR SCORE	**35**
DEFINITION	Ratio of Midtown to East Tulsa libraries' number of hours open per week per 1,000 residents
RESULTS	**Midtown 2.6; East Tulsa 0.9** Libraries are an important space for communities, providing essential services to those who may not have access otherwise. The number of hours per week that a library is open affects who and when a person is able to access books and resources like computers, the internet, educational resources and job training materials. Libraries in Midtown are open almost three times more per 1,000 people (2.6) than East Tulsa libraries (0.9). West Tulsa libraries are open second longest (2.4), followed by North Tulsa (1.9), and South Tulsa (1.2). *Data Source(s): Tulsa City-County Library; U.S. Census Bureau, American Community Survey*

TOPIC 2: POLITICAL EMPOWERMENT

TOPIC SCORE: **44.67**

The indicators in the Political Empowerment topic are:

▶ Race & Government Representation
▶ Geography & Voter Registration
▶ Geography & Home Owners Associations

City of Tulsa Authorities, Boards, and Commissions (ABCs) are volunteer citizen committees that work to create policies and develop programs. Minority representation on these committees could assist in developing policies and programs that serve the interests of Tulsa's diverse community. Increasing voter registration in underrepresented populations would likewise bolster democratic participation and thus progress towards greater equality. Similarly, Home Owners Associations (HOAs) serve in the interest of their neighborhoods, however, there are disparities in the parts of town with active HOAs.

INDICATOR 49	Race & Government Representation
INDICATOR SCORE	**38**
DEFINITION	Ratio of the number of White to Hispanic/Latino members of City of Tulsa Authorities, Boards and Commissions (ABC's) per 1,000 population
RESULTS	**White 0.9; Hispanic/Latino 0.4** Authorities, Boards and Commissions (ABCs) are groups of community volunteers who meet on a variety of topics to help create policies for the city. Whites (0.9) and Native Americans (0.8) are better represented on City of Tulsa ABCs than Blacks (0.5) and Hispanic/Latinos (0.4). *Data Source(s): City of Tulsa (by request); U.S. Census Bureau, American Community Survey*

INDICATOR 50	Geography & Voter Registration
INDICATOR SCORE	**56**
DEFINITION	Ratio of South Tulsa to North Tulsa rates of voter registration per 1,000 residents ages 18 and over
RESULTS	**South Tulsa 103.3; North Tulsa 64.3** In a democratic system, voting is a critical way for communities to get their voices heard by those in positions of power. South Tulsa's voter registration rate per 1,000 residents ages 18 and over (103.3) is about one and a half times higher than the voter registration in North Tulsa (64.3). Midtown had the second highest voter registration (96.2) followed by West Tulsa (82.2) and East Tulsa (80.0). *Data Source(s): Oklahoma State Election Board (by request); U.S. Census Bureau, American Community Survey*

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INDICATOR 51	Geography & Home Owners Associations (HOAs)
INDICATOR SCORE	40
DEFINITION	Ratio of South Tulsa to East Tulsa number of Home Owners Associations (HOAs) per 1,000 residents
RESULTS	**South Tulsa 1.17; East Tulsa 0.58** Home Owners Associations (HOAs) provide an avenue for residents to participate in their neighborhoods. HOAs can have benefits related to maintenance and general oversight of the community. South Tulsa has the most HOAs per 1,000 residents (1.17), followed by Midtown (0.91), North Tulsa (0.87), West Tulsa (0.67) and East Tulsa (0.58). *Data Source(s): City of Tulsa, Open Data; U.S. Census Bureau, American Community Survey*

TOPIC 3: TRANSPORTATION

TOPIC SCORE: **22.00**

The indicators in the Transportation topic are:

▶ Geography & Bus Stops
▶ Mode of Transportation & Commute Time
▶ Geography & Bikeability

Bus routes and commute time can be barriers to Tulsans who rely on public transportation. For instance, the location of bus routes and route schedules influence a person's ability to get to work or to scheduled appointments. Bike routes and trails provide another transportation option as well as provide recreational space.

INDICATOR 52	Geography & Bus Stops
INDICATOR SCORE	25
DEFINITION	Ratio of Midtown to South Tulsa rates of bus stop concentration per 1,000 residents
RESULTS	**Midtown 6.8; South Tulsa 1.6** The location and concentration of bus stops affect how people travel through the city which, for example, can have an impact on job opportunities. Midtown has over four times the amount of bus stops per 1,000 residents (6.8) than South Tulsa (1.6). North Tulsa has the second highest concentration of bus stops (5.7), followed by West Tulsa (3.6), and East Tulsa (3.5). *Data Source(s): Metro Tulsa Transit Authority (by request); U.S. Census Bureau, American Community Survey*

INDICATOR 53	Mode of Transportation & Commute Time
INDICATOR SCORE	**40**
DEFINITION	Ratio of the percentages of individuals who rely on a private vehicle to get to work to individuals who rely on public transportation to get to work with a commute time under 30 minutes
RESULTS	**Private 85.3%; Public 39.8%** Public transportation can be a barrier to employment, especially when it is unreliable or when schedules are infrequent. Of individuals who use a private vehicle to get to work, 85.3% have a commute time under 30 minutes compared to just 39.8% of individuals who rely on public transportation. *Data Source(s): U.S. Census Bureau, American Community Survey*

INDICATOR 54	Geography & Bikeability
INDICATOR SCORE	**1**
DEFINITION	Ratio of miles of bike trails per square mile in Midtown to East Tulsa
RESULTS	**Midtown 0.37; East Tulsa 0.03** Bicycles are both recreational and practical means of transportation. Designated bike routes make transportation by bicycle safer. Midtown has the most miles of bike trails per square mile (0.37), about twelve times the amount of East Tulsa (0.03). South Tulsa (0.196) and West Tulsa (0.193) have the second and third highest amount of bike trails, followed by North Tulsa (0.096). *Data Source(s): Indian Nations Council of Governments (INCOG) (by request)*
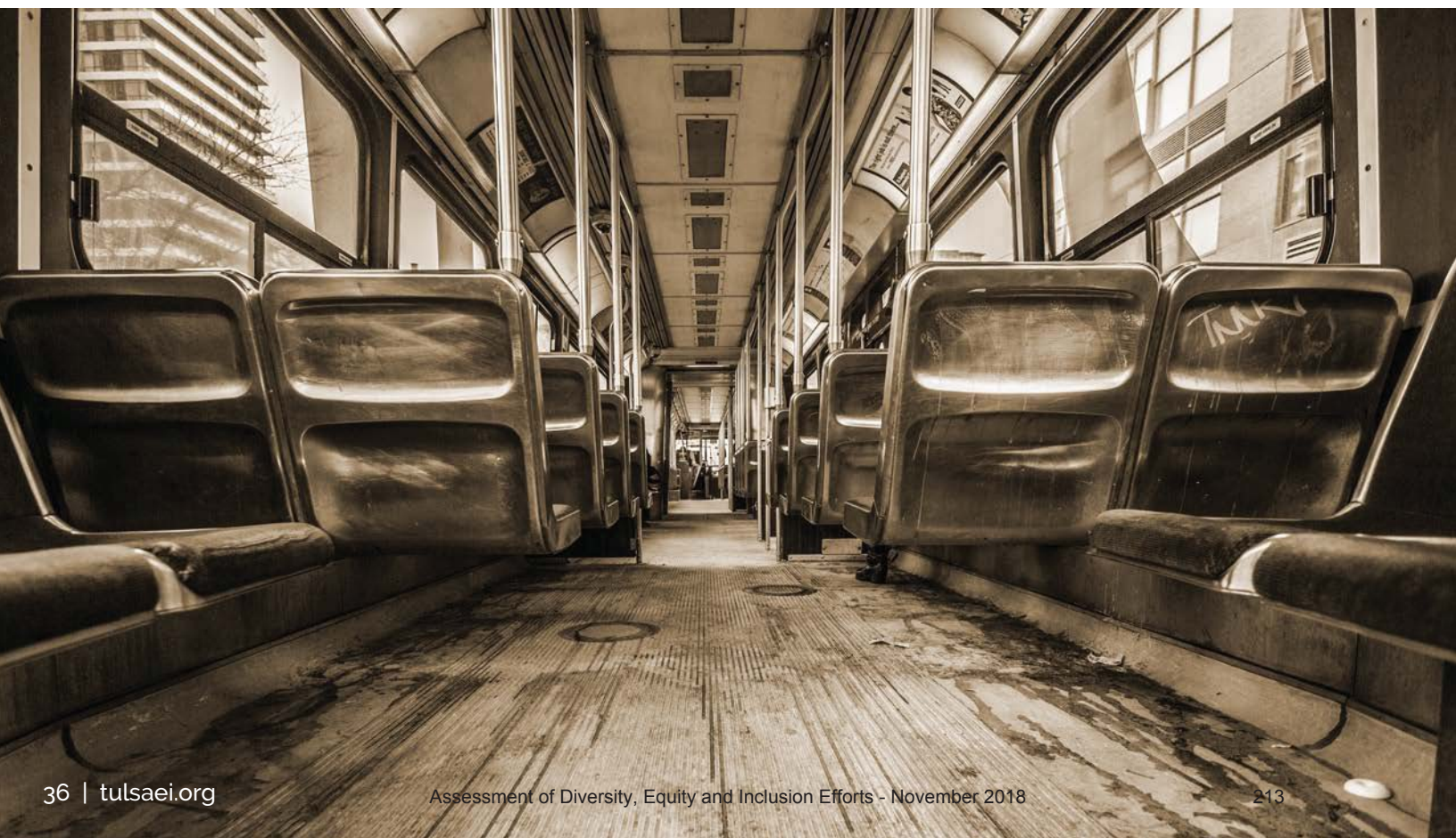
Appendix A: Public Opinion Survey Questions

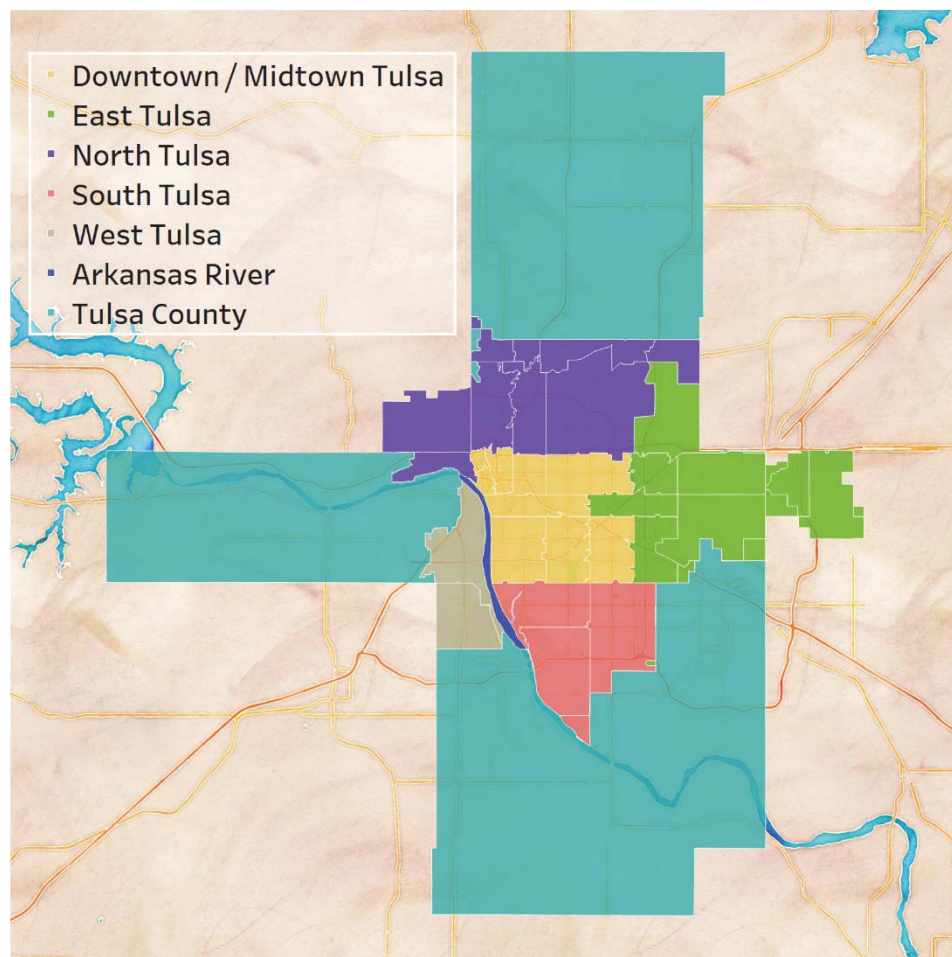## Tulsa Equality Indicators Survey 2017

The City of Tulsa and the Community Service Council invite YOU, members of the community, to participate in this Community Feedback Survey to help us identify focus areas for the development of Equality Indicators for Tulsa. In order to build accurate data sets, we need to hear from YOU to determine what to measure. Thank you for your help.

1. Do you think there are issues of inequality in Tulsa?
a. Yes
b. No
c. Don't know/prefer not to answer

2. If yes, what do you think is the number one most important inequality problem in Tulsa right now? Please indicate if you feel the following topics are issues of inequality in Tulsa.

3. Housing or affordable housing:
a. Yes
b. No
c. Don't know/prefer not to answer

4. Location (where you live):
a. Yes
b. No
c. Don't know/prefer not to answer

5. Income or employment:
a. Yes
b. No
c. Don't know/prefer not to answer

6. Education:
a. Yes
b. No
c. Don't know/prefer not to answer

7. Crime or the criminal justice system:
a. Yes
b. No
c. Don't know/prefer not to answer

8. Race or racism:
a. Yes
b. No
c. Don't know/prefer not to answer

9. Gender:
a. Yes
b. No
c. Don't know/prefer not to answer

10. Health or healthcare:
a. Yes
b. No
c. Don't know/prefer not to answer

11. Age:
a. Yes
b. No
c. Don't know/prefer not to answer

12. Disability or accessibility:
a. Yes
b. No
c. Don't know/prefer not to answer

13. Transportation:
a. Yes
b. No
c. Don't know/prefer not to answer

14. Veteran status:
a. Yes
b. No
c. Don't know/prefer not to answer

15. Are there any topics or issues of inequality in Tulsa that we missed?

Please let us know a little bit about yourself…

16. Gender
a. Female
b. Male
c. Don't know/prefer not to answer
d. Other:

17. Do you live in Tulsa?
a. Yes
b. No

18. What is your home zip code?

19. What is your race or ethnicity?
a. White/Caucasian
b. Black/African-American
c. Native American/American Indian
d. Hispanic/Latino
e. Asian/Asian-American
f. Native Hawaiian/Pacific Islander
g. Middle Eastern/North African
h. Don't know/prefer not to answer
i. Other:

20. What is your age?

21. Are you a veteran?
a. Yes
b. No
c. Don't know/prefer not to answer

22. Do you have a disability?
a. Yes
b. No
c. Don't know/prefer not to answer

23. What is your highest level of education?
a. Some high school or less
b. Graduated high school or earned GED
c. Graduated technical or vocational school
d. Graduated associates degree
e. Graduated bachelors degree
f. Graduated masters, doctorate, or professional degree
g. Don't know/prefer not to answer

24. Are you currently enrolled in school?
a. Yes, full time
b. Yes, part time
c. No
d. Don't know/prefer not to answer

25. What is your religious background?
a. Protestant
b. Catholic
c. Jewish
d. Muslim
e. None/Atheist/Agnostic
f. Don't know/prefer not to answer
g. Other:

26. Were you born in the United States?
a. Yes
b. No
c. Don't know/prefer not to answer

27. If no, where were you born?

28. Do you identify as heterosexual, gay, lesbian, bisexual, or something else?
a. Heterosexual/Straight
b. Gay
c. Lesbian
d. Bisexual
e. Don't know/prefer not to answer
f. Other:

29. What is your current employment status?
a. Full time
b. Part time
c. Unemployed, looking for work
d. Unemployed, not looking for work
e. Retired
f. Disabled, unable to work
g. Don't know/prefer not to answer

30. What is your total annual HOUSEHOLD income before taxes?
a. $15,000 or less
b. $15,000-$30,000
c. $30,000-$50,000
d. $50,000-$70,000
e. $70,000-$100,000
f. $100,000-$150,000
g. $150,000 or more
h. Don't know/prefer not to answer

31. Do you have a retirement or pension plan?
a. Yes
b. No
c. Don't know/prefer not to answer

32. What is your marital status?
a. Single
b. Unmarried, but live with significant other
c. Married
d. Separated
e. Divorced
f. Widowed
g. Don't know/prefer not to answer

33. Do you have children under the age of 25?
a. Yes
b. No
c. Don't know/prefer not to answer

34. How many years have you lived at your current address?

35. Do you own or rent your home?
a. Own
b. Rent
c. Don't know/prefer not to answer

36. Were you homeless at any time in the last 12 months?
a. Yes
b. No
c. Don't know/prefer not to answer

37. Have you ever been convicted of a crime?
a. Yes
b. No
c. Don't know/prefer not to answer

Appendix B: Tulsa Regions

REGION	ZIP CODES	POPULATION	AVERAGE MEDIAN HOUSEHOLD INCOME
EAST TULSA	74108, 74116, 74128, 74129, 74134, 74146	73,886	$41,093
SOUTH TULSA	74108, 74116, 74128, 74133, 74136, 74137	103,561	$59,908
NORTH TULSA	74106, 74110, 74115, 74117, 74126, 74127, 74130	85,374	$28,867
WEST TULSA	74107, 74132	28,295	$44,222
DOWNTOWN/MIDTOWN	74103, 74104, 74105, 74112, 74114, 74119, 74120, 74135, 74145	125,160	$47,084

Appendix C: Ratio-to-Score Conversion Table

Indicator-Level Ratio-to-Score Conversion Table. Once a ratio has been obtained, the score corresponding to that ratio is identified. Changes are more difficult to achieve as ratios approach 1; thus, the closer a ratio is to 1, the smaller the change in ratio is needed to move up or down a score.

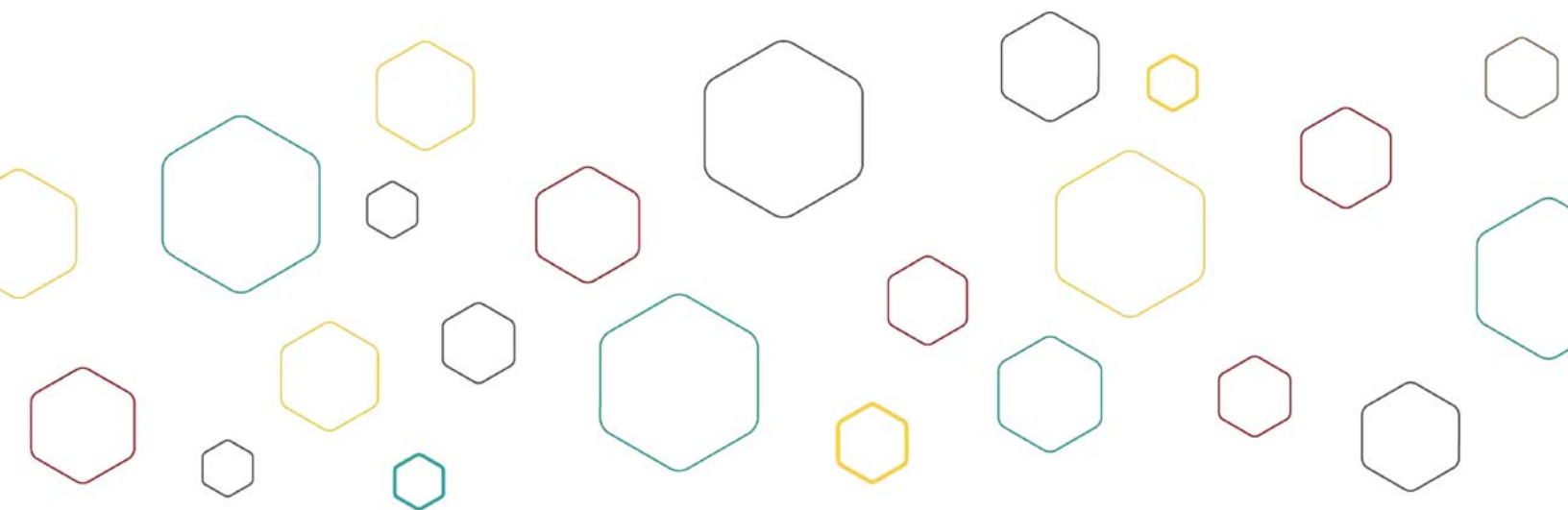| Score Range	Ratio from	Ratio to	Increase by	Score Range	Ratio from	Ratio to	Increase by
100	0.001	1.004	n/a	50	1.750	1.774	+0.025
99	1.005	1.009	+0.005	49	1.775	1.799	+0.025
98	1.010	1.014	+0.005	48	1.800	1.824	+0.025
97	1.015	1.019	+0.005	47	1.825	1.849	+0.025
96	1.020	1.024	+0.005	46	1.850	1.874	+0.025
95	1.025	1.029	+0.005	45	1.875	1.899	+0.025
94	1.030	1.034	+0.005	44	1.900	1.924	+0.025
93	1.035	1.039	+0.005	43	1.925	1.949	+0.025
92	1.040	1.044	+0.005	42	1.950	1.974	+0.025
91	1.045	1.049	+0.005	41	1.975	1.999	+0.025
90	1.050	1.054	+0.005	40	2.000	2.149	+0.150
89	1.055	1.059	+0.005	39	2.150	2.299	+0.150
88	1.060	1.064	+0.005	38	2.300	2.449	+0.150
87	1.065	1.069	+0.005	37	2.450	2.599	+0.150
86	1.070	1.074	+0.005	36	2.600	2.749	+0.150
85	1.075	1.079	+0.005	35	2.750	2.899	+0.150
84	1.080	1.084	+0.005	34	2.900	3.049	+0.150
83	1.085	1.089	+0.005	33	3.050	3.199	+0.150
82	1.090	1.094	+0.005	32	3.200	3.349	+0.150
81	1.095	1.099	+0.005	31	3.350	3.499	+0.150
80	1.100	1.119	+0.020	30	3.500	3.649	+0.150
79	1.120	1.139	+0.020	29	3.650	3.799	+0.150
78	1.140	1.159	+0.020	28	3.800	3.949	+0.150
77	1.160	1.179	+0.020	27	3.950	4.099	+0.150
76	1.180	1.199	+0.020	26	4.100	4.249	+0.150
75	1.200	1.219	+0.020	25	4.250	4.399	+0.150
74	1.220	1.239	+0.020	24	4.400	4.549	+0.150
73	1.240	1.259	+0.020	23	4.550	4.699	+0.150
72	1.260	1.279	+0.020	22	4.700	4.849	+0.150
71	1.280	1.299	+0.020	21	4.850	4.999	+0.150
70	1.300	1.319	+0.020	20	5.000	5.249	+0.250
69	1.320	1.339	+0.020	19	5.250	5.499	+0.250
68	1.340	1.359	+0.020	18	5.500	5.749	+0.250
67	1.360	1.379	+0.020	17	5.750	5.999	+0.250
66	1.380	1.399	+0.020	16	6.000	6.249	+0.250
65	1.400	1.419	+0.020	15	6.250	6.499	+0.250
64	1.420	1.439	+0.020	14	6.500	6.749	+0.250
63	1.440	1.459	+0.020	13	6.750	6.999	+0.250
62	1.460	1.479	+0.020	12	7.000	7.249	+0.250
61	1.480	1.499	+0.020	11	7.250	7.499	+0.250
60	1.500	1.524	+0.025	10	7.500	7.749	+0.250
59	1.525	1.549	+0.025	9	7.750	7.999	+0.250
58	1.550	1.574	+0.025	8	8.000	8.249	+0.250
57	1.575	1.599	+0.025	7	8.250	8.499	+0.250
56	1.600	1.624	+0.025	6	8.500	8.749	+0.250
55	1.625	1.649	+0.025	5	8.750	8.999	+0.250
54	1.650	1.674	+0.025	4	9.000	9.249	+0.250
53	1.675	1.699	+0.025	3	9.250	9.499	+0.250
52	1.700	1.724	+0.025	2	9.500	9.749	+0.250
51	1.725	1.749	+0.025	1	9.750	10.000+	+0.250

Ratio to Score Conversion Table created by and provided to Tulsa Equality Indicators by the City University of New York Institute for State and Local Governance.

Appendix D: Data Sources by Indicator

- Indicator 1: ReferenceUSA Database, Tulsa City-County Library, 12/17/17 & 1/12/18; U.S. Census Bureau, American Community Survey, 2016 1-Year Estimates

- Indicator 2: ReferenceUSA Database, Tulsa City-County Library, 12/17/17; U.S. Census Bureau, American Community Survey, 2015 5-Year Estimates

- Indicator 3: ReferenceUSA Database, Tulsa City-County Library, 11/14/17 & 01/12/2018; U.S. Census Bureau, American Community Survey, 2015 5-Year Estimates

- Indicator 4: U.S. Census Bureau, American Community Survey, 2016 1-Year Estimates

- Indicator 5: U.S. Census Bureau, Census OnTheMap, 2015, 2015 5-Year Estimates

- Indicator 6: U.S. Census Bureau, American Community Survey, 2015 5-Year Estimates

- Indicator 7: U.S. Census Bureau, American Community Survey, 2015 5-Year Estimates

- Indicator 8: U.S. Census Bureau, American Community Survey, 2016 1-Year Estimates

- Indicator 9: U.S. Census Bureau, American Community Survey, 2016 1-Year Estimates

- Indicator 10: Office of Educational Quality and Accountability [Oklahoma], School Profiles, SY 2015/2016

- Indicator 11: Office of Educational Quality and Accountability [Oklahoma], School Profiles, SY 2015/2016

- Indicator 12: Office of Educational Quality and Accountability [Oklahoma], School Profiles, SY 2015/2016

- Indicator 13: Oklahoma State Department of Education, SY 2016/2017

- Indicator 14: Tulsa Public Schools, School Profiles, SY 2015/2016

- Indicator 15: Office of Educational Quality and Accountability [Oklahoma], School Profiles, SY 2015/2016

- Indicator 16: Oklahoma State Department of Education, SY 2016/2017

- Indicator 17: Oklahoma State Department of Education, SY 2016/2017

- Indicator 18: U.S. Census Bureau, American Community Survey, 2016 1-Year Estimates

- Indicator 19: U.S. Census Bureau, American Community Survey, 2016 1-Year Estimates

- Indicator 20: Federal Financial Institutions Examination Council, Conventional Purchases by Race

- Indicator 21: U.S. Census Bureau, American Community Survey, 2016 1-Year Estimates

- Indicator 22: Youth Services Tulsa (by request); U.S. Census Bureau, American Community Survey, 2016 1-Year Estimates

- Indicator 23: Homeless Management Information System, Annual Homeless Assessment Report to Congress; U.S. Census Bureau, American Community Survey, 2016 1-Year Estimates

- Indicator 24: Homeless Management Information System, Annual Homeless Assessment Report to Congress; U.S. Census Bureau, American Community Survey, 2016 1-Year Estimates

- Indicator 25: U.S. Census Bureau, American Community Survey, 2016 1-Year Estimates

- Indicator 26: U.S. Department of Housing and Urban Development (HUD), Housing Choice Vouchers by Census Tract; U.S. Census Bureau, American Community Survey, 2015 5-Year Estimates

- Indicator 27: Tulsa Health Department (by request); U.S. Census Bureau, American Community Survey, 2016

- Indicator 28: Tulsa Police Department (by request); U.S. Census Bureau, American Community Survey, 2016 1-Year Estimates

- Indicator 29: Tulsa Police Department (by request); U.S. Census Bureau, American Community Survey, 2016 1-Year Estimates

- Indicator 30: Tulsa Police Department (by request); U.S. Census Bureau, American Community Survey, 2016 1-Year Estimates; Federal Bureau of Investigation, Uniform Crime Reporting: National Incident-Based Reporting System; U.S. Census Bureau, 2016, Population Estimates Program

- Indicator 31: Tulsa Police Department, Internal Affairs Annual Report; U.S. Census Bureau, American Community Survey, 2016 1-Year Estimates

- Indicator 32: Tulsa Police Department, Internal Affairs Annual Report; U.S. Census Bureau, American Community Survey, 2016 1-Year Estimates

- Indicator 33: Tulsa Police Department, Internal Affairs Annual Report; U.S. Census Bureau, American Community Survey, 2016 1-Year Estimates

- Indicator 34: Oklahoma Department of Human Services, Annual Report FY2015; Child Welfare Information Gateway, Child Maltreatment 2015: Summary of Key Findings

- Indicator 35: Tulsa Police Department (by request); U.S. Census Bureau, American Community Survey, 2016 1-Year Estimates

- Indicator 36: Domestic Violence Intervention Services (by request); U.S. Census Bureau, American Community Survey, 2015 5-Year Estimates

- Indicator 37: U.S. Census Bureau, American Community Survey, 2016 1-Year Estimates

- Indicator 38: Health Data & Evaluation, Tulsa Health Department (by request); U.S. Census Bureau, American Community Survey, 2015 5-Year Estimates

- Indicator 39: U.S. Department of Veterans Affairs (VA.gov), Completed Appointment Wait Times National, Facility, and Division Level Summaries, Wait Time Measured from Preferred Date for the Reporting Period Ending: October 2017

- Indicator 40: Oklahoma State Department of Health (OSDH), Center for Health Statistics, Health Care Information, Vital Statistics 2013-2015, on Oklahoma Statistics on Health Available for Everyone (OK2SHARE)

- Indicator 41: Health Data & Evaluation, Tulsa Health Department (by request), Life Expectancy by Zip Code, 2013-2015; U.S. Census Bureau, American Community Survey, 2015 5-Year Estimates; U.S. Social Security Administration, 2015

- Indicator 42: Oklahoma State Department of Health (OSDH), Center for Health Statistics, Health Care Information, Vital Statistics 2013-2015, on Oklahoma Statistics on Health Available for Everyone (OK2SHARE)

- Indicator 43: Oklahoma State Department of Health (OSDH), Center for Health Statistics, Health Care Information, Vital Statistics 2015, on Oklahoma Statistics on Health Available for Everyone (OK2SHARE)

- Indicator 44: Oklahoma State Department of Health (OSDH), Center for Health Statistics, Health Care Information, Vital Statistics 2015, on Oklahoma Statistics on Health Available for Everyone (OK2SHARE)

- Indicator 45: Centers for Disease Control and Prevention (CDC), 500 Cities: Local Data for Better Health, Model-based estimates for current smoking among adults aged >=18 years, 2015; Behavioral Risk Factor Surveillance System (BRFSS); U.S. Census Bureau, American Community Survey, 2015 5-Year Estimates

- Indicator 46: U.S. Census Bureau, American Community Survey, 2015 5-Year Estimates, Table B25002; U.S. Census Bureau, American Community Survey, 2015 5-Year Estimates

- Indicator 47: City of Tulsa, Open Data, December 2017; U.S. Census Bureau, American Community Survey, 2015 5-Year Estimates

- Indicator 48: Tulsa City-County Library, Locations within City of Tulsa, Hours of Operation, November 2017; U.S. Census Bureau, American Community Survey, 2015 5-Year Estimates

- Indicator 49: City of Tulsa (by request), Authorities, Boards, and Commissions Dashboard, December 2017; U.S. Census Bureau, American Community Survey; U.S. Census Bureau, American Community Survey, 2016 1-Year Estimates

- Indicator 50: Oklahoma State Election Board (by request); U.S. Census Bureau, American Community Survey, 2015 5-Year Estimates

- Indicator 51: City of Tulsa, Open Data, December 2017; U.S. Census Bureau, American Community Survey, 2015 5-Year Estimates

- Indicator 52: Metro Tulsa Transit Authority (by request), December 2017; U.S. Census Bureau, American Community Survey, 2015 5-Year Estimates

- Indicator 53: U.S. Census Bureau, American Community Survey, 2016 1-Year Estimates

- Indicator 54: Indian Nations Council of Governments (INCOG) (by request), City of Tulsa and Riverparks Authority, 2017

Note: All data sources for this report are available online at **tulsaei.org/datasources2018**

Appendix E: Indicator Index

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Acknowledgments

Ei

TULSA EQUALITY INDICATORS

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Racial Equity Toolkit
to Assess Policies, Initiatives, Programs, and Budget Issues

RACE & SOCIAL JUSTICE
INITIATIVE

The vision of the Seattle Race and Social Justice Initiative is to eliminate racial inequity in the community. To do this requires ending individual racism, institutional racism and structural racism. The Racial Equity Toolkit lays out a process and a set of questions to guide the development, implementation and evaluation of policies, initiatives, programs, and budget issues to address the impacts on racial equity.

When Do I Use This Toolkit?

Early. Apply the toolkit early for alignment with departmental racial equity goals and desired outcomes.

How Do I Use This Toolkit?

With Inclusion. The analysis should be completed by people with different racial perspectives.

Step by step. The Racial Equity Analysis is made up of six steps from beginning to completion:

Step 1. Set Outcomes.
Leadership communicates key community outcomes for racial equity to guide analysis.

Step 2. Involve Stakeholders + Analyze Data.
Gather information from community and staff on how the issue benefits or burdens the community in terms of racial equity.

Step 3. Determine Benefit and/or Burden.
Analyze issue for impacts and alignment with racial equity outcomes.

Step 4. Advance Opportunity or Minimize Harm.
Develop strategies to create greater racial equity or minimize unintended consequences.

Step 5. Evaluate. Raise Racial Awareness. Be Accountable.
Track impacts on communities of color overtime. Continue to communicate with and involve stakeholders. Document unresolved issues.

Step 6. Report Back.
Share information learned from analysis and unresolved issue with Department Leadership and Change Team.

Racial Equity Toolkit Assessment Worksheet

Title of policy, initiative, program, budget issue: Source of Income Discrimination

Description: Expanding Section 8 voucher protections to include other subsidies and verifiable sources of income such as SSI, veteran's benefits and child support payments.

Department: Seattle Office for Civil Rights **Contact:** Brenda Anibarro (206) 684-4514, Brenda.anibarro@seattle.gov

☒Policy ☐Initiative ☐Program ☐Budget Issue

Step 1. Set Outcomes.

1a. What does your department define as the most important racially equitable community outcomes related to the issue? *(Response should be completed by department leadership in consultation with RSJI Executive Sponsor, Change Team Leads and Change Team. Resources on p.4)*

Decrease racial inequities related to housing cost burden and increase the ability for low income people of color to retain housing in Seattle (anti-displacement).

1b. Which racial equity opportunity area(s) will the issue primarily impact?

☐Education   ☐Criminal Justice
☐Community Development   ☐Jobs
☐Health   ☒Housing
☐Environment

1c. Are there impacts on:
☐Contracting Equity   ☐Immigrant and Refugee Access to Services
☐Workforce Equity   ☐Inclusive Outreach and Public Engagement

Please describe:

Step 2. Involve stakeholders. Analyze data.

2a. Are there impacts on geographic areas? ☒Yes   ☐No
Check all neighborhoods that apply *(see map on p.5)*:

☒All Seattle neighborhoods   ☐Lake Union   ☐East District
☐Ballard   ☐Southwest   ☐King County (outside Seattle)
☐North   ☐Southeast   ☐Outside King County
☐NE   ☐Delridge   Please describe:
☐Central   ☐Greater Duwamish

2b. What are the racial demographics of those living in the area or impacted by the issue?

For over 25 years, the City of Seattle has protected a person's right to housing using a Section 8 housing voucher (SMC 14.08). Seattle's ordinance was unanimously passed in 1989 in response to the housing affordability crisis at the time. There were between 3,000-5,000 people a night who were experiencing homelessness, and thousands more faced rental restrictions due to their use of HUD programs that helped offset their rent payments. Many of them were elderly, disabled and low income people of color.

In the last eight years, the Seattle Office for Civil Rights has investigated 67 cases relating to Section 8 discrimination, comprising 10% of our housing discrimination cases. Due to existing racial inequities, people of color are overrepresented as Section 8 voucher holders in Seattle. **African Americans, Native Americans and Asian Pacific Islanders are doubly represented as vouchers holders compared to their total proportion of the Seattle population. This means that discrimination on the basis of Section 8 has a disproportionate impact on communities of color.**

At the same time, individuals and families are also experiencing denial of housing based on the use of other subsidies such as child support payments, Social Security, Supplemental Security Income, unemployment insurance, or veteran's benefits. We know this impacts many of the same communities that depend on Section 8 vouchers to ensure their families' needs are met: parents, veterans, people with disabilities, seniors, low income people of color, immigrants and refugees and others.

Finally, we know that communities of color in Seattle face disproportionate housing cost burdens (paying over 50% of income on rent). Housing cost-burden disproportionately impacts Seattle's Black residents. As the chart illustrates below, 26% of Black renters are disproportionately burdened by housing costs, paying more than 50% of their income on rent.[1]

Housing Cost Burden in Seattle by Race
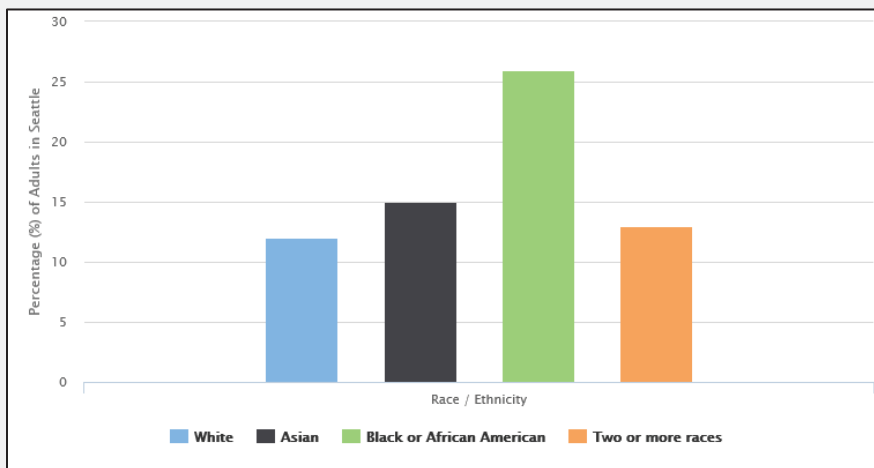
(Source: Source: U.S. Department of Housing & Urban Development, CHAS, 2006-2010 5-Year American Community Survey, Seattle)

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[1] U.S. Department of Housing & Urban Development, CHAS, 2006-2010 5-Year American Community Survey, Seattle.

2c. How have you involved community members and stakeholders? *(See p.5 for questions to ask community/staff at this point in the process to ensure their concerns and expertise are part of analysis.)*

In 2015 the Mayor's Housing and Affordability and Livability Agenda Committee made a recommendation for the City to address barriers renters faced using subsidies and other sources of income. The Mayor included this recommendation in his Action Plan to Address Seattle's Affordability Crisis. In November of 2015 the Seattle Office for Civil Rights(OCR) convened a stakeholder group comprised of tenant advocates, landlords and social service providers to provide input on a legislative strategy to address the issue. Stakeholders relayed that their tenant assistance hotlines received many calls from renters being turned away when trying to use a subsidy or other source of income to pay for housing, including when receiving short-term and one-time rental assistance (including funds the City provides to agencies as strategy to help prevent homelessness).

This stakeholder process overlapped with OCR's Fair Housing Campaign which included workshops for renters held by OCR and by community partners that we contracted with. 46 workshops were held during the fall of 2015. At these workshops participants were asked what barriers they were facing when seeking housing. In addition to barriers based on race, national origin, disability, Section 8, gender identity and sexual orientation, staff heard concerns relating to barriers based on a prior criminal record as well as numerous people who spoke of denials of housing based on use of refugee assistance payments, child support payments and other subsidies.

2d. What does data and your conversations with stakeholders tell you about existing racial inequities that influence people's lives and should be taken into consideration? *(See Data Resources on p.6. King County Opportunity Maps are good resource for information based on geography, race, and income.)*

The overrepresentation of people of color as voucher holders is reflective of the reality that racial inequities create systemic barriers that continue to keep individuals and families of color facing disproportionate rates of poverty. This stems from policies and institutional practices that continue to perpetuate a lack of access to fair wages, inequitable education and employment opportunities for communities of color.

In addition to the disparate impact that discrimination against someone using a subsidy or nontraditional form of payment has on communities of color, people of color continue to face barriers to housing simply because of their race and national origin. Any legislative effort to remedy barriers faced by someone using a subsidy has to address the overarching reality that racism continues to exist daily. In 2014, the Seattle Office for Civil Rights conducted fair housing testing to see how applicants were being treated based on a number of protected classes. In 64% of tests based on race and 67% of tests based on national origin, evidence of different treatment emerged. This included African American and Latino rental applicants being quoted higher prices than White applicants for the same unit, being shown fewer available units, being given different terms and conditions including higher security deposits, being told they would need to undergo criminal background checks when the White applicants were not told the same, and being told that they would need a co-signer on the application despite having the same rental qualifications.

2e. What are the root causes or factors creating these racial inequities?
Examples: Bias in process; Lack of access or barriers; Lack of racially inclusive engagement

A lack of protections in state or local fair housing laws has allowed these types of discriminatory actions to continue. Once passed, strong enforcement that doesn't rely on the individual to come forward, but that takes proactive efforts to educate landlords, conduct testing and monitor compliance will be necessary.

Step 3. Determine Benefit and/or Burden.

Given what you have learned from data and from stakeholder involvement…

3. How will the policy, initiative, program, or budget issue increase or decrease racial equity? What are potential unintended consequences? What benefits may result? Are the impacts aligned with your department's community outcomes that were defined in Step I.?

The policy will ensure that people who use subsidies or other forms of nontraditional income are able to maintain and access housing. This will have a positive impact on low income communities of color by ensuring families have a place to call home, preventing displacement and ensuring greater housing stability. Given Seattle's increasing unaffordable housing market, this legislation is a critical part of a larger anti-displacement strategy. Unintended consequences include tenants not seeking remedy for discriminatory actions due to fear of retaliation, housing instability resulting in a lack of time or capacity to file a charge of discrimination, etc. As stated above, once passed, this law will require strong enforcement that doesn't rely on the individual to come forward, but takes proactive efforts to educate landlords, conduct testing and monitor compliance.

Step 4. Advance Opportunity or Minimize Harm.

4. How will you address the impacts (including unintended consequences) on racial equity? What strategies address immediate impacts? What strategies address root causes of inequity listed in Q.6? How will you partner with stakeholders for long-term positive change? If impacts are not aligned with desired community outcomes, how will you re-align your work?

Program Strategies: Ensure funding for education and outreach to reach those most impacted (POC, immigrants and refugees, people with disabilities, others)

Policy Strategies: Ensure policy allows for strong proactive enforcement actions

Partnership Strategies: Build education on this issue into future fair housing partner contracts so that more members of the community are aware of their rights and that agencies contact us when they see a violation occur.

Step 5. Evaluate. Raise Racial Awareness. Be Accountable.

5a. How will you evaluate and be accountable? How will you evaluate and report impacts on racial equity over time? What is your goal and timeline for eliminating racial inequity? How will you retain stakeholder participation and ensure internal and public accountability? How will you raise awareness about racial inequity related to this issue?

Collect and analyze Charging Party data by race and national origin to see if we are reaching communities of color. Conduct fair housing testing on the new protected class every two to three years to see if outcomes improving. Monitor racial inequities in housing cost burden data to see if moving the needle. Fold this issue into our overall education and outreach efforts with the community.

5b. What is unresolved? What resources/partnerships do you still need to make changes?

Funding for outreach and education (implementation) still not determined.

Step 6. Report Back.

Share analysis and report responses from Q.5a. and Q.5b. with Department Leadership and Change Team Leads and members involved in Step 1.

Creating Effective Community Outcomes

Outcome = the result that you seek to achieve through your actions.

Racially equitable **community outcomes = the specific result you are seeking to achieve that advances racial equity in the community.**

When creating outcomes think about:

- What are the greatest opportunities for creating change in the next year?
- What strengths does the department have that it can build on?
- What challenges, if met, will help move the department closer to racial equity goals?

Keep in mind that the City is committed to creating racial equity in seven key opportunity areas: **Education, Community Development, Health, Criminal Justice, Jobs, Housing, and the Environment.**

Examples of community outcomes that increase racial equity:

OUTCOME	OPPORTUNITY AREA
Increase transit and pedestrian mobility options in communities of color.	Community Development
Decrease racial disparity in the unemployment rate.	Jobs
Ensure greater access to technology by communities of color.	Community Development, Education, Jobs
Improve access to community center programs for immigrants, refugees and communities of color.	Health, Community Development
Communities of color are represented in the City's outreach activities.	Education, Community Development, Health, Jobs, Housing, Criminal Justice, Environment
The racial diversity of the Seattle community is reflected in the City's workforce across positions.	Jobs
Access to City contracts for Minority Business Enterprises is increased.	Jobs
Decrease racial disparity in high school graduation rates	Education

Additional Resources:

- **RSJI Departmental Work Plan:** http://inweb/rsji/departments.htm

- **Department Performance Expectations:** http://web1.seattle.gov/DPETS/DPETSWEbHome.aspx

- **Mayoral Initiatives:** http://www.seattle.gov/mayor/issues/

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Identifying Stakeholders + Listening to Communities of Color

Identify Stakeholders

Find out who are the **stakeholders** most affected by, concerned with, or have experience relating to the policy, program or initiative? Identify racial demographics of neighborhood or those impacted by issue. *(See District Profiles in the Inclusive Outreach and Public Engagement Guide or refer to U.S. Census information on p.7)*

Once you have indentified your stakeholders ….

Involve them in the issue.
Describe how historically underrepresented community stakeholders can take a leadership role in this policy, program, initiative or budget issue.

Listen to the community. Ask:
1. What do we need to know about this issue? How will the policy, program, initiative or budget issue burden or benefit the community? *(concerns, facts, potential impacts)*

2. What factors produce or perpetuate racial inequity related to this issue?

3. What are ways to minimize any negative impacts (harm to communities of color, increased racial disparities, etc) that may result? What opportunities exist for increasing racial equity?

Tip: Gather Community Input Through...

- Community meetings
- Focus groups
- Consulting with City commissions and advisory boards
- Consulting with Change Team
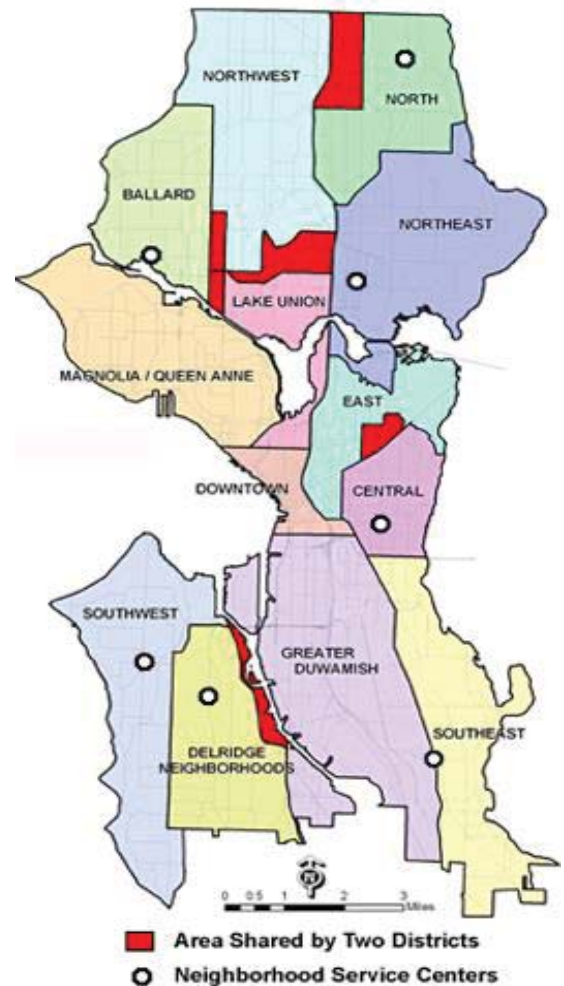
Examples of what this step looks like in practice:
- A reduction of hours at a community center includes conversations with those who use the community center as well as staff who work there.
- Before implementing a new penalty fee, people from the demographic most represented in those fined are surveyed to learn the best ways to minimize negative impacts.

For resources on how to engage stakeholders in your work see the **Inclusive Outreach and Public Engagement Guide:** http://inweb1/neighborhoods/outreachguide/

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Data Resources

City of Seattle Seattle's Population and Demographics at a Glance:
http://www.seattle.gov/dpd/Research/Population_Demographics/Overview/default.asp
Website updated by the City Demographer. **Includes: Housing** Quarterly Permit Report • **Employment data** • 2010 Census data • **2006-2010 American Community Survey** • 2010 Census: Demographic highlights from the 2010 Census; Basic Population and Housing Characteristics Change from 1990, 2000, and 2010 – PDF report of counts of population by race, ethnicity and over/under 18 years of age as well as a total, occupied and vacant housing unit count; Three-page subject report – PDF report of detailed population, household and housing data • American Community Survey: **2010 5-year estimates and 2009 5-year estimates** • Census 2000 • Permit Information: Comprehensive Plan Housing Target Growth Report for Urban Centers and Villages; Citywide Residential Permit Report • Employment Information: Comprehensive Plan Employment Target Growth Report for Urban Centers and Villages; Citywide Employment 1995-2010 • The Greater Seattle Datasheet: a report by the Office of Intergovernmental Relations on many aspects of Seattle and its region.

SDOT Census 2010 Demographic Maps (by census blocks): Race, Age (under 18 and over 65) and Median Income http://inweb/sdot/rsji_maps.htm

Seattle's Population & Demographics Related Links & Resources (From DPD website:
http://www.seattle.gov/dpd/Research/Population_Demographics/Related_Links/default.asp)
Federal
  ▪ American FactFinder: The U.S. Census Bureau's main site for online access to population, housing, economic, and geographic data.
  ▪ Census 2000 Gateway: The U.S. Census Bureau's gateway to Census 2000 information.
State
  ▪ Washington Office of Financial Management: OFM is the official state agency that provides estimates, forecasts, and reports on the state's population, demographic characteristics, economy, and state revenues.
Regional
  ▪ Puget Sound Regional Council: PSRC is the regional growth management and transportation planning agency for the central Puget Sound region in Washington State.
County
  ▪ King County Census Viewer: A web-based application for viewing maps and tables of more than 100 community census data indicators for 77 defined places in King County.
  ▪ King County Department of Development and Environmental Services: the growth management planning agency for King County.
  ▪ Seattle & King County Public Health - Assessment, Policy Development, and Evaluation Unit: Provides health information and technical assistance, based on health assessment data
  ▪ King County Opportunity Maps: A Study of the Region's Geography of Opportunity. Opportunity maps illustrate where opportunity rich communities exist, assess who has access to those neighborhoods, and help to understand what needs to be remedied in opportunity poor neighborhoods. Puget Sound Regional Council.

City
  ▪ The Greater Seattle Datasheet: A Seattle fact sheet courtesy of the City of Seattle's Office of Intergovernmental Relations.

Other
  ▪ Seattle Times Census 2000: articles, charts related to Census 2000 and the Seattle/Puget Sound region.

Glossary

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.

Community outcomes- The specific result you are seeking to achieve that advances racial equity.

Contracting Equity- Efforts to achieve equitable racial 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 Seattle 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 members can effectively engage in the design and delivery of public services.

Individual racism- Pre-judgment, bias, stereotypes about an individual or group based on race. The impacts of racism on individuals including white people internalizing privilege and people of color internalizing oppression.

Institutional racism- Organizational programs, policies or procedures that work to the benefit of white people and to the detriment of people of color, usually unintentionally or inadvertently.

Opportunity areas- One of seven issue areas the City of Seattle is working on in partnership with the community to eliminate racial disparities and create racial equity. They include: Education, Health, Community Development, Criminal Justice, Jobs, Housing and the Environment.

Racial equity- When social, economic and political opportunities are not predicted based upon a person's race.

Racial inequity-When a person's race can predict their social, economic and political opportunities and outcomes.

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 like Seattle Housing Authority, schools, community-based organizations, Change Teams, City employees, unions, etc.

Structural racism - 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.

Workforce Equity- Ensure the City's workforce diversity reflects the diversity of Seattle

Racial Equity and Social Justice Initiative
RESJ Tool: Comprehensive Version

INSTRUCTIONS

Use this tool as early as possible in the development of City policies, plans, programs and budgets.

For issues on a short timeline or with a narrow impact, you may use the RESJ Tool – Fast Track Version.

This analysis should be completed by people with different racial and socioeconomic perspectives. When possible, involve those directly impacted by the issue. Include and document multiple voices in this process.

The order of questions may be re-arranged to suit your situation.

Mission of the Racial Equity and Social Justice (RESJ) Initiative: To establish racial equity and social justice as core principles in all decisions, policies and functions of the City of Madison.

Equity is just and fair inclusion into a society in which all, including all racial and ethnic groups, can participate, prosper, and reach their full potential. Equity gives all people a just and fair shot in life despite historic patterns of racial and economic exclusion (*www.policylink.org*).

The persistence of deep racial and social inequities and divisions across society is evidence of bias at the individual, institutional and structural levels. These types of bias often work to the benefit of White people and to the detriment of people of color, usually unintentionally or inadvertently.

Purpose of this Tool: To facilitate conscious consideration of equity and examine how communities of color and low-income populations will be affected by a proposed action/decision of the City.

The *"What, Who, Why, and How"* questions of this tool are designed to lead to strategies to prevent or mitigate adverse impacts and unintended consequences on marginalized populations.

BEGIN ANALYSIS

Title of policy, plan or proposal:

Main contact name(s) and contact information for this analysis:

Names and affiliations of others participating in the analysis:

1. **WHAT**

a. What is the policy, plan or proposal being analyzed, and what does it seek to accomplish?

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[                                                                    ]
[                                                                    ]
[                                                                    ]
[                                                                    ]
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b. What factors (including existing policies and structures) associated with this issue might be affecting communities of color and/or low-income populations differently?

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c. What do available data tell you about this issue? (See page 5 for guidance on data resources.)

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d. What data are unavailable or missing?

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[                                                                    ]
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e. Which focus area(s) will the policy, plan or proposal primarily impact?
   Please add any comments regarding the specific impacts on each area:

☐ Community/Civic Engagement   ☐ Food Access & Affordability
☐ Criminal Justice   ☐ Government Practices
☐ Early Childhood   ☐ Health
☐ Economic Development   ☐ Housing
☐ Education   ☐ Planning & Development
☐ Employment   ☐ Service Equity
☐ Environment   ☐ Transportation

☐ Other (please describe)

Comments:

2. **WHO**

a. Who (individuals or groups) could be impacted by the issues related to this policy, plan or proposal?
   Who would benefit?

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[                                                                    ]
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Who would be burdened?

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Are there potential disproportionate impacts on communities of color or low-income communities?

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b. Have stakeholders from different racial/ethnic and socioeconomic groups—especially those most affected—been informed, involved and represented in the development of this proposal or plan? Who is missing and how can they be engaged? (See page 6 for guidance on community engagement.)

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c. What input have you received from those who would be impacted and how did you gather this information? Specify sources of comments and other input.

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3. WHY

a. What are the root causes or factors creating any racial or social inequities associated with this issue? (Examples: Bias in process; Lack of access or barriers; Lack of inclusive engagement)

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b. What are potential unintended consequences? What benefits or burdens may result? (Specifically consider social, economic, health and environmental impacts.)

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c. What identified community needs are being met or ignored in this issue or decision?

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4. WHERE

a. Are there impacts on geographic areas? (Select all that apply.)

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│  ☐ All Madison neighborhoods          ☐ Park Edge/Park Ridge                   │
│  ☐ Allied Drive                       ☐ Southside                              │
│  ☐ Balsam/Russet                      ☐ East Madison (general)                 │
│  ☐ Brentwood/Northport Corridor       ☐ North Madison (general)               │
│  ☐ Darbo/Worthington                  ☐ West Madison (general)                 │
│  ☐ Hammersley/Theresa                 ☐ Downtown/Campus                        │
│  ☐ Leopold/Arbor Hills                ☐ Dane County (outside Madison)          │
│  ☐ Owl Creek                          ☐ Outside Dane County                    │
│                                                                                │
│  Comments:                                                                     │
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5. HOW: RECOMMENDATIONS SECTION

a. Describe recommended strategies to address adverse impacts, prevent unintended negative consequences and advance racial equity (program, policy, partnership and/or budget/fiscal strategies):

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b. Is the proposal or plan:

☐ Realistic?
☐ Adequately funded?
☐ Adequately resourced with personnel?
☐ Adequately resourced with mechanisms (policy, systems) to ensure successful implementation and enforcement?
☐ Adequately resourced with provisions to ensure ongoing data collection, public reporting, stakeholder participation and public accountability?

If you answered "no" to any of the above, what resources or actions are needed?

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c. Who is accountable for this decision?

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d. How will impacts be documented and evaluated? What are the success indicators and progress benchmarks?

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e. How will those impacted by this issue be informed of progress and impacts over time?

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DATA RESOURCES FOR RACIAL EQUITY AND SOCIAL JUSTICE IMPACT ANALYSIS

City of Madison

- Neighborhood Indicators (UW Applied Population Lab and City of Madison):
  http://madison.apl.wisc.edu
- Open Data Portal (City of Madison):
  https://data.cityofmadison.com
- Madison Measures (City of Madison):
  www.cityofmadison.com/finance/documents/madisonmeasures-2013.pdf
- Census reporter (US Census Bureau):
  http://censusreporter.org/profiles/06000US5502548000-madison-city-dane-county-wi

Dane County

- Geography of Opportunity: A Fair Housing Equity Assessment for Wisconsin's Capital Region (Capital Area Regional Planning Commission):
  www.capitalarearpc.org
- Race to Equity report (Wisconsin Council on Children and Families):
  http://racetoequity.net
- Healthy Dane (Public Health Madison & Dane County and area healthcare organizations):
  www.healthydane.org
- Dane Demographics Brief (UW Applied Population Lab and UW-Extension):
  www.apl.wisc.edu/publications/Dane_County_Demographics_Brief_2014.pdf

State of Wisconsin

- Wisconsin Quickfacts (US Census):
  http://quickfacts.census.gov/qfd/states/55000.html
- Demographics Services Center (WI Dept of Administration):
  www.doa.state.wi.us/section_detail.asp?linkcatid=11&linkid=64&locid=9
- Applied Population Laboratory (UW-Madison):
  www.apl.wisc.edu/data.php

Federal

- American FactFinder (US Census):
  http://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml
- 2010 Census Gateway (US Census):
  www.census.gov/2010census

CITY OF MADISON RACIAL EQUITY AND SOCIAL JUSTICE COMMUNITY ENGAGEMENT CONTINUUM

Adapted from *Community Engagement Guide: A tool to advance Equity & Social Justice in King County*
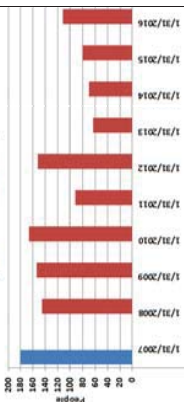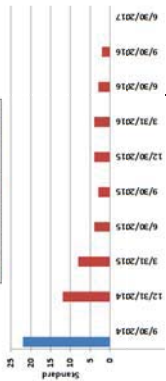
The continuum provides details, characteristics and strategies for five levels of community engagement. The continuum shows a range of actions from county-led information sharing that tends to be shorter-term to longer-term community-led activities. The continuum can be used for both simple and complex efforts. As a project develops, the level of community engagement may need to change to meet changing needs and objectives.

The level of engagement will depend on various factors, including program goals, time constraints, level of program and community readiness, and capacity and resources. There is no one right level of engagement, but considering the range of engagement and its implications on your work is a key step in promoting community participation and building community trust. Regardless of the level of engagement, the role of both the City of Madison and community partners as part of the engagement process should always be clearly defined.

Levels of Engagement				
City Informs City of Madison initiates an effort, coordinates with departments and uses a variety of channels to inform community to take action	**City Consults** City of Madison gathers information from the community to inform city-led projects	**City engages in dialogue** City of Madison engages community members to shape city priorities and plans	**City and community** work together Community and City of Madison share in decision-making to co-create solutions together	**Community** directs action Community initiates and directs strategy and action with participation and technical assistance from the City of Madison
Characteristics of Engagement				
• Primarily one-way channel of communication • One interaction • Term-limited to event • Addresses immediate need of City and community	• Primarily one-way channel of communication • One to multiple interactions • Short to medium-term • Shapes and informs city projects	• Two-way channel of communication • Multiple interactions • Medium to long-term • Advancement of solutions to complex problems	• Two-way channel of communication • Multiple interactions • Medium to long-term • Advancement of solutions to complex problems	• Two-way channel of communication • Multiple interactions • Medium to long-term • Advancement of solutions to complex problems
Strategies				
Media releases, brochures, pamphlets, outreach to vulnerable populations, ethnic media contacts, translated information, staff outreach to residents, new and social media	Focus groups, interviews, community surveys	Forums, advisory boards, stakeholder involvement, coalitions, policy development and advocacy, including legislative briefings and testimony, workshops, community-wide events	Co-led community meetings, advisory boards, coalitions and partnerships, policy development and advocacy, including legislative briefings and testimony	Community-led planning efforts, community-hosted forums, collaborative partnerships, coalitions, policy development and advocacy, including legislative briefings and testimony

City of Louisville, Community Progress Report

Status Legend

Health	Progress		Reported in LouieStat
Not Started: Goal or initiative is not started but is expected to start on time	- some action steps, required for the initiative, are completed	25%	yes
Off-track: Goal or initiative is not started and is overdue or goal or initiative is in progress, but behind schedule and has an issue that will affect completion date	- about half the action steps, required for the initiative, are completed	50%	no
Slightly Off-track: Goal or initiative is in progress, but behind schedule and has an issue that may affect completion date	- most action steps, required for the initiative, are completed	75%	not applicable
On-track: Goal or initiative is in progress, on schedule, and expected to be completed on time	- all action steps, required for the initiative, are completed	100%	
Accomplished: Goal or initiative is completed			

Community Services
PROGRESS REPORT

Goal Description	Risks	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
02. Improve Internal Collaboration: To communicate and work effectively together in order to better serve the community.	No Risks Given				Process	✖	02.04 Improve Case Management: To improve the case management process in order to better serve clients	1. Current case management policy review for all program areas were to be reviewed before 10/17/16. This has been completed. 2. Next Steps - a sample of case managers from each program area will be asked to join this committee to begin conversation about what a standard case management policy should encompass.		
							02.08 Redesign the LIHEAP process: Improve internal collaboration by July 2017 in order to increase staff capacity to provide more effective and efficient services to our clients.	LIHEAP offices expanded from 3 to 5. New telephone/online appointment system implemented.		
04. Leverage Community Resources: Strengthening and creating new partnerships and collaborations.	No Risks Given				Process	✔	04.05 Increase Volunteer Participation in CS Programs: Increase volunteer participation in Community Services programs, including the Foster Grandparent Program (FGP), Retired Senior Volunteer Program (RSVP), and Meals on Wheels.	This new initiative is still in initial stages of development.		
				Facebook Likes & Twitter Followers (Baseline, Update, Target)			04.06 Increase knowledge of resources/strengthen partnerships: To increase knowledge of internal and external community resources through strengthening and creating new partnerships and collaborations.	Specific measures include: 1) Ensuring staff have access and training of updated departmental and community resources (including our Directory of Services, resource guides for targeted populations, 211 database, 311, and the upcoming "Am I Eligible" tool). 2) Develop system to inventory of existing partnerships, purpose and level of each to assess contributions of each and determine gaps. (Ties in with a Pathways Category). Improve communications and engagement with partners. 3) Host two "speed dating" showcases; one for Metro agencies and one for external partners. Invite a guest partner to all staff meetings for a presentation. Please note: We will still continue to "Build the ___"		
07. Reduce Homelessness: Reduce HUD defined homelessness through the provision of housing assistance and individualized supportive services.	Sustaining funding for housing resources. New funding for housing and supportive resources.				Process	✔	07.03 Engage and Recruit Landlords: Engage and court reputable landlords to serve homeless/high needs clients. Measured through the work being performed by John Miles.	Mayor Fischer asked for landlord engagement for homeless veterans at the Week of Valor press conference on 11-2-15. LMCS staffer John Miles continues to compile resources for landlord engagement efforts.		

Community Services
PROGRESS REPORT

Goal Description	Risks	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
							07.02 Redesign Housing Process: Implement changes to policies and procedures of the Long-Term Housing division to improve effectiveness and efficiency.	An operational review of the Housing division has been completed, with strengths and areas of concern identified. Staff have voted to focus on improving case management, improving the intake and recertification process, and reviewing resource needs of the division and program participants. The case management team and leasing/recertification team have had their first meetings and will continue their work through December. Management is also reviewing staffing structure, job titles, and programming placement in the department to ensure the goals of the division are met.		
08. Increase Household Financial Stability: To create pathways and empower residents by providing tools, services and information that results in greater household financial stability and improved quality of life.	No Risks Given			Unsheltered Homeless (Baseline / Update chart)	Process	✗	08.04 Incorporate LABC into Community Services: Re-organize the Louisville Asset Building Coalition 501c(3) nonprofit organization to strengthen the relationship and improve collaboration with Louisville Metro government.	Community Services is analyzing to determine best method to re-organize LABC in cooperation with County Attorney's Office		
							08.06 Expand services to increase family financial capacity: Relocate and expand the Financial Empowerment Services Center to offer services and activities that increase the financial capacity of those who participate in financial education or empowerment activities.	The Financial Empowerment Services Center (FESC) and Financial Empowerment team has relocated and is now operating at the Nia Center. Services to be provided have been decided and strategic partners are involved. Partner schedules have been coordinated for shared office spaces and appointments are being held. Shared data consent forms and intake and outcome tracking tools are still in development. Marketing materials are also currently in development.		
11. Build Operational Excellence: Louisville Metro Community Services earns national accolades for operational excellence in social service delivery	Federal grant funding: Financial / Market / Accept. If entitlement grant funding is cut nation-wide, dept could suffer substantial reduction. Control: Monitoring national news regarding Federal budget, dept can react to federal budget cuts with more notice if risk is realized.			Unmet CSBG Organizational Performance Standards (Baseline / Update / Target chart)	Process	✓	11.01 Earn national Community Action Award for Excellence: Complete Community Action Pathways to Excellence Program in FY17 to identify areas of improvement to become eligible for National Community Action Award for Excellence.	Community Services has entered the National Community Action Award for Excellence "Community Action 'Pathways to Excellence'" process. Leaders attended an orientation conference Sep 20-21, 2016. We signed a charter and formed teams to answer each category of questions in the Pathways Questionnaire. The Questionnaire will be submitted to external peer reviewers by May 15, 2017. The feedback from the review will provide our roadmap to improve processes in order to earn the national award for excellence.		
							11.03 Enhance Staff Development: Evaluate existing staff compliance with MTU, department level and funding source training requirements, and develop a standard for all Community Services staff.	Managers are submitting lists of minimum training requirements and ideal training goals for each job position. This information will be used to establish a Key Performance Indicator of staff that have achieved training goals. Action steps will implement necessary training to fill gaps.		

Assessment of Diversity, Equity and Inclusion Efforts - November 2018

Assessment of Diversity, Equity and Inclusion Efforts - November 2018

Goal Description	Risks	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health

							11.02 Improve Management of Resources: Focus on process of aligning agency resources (financial, technological, and human) to meet community needs and agency strategic vision. This goal includes evaluation of financial resources, staff alignment, location of sites, and alignment of technology resources.	• Develop a process to ensure transparent budgeting that aligns resources with community needs
								  o Define the current state of the budget (Report current budget breakdown by category, not program)
								  o Develop a transition book to describe programs with their funding sources and funding levels.
								  o Review the current budget with consideration for alignment with agency mission, agency strategic goals and priorities, and community priorities.
								  o Develop standard process for agency budgeting that reflects agency mission, agency strategic goals and priorities, and community priorities based off review.
								• Develop IT Plan to ensure agency IT resources align with agency and community needs
								  o Develop an IT committee from agency staff (First meeting occurred November 8, 2016)
								  o With committee, identify and prioritize agency IT needs
								  o Develop plan with committee to meet agency needs		

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RACE & SOCIAL JUSTICE
INITIATIVE

ADVANCE OPPORTUNITY.
ACHIEVE EQUITY.

RSJI TRAINING AND EDUCATION

The Seattle Race and Social Justice Initiative offers a variety of training modules for City employees.

RSJI training provides a common foundation for addressing institutional racism and for changing practices, procedures and policies to create racial equity. Some training modules are intended for all City employees; others provide targeted training for specific groups. All training is designed to build knowledge and skills from one module to the next.

RSJI training also is excellent career development for City employees. The knowledge and skills that participants take away from RSJI training can be applied to many work challenges and situations. All training is conducted by the staff of the Seattle Office for Civil Rights (SOCR) and other skilled RSJI facilitators.

Contact Darlene Flynn at darlene.flynn@seattle.gov or 684-0291 for more information about RSJI training and education. We will work with you to adapt training modules to meet your needs.

RSJ basic competencies for all employees include:

An understanding of …

- The City's Race and Social Justice Initiative.
- Institutionalized racism and its impacts.
- Historical and present-day causes of racial inequities.

… and the ability to …

- Identify examples of institutional and individual racism.
- Stay engaged while discussing the impacts of race.
- Communicate more effectively with people across cultures.

RSJI KNOWLEDGE AND TOOLS FOR ALL EMPLOYEES

Introduction to the Race and Social Justice Initiative – (30 minutes – 1 hour)

This short orientation, which includes the 15-minute RSJI video, introduces the key concepts of the RSJ Initiative. **Who should take it:** All City employees (works well for employee/team meetings).

Race: the Power of an Illusion (RPOI) – (8 hours)

This video and facilitated discussion is the " RSJI basic training" for all City employees. The RPOI training uses the three-part PBS video series about race, power and privilege to examine historical and present-day causes of racial disparities. Participants view the video series and take part in interactive exercises to deepen their understanding of institutional racism and begin to apply their learning to work in City government. **Who should take it:** All City employees. RPOI is offered quarterly Citywide; some larger departments also schedule internal sessions.

Inclusive Outreach and Public Engagement (4 – 8 hours)

This training uses discussion and hands-on activities on how to implement the City of Seattle's inclusive outreach and public engagement policies, apply an equity framework to outreach materials and strategies, and deepen understanding of culturally inclusive dynamics.
Who should take it: City managers and employees responsible for coordinating outreach and public engagement activities.

Anti-Racism Basics for RSJI Leaders (4 – 8 hours)

This training introduces a more in-depth analysis of institutional racism and its impacts. It provides a common language and explores the tensions that RSJI leaders must address to be effective in working for race and social justice. **Who should take it:** Change Team members, managers/supervisors.
Before you take it: Attend Race: the Power of an Illusion.

Racial Equity Toolkit for Policies and Programs (2 – 3 hours)

This training provides instruction and practice on how to use the RSJI best practices criteria and equity toolkit to assess and revise policies and programs from an RSJ perspective.
Who should take it: Managers/supervisors, project managers, planners, decision-makers.

Tools for Organizational Change (1 – 3 hours)

This training provides hands-on exercises to discuss moving organizational change within government. Content is tailored to meet participants' needs; it may include Stakeholder Analysis, Power and Politics, and Tipping Point Theory. **Who should take it**: Change teams, management teams and other leadership groups.

ADDITIONAL TRAINING OPPORTUNITIES

Working for Racial Equity: Cross-Racial Dynamics (2 – 4 hours)

What are the roles of white people and people of color in working for racial equity? This training uses the film "*Mirrors of Privilege: Making Whiteness Visible*" by Shakti Butler to explore cross-racial dynamics, visioning and strategizing for organizational change. **Who should take it**: Change teams, management teams, and other work groups.

Cultural Competence Continuum (1 hour)

This exercise identifies steps to develop skills that lead to multi-cultural profiency within the anti-racist continuum. **Who should take it**: Change teams, management teams, other work groups.

Communicating Using a Racial Equity Lens (3 hours)

This training provides tools for communicating with the media, outside organizations and other employees using a racial equity lens. **Who should take it: M**anagers and employees who are responsible for communications.

Structural Racism (3 hours)

This training provides an overview of structural racism with hands on activities to explore the differences between individual, institutional and structural racism. **Who should take it:** Change teams, management teams, other work groups.

CITY OF
CHARLOTTE.

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