

2024

ICMA Leadership Institute on Race, Equity, and Inclusion



**2024 | ANNUAL
ICMA | CONFERENCE**

SEPTEMBER 21-25 | PITTSBURGH
ALLEGHENY COUNTY, PENNSYLVANIA



Starting From Scratch – Launching a Countywide DEI Program

Fellow

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Project Description

The report summarizes a rural county's efforts to establish a diversity, equity, and inclusion program. It discusses the stumbling blocks and successes encountered in launching and managing the process. The effort is internal to the organization with a focus on increasing awareness, creating greater equity in hiring, training, and promotion, and developing more equitable service delivery systems. Ongoing work is discussed, and examples of documents and program efforts are provided.

Project Location: Island County, Washington

Website: <https://www.islandcountywa.gov/>

Island County is a county located in the U.S. state of Washington. As of the 2020 census, its population was 86,857. Its county seat is Coupeville, while its largest city is Oak Harbor. The county's name reflects the fact that it is composed entirely of islands.



Building Community Through Public Service, Community Allyship

Fellow

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Project Description

This Capstone provides an overview of the city of Coppell's efforts to create a community of belonging in response to shifting demographics and social issues. It traces the city's journey from its historical context through organizational changes, community engagement, and strategic planning, culminating in the initial "Community Allyship" initiative. Key aspects include the impact of George Floyd's death on the community, Coppell's tradition of strategic planning, efforts to build an inclusive organizational culture, and introducing a comprehensive five-year plan under the "Coppell One Community" initiative. This plan emphasizes collaboration, inclusivity, and proactive community engagement. It reflects Coppell's commitment to fostering a diverse and welcoming community, navigating social challenges constructively, and achieving a long-term vision for an inclusive community fabric by 2040.



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Project Location: Coppell, Texas

Website: <https://www.coppelltx.gov/>

Coppell is a city in the northwest corner of Dallas County in the state of Texas. It is a suburb of Dallas and a bedroom community in the Dallas-Fort Worth metroplex. At the 2020 census, its population was 42,983. A small area in the far northern portion of the city extends into neighboring Denton County.

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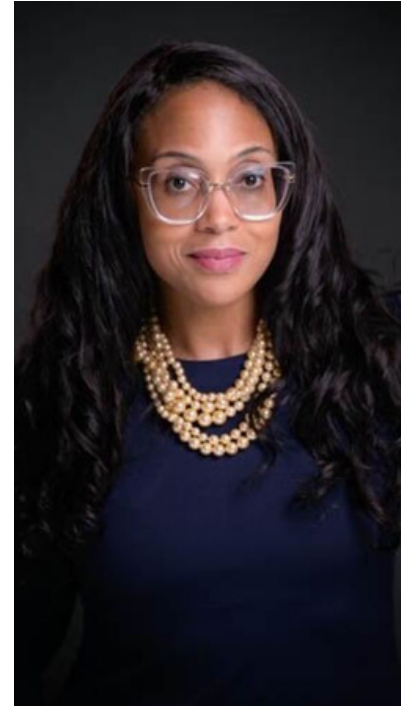
Fair and Just Creating Charlottesville's Social Equity Framework with Public Health in Mind

Fellow

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Project Description

Within the spirit of the fellowship and ICMA's commitment to diversity, equity, and inclusion lies the chance to consider the intersectionality of our communities and the opportunity that local government has not simply to support our residents so that they survive- but how we can help them in a way that allows them to thrive. *Fair and Just: Creating Charlottesville's Social Equity Framework with Public Health in Mind* focuses on how the City of Charlottesville, Virginia, took a novel and proactive approach to fostering social equity by integrating social determinants of health (SDOH) into our JEDI framework. We aimed to highlight how often local government initiatives can influence, sometimes exclusively, the SDOH that have a greater impact on our resident's well-being than even medical interventions and present a comprehensive social equity framework developed to address disparities and promote overall community health and wellness. Our proactive approach is not just a response to existing issues but a call to action for other cities to follow suit.



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Project Location: Charlottesville, Virginia

Website: <https://www.charlottesville.gov>

Charlottesville is an independent city in Virginia. At the 2020 census, the city's population was 46,553. Charlottesville was the home of two U.S. presidents, Thomas Jefferson and James Monroe. Orange County, located northeast of the city, was the hometown of President James Madison. The University of Virginia, founded by Jefferson, and his home, Monticello, are UNESCO World Heritage Sites.

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Understanding Organizational Readiness Through Experiential Learning

Navigating Project Mountain: Unpacking The Challenges of DEI-Related Projects

Fellow

Rachel Richardson
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Project Description

Navigating Project Mountain: Unpacking The Challenges of DEI-Related Projects explores the complexities of managing diversity, equity, and inclusion projects within a government agency through an experiential learning framework. Using the metaphor of a game, I've attempted to illustrate the challenges I encountered when developing projects, such as leadership buy-in and organizational readiness, which are crucial for the success of DEI initiatives. Reflecting on a year of experience, in this narrative, I'm emphasizing the importance of adaptability, collaboration, and strategic alignment with DEI goals to underscore that sustainable progress in DEI work requires more than individual efforts; it demands a cohesive organizational culture that fosters resilience, support, and long-term commitment to equity.



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Project Location: Broward County, Florida

Website: <https://www.broward.org/>

Broward County is a county in Florida, United States, located in the Miami metropolitan area. It is Florida's second-most populous county after Miami-Dade County and the 17th-most populous in the United States, with 1,944,375 residents as of the 2020 census.



Workforce Alliance of South-Central Kansas: Growing the Regional Economy Through Diverse Workforce Development

Fellow

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Project Description

Kansas is experiencing a significant skills gap in its local government workforce, particularly in city and county roles. Local governments are grappling with challenges in filling essential positions, including administrative, public safety, and technical roles. These gaps are worsened by an aging workforce and increasing retirements, leaving municipalities struggling to maintain services. The shortage of skilled workers is not just a staffing issue—it threatens the ability of local governments to function effectively and meet the growing needs of the communities they serve. This capstone explores how expanding workforce training programs through partnerships with workforce alliance organizations, such as the Workforce Alliance of South-Central Kansas, can address the growing demand for skilled public sector employees in Kansas. By leveraging existing resources and expanding training efforts, these programs have the potential to not only close the skills gap but also enhance regional economic development.

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Project Location: South-Central Kansas

Website: <https://workforce-ks.com/> & https://www.wichita.edu/academics/fairmount_las/hugowall/

Wichita State University (WSU) is a public research university in Wichita, Kansas, United States. The Hugo Wall School of Public Affairs has a diverse faculty, staff, and graduate student body, who together use applied learning and applied research that benefits the community. The Workforce Centers of South Central Kansas are a one-stop resource for job seekers and employers. At the Workforce Centers job-seekers will find the tools and training needed to build successful careers, and employers will find help with their hiring, training, or human resources needs. Because many local, state, and federal organizations help provide these valuable services, most are available free of charge.

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