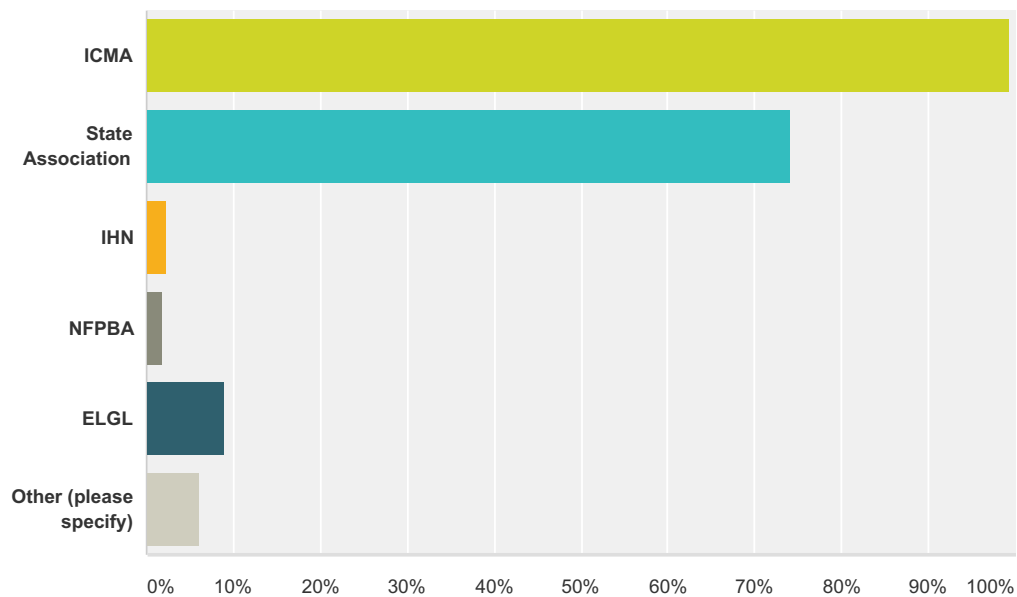


Q1 I am currently a member of: (Check all that apply.)

Answered: 359 Skipped: 2



Answer Choices	Responses
ICMA	99.44% 357
State Association	74.09% 266
IHN	2.23% 8
NFPBA	1.95% 7
ELGL	8.91% 32
Other (please specify)	6.13% 22
Total Respondents: 359	

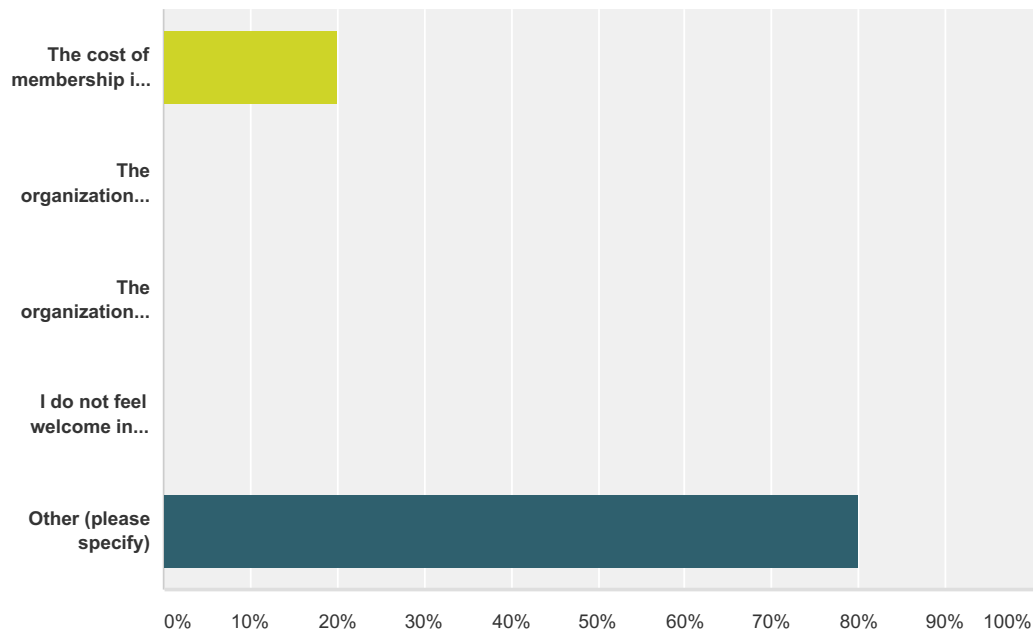
#	Other (please specify)	Date
1	IEDC, GFOA	3/27/2015 12:07 PM
2	I've never understood ICMA vs. Cal-ICMA. Am I automatically a Cal-ICMA member?	3/26/2015 1:28 PM
3	Regional City Manager Group (Southbay--Los Angeles County)	3/25/2015 12:02 PM
4	APA	3/23/2015 2:22 PM
5	National Association of County Administrators	3/23/2015 1:08 PM
6	MMANC	3/20/2015 2:21 PM
7	MMANC	3/20/2015 1:05 PM
8	NACA	3/20/2015 12:41 PM
9	WLG	3/20/2015 12:21 PM
10	NACA	3/20/2015 11:41 AM
11	GFOA	3/20/2015 11:35 AM

Task Force on Inclusiveness Survey

12	gfoa	3/20/2015 11:05 AM
13	National Forum for Black Public Administrators (NFBPA) - maybe that is your No. 4	3/20/2015 10:03 AM
14	ICMA staff	3/18/2015 9:34 PM
15	American Planning Associatiotn	3/16/2015 5:13 PM
16	NACA	3/14/2015 4:58 PM
17	NACA	3/13/2015 8:49 PM
18	ASPA	3/13/2015 2:32 PM
19	Special Districts of California	3/13/2015 1:03 PM
20	APA	3/13/2015 12:20 PM
21	aspa	3/13/2015 12:03 PM
22	Association of Public Management Professionals (APMP), which is an assistant-level group affiliated with the Minnesota City and County Management Association	3/13/2015 12:02 PM

Q2 If you are not a member of ICMA, please indicate the primary reason. (Select only one.)

Answered: 10 Skipped: 351



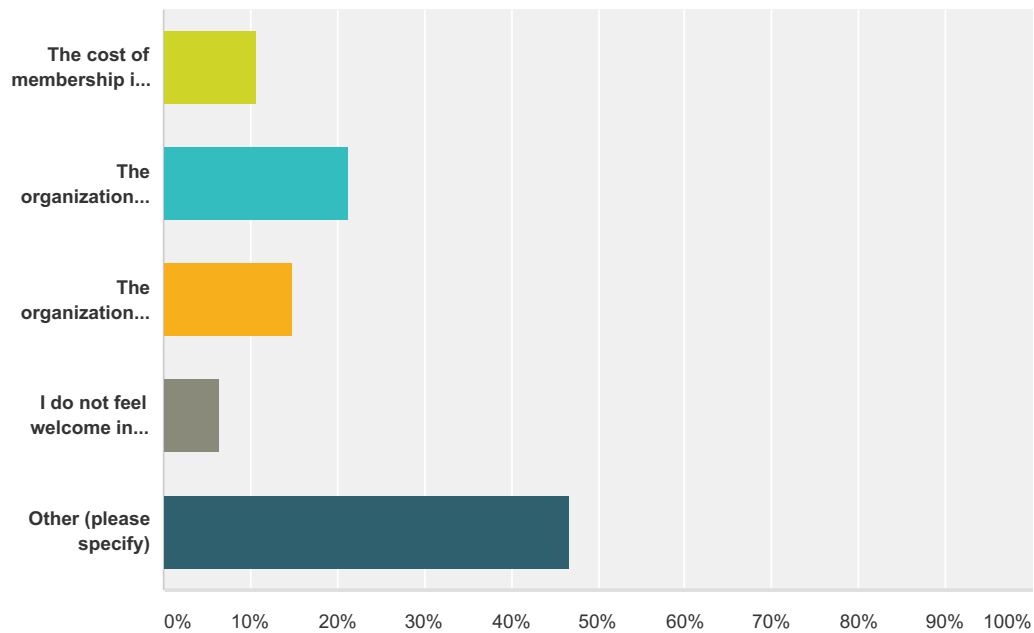
Answer Choices	Responses
The cost of membership is too high.	20.00% 2
The organization does not provide enough benefit.	0.00% 0
The organization's focus does not meet my needs.	0.00% 0
I do not feel welcome in participation.	0.00% 0
Other (please specify)	80.00% 8
Total	10

Task Force on Inclusiveness Survey

#	Other (please specify)	Date
1	N/A	3/24/2015 2:55 PM
2	I am a current ICMA Member	3/23/2015 3:45 PM
3	NA	3/23/2015 2:22 PM
4	N/A	3/21/2015 3:23 PM
5	I'm a member	3/20/2015 12:22 PM
6	I am ICMA staff	3/18/2015 9:34 PM
7	n/a	3/16/2015 7:13 PM
8	I am currently an affiliate member. My jurisdiction would not be able to afford the cost of my membership if I were not eligible for this rate.	3/13/2015 1:56 PM

Q3 If you are not a member of a state association, please indicate the primary reason. (Select only one.)

Answered: 47 Skipped: 314



Answer Choices	Responses
The cost of membership is too high.	10.64% 5
The organization does not provide enough benefit.	21.28% 10
The organization's focus does not meet my needs.	14.89% 7
I do not feel welcome in participation.	6.38% 3
Other (please specify)	46.81% 22
Total	47

#	Other (please specify)	Date
1	I am a member because Cal ICAM is included with my ICMA membership	4/14/2015 12:07 PM

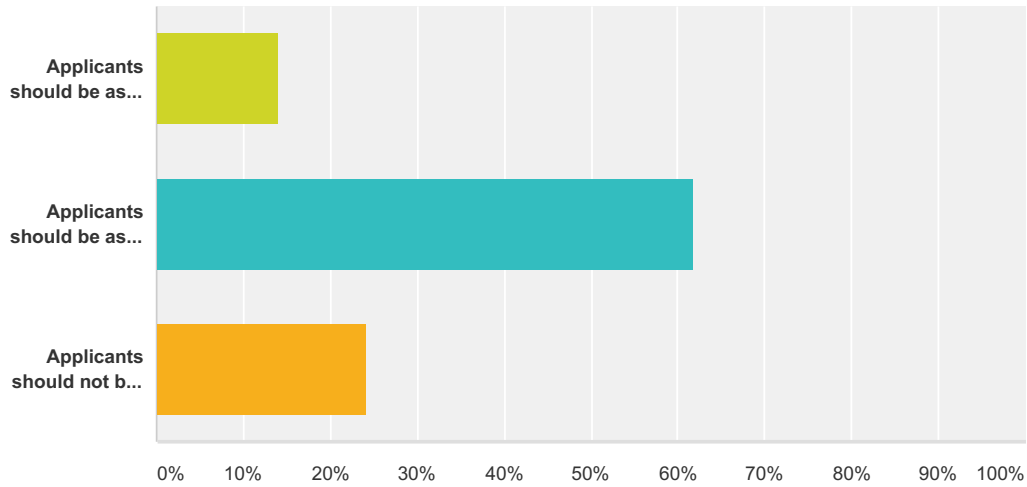
Task Force on Inclusiveness Survey

2	N/A	3/24/2015 2:55 PM
3	Have tried contacting but wasn't able to join/get information about joining	3/23/2015 10:12 PM
4	NA	3/23/2015 2:22 PM
5	I have been a sporadic member of GCCMA, but the reasons are purely work related. As my job began to focus on environmental issues specifically, it was difficult to contribute properly with the various organizations I was being invited to. I decided to focus more energy on ICMA as opposed to the state association.	3/23/2015 12:58 PM
6	Have not considered or looked into it.	3/23/2015 11:46 AM
7	I plan to join this year - I joined ICMA last year and my previous employer was unable to pay the dues for both organizations. I have moved to a new municipality and hope to add the state association to my list. I have been to the state association conferences in the past couple of years.	3/23/2015 10:30 AM
8	N/A	3/21/2015 3:23 PM
9	Don't believe my state has an active association	3/20/2015 6:18 PM
10	I won't be renewing my state membership. It feels like a "good old boys club"... made up of white Mormon males. One year the listserv even sent an email to all men going to the Mormon Priesthood session around the same time as the state conference, because they were arranging for transportation. Another year the keynote speaker was introduced by referring to all of his Mormon church callings.... ugh. I LOVE the national chapter, however. I utilize trainings and the website, as well as printed materials quite often!!	3/20/2015 3:39 PM
11	I thought ICMA includes CallCMA membership	3/20/2015 12:21 PM
12	Not sure what state association you are talking about.	3/20/2015 11:55 AM
13	With being an executive director at a council of government, there are additional organizations that I must belong and we are not able to belong to everything.	3/20/2015 11:43 AM
14	Not aware of the state association	3/20/2015 11:12 AM
15	Not aware of any opportunities.	3/20/2015 11:06 AM
16	I am ICMA staff	3/18/2015 9:34 PM
17	n/a	3/16/2015 7:13 PM
18	State association membership is mainly members who are employed as city managers and I am uncertain whether the organization's focus meets my needs. In addition, my ICMA dues for the first time was based on my salary and paid for the dues personally. Is there a way that membership in the national organization can connect to the state association?	3/13/2015 3:45 PM
19	State only allows Managers and Assistants	3/13/2015 1:56 PM
20	Not interested	3/13/2015 1:11 PM
21	Too busy.	3/13/2015 12:50 PM
22	Am a relatively new member of ICMA and haven't thought about the state association membership opportunity.	3/13/2015 12:12 PM

Q4 To obtain a clearer picture of state membership demographics, please indicate which statement you agree with to include on future state membership applications.

Answered: 306 Skipped: 55

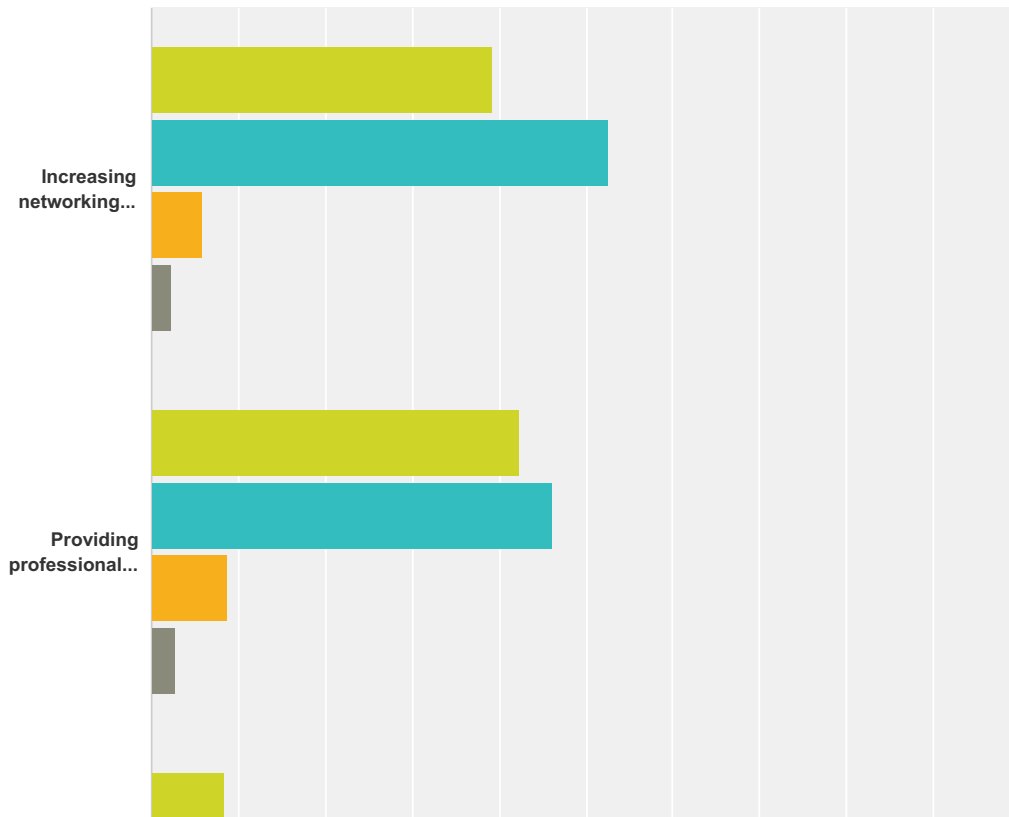
Task Force on Inclusiveness Survey



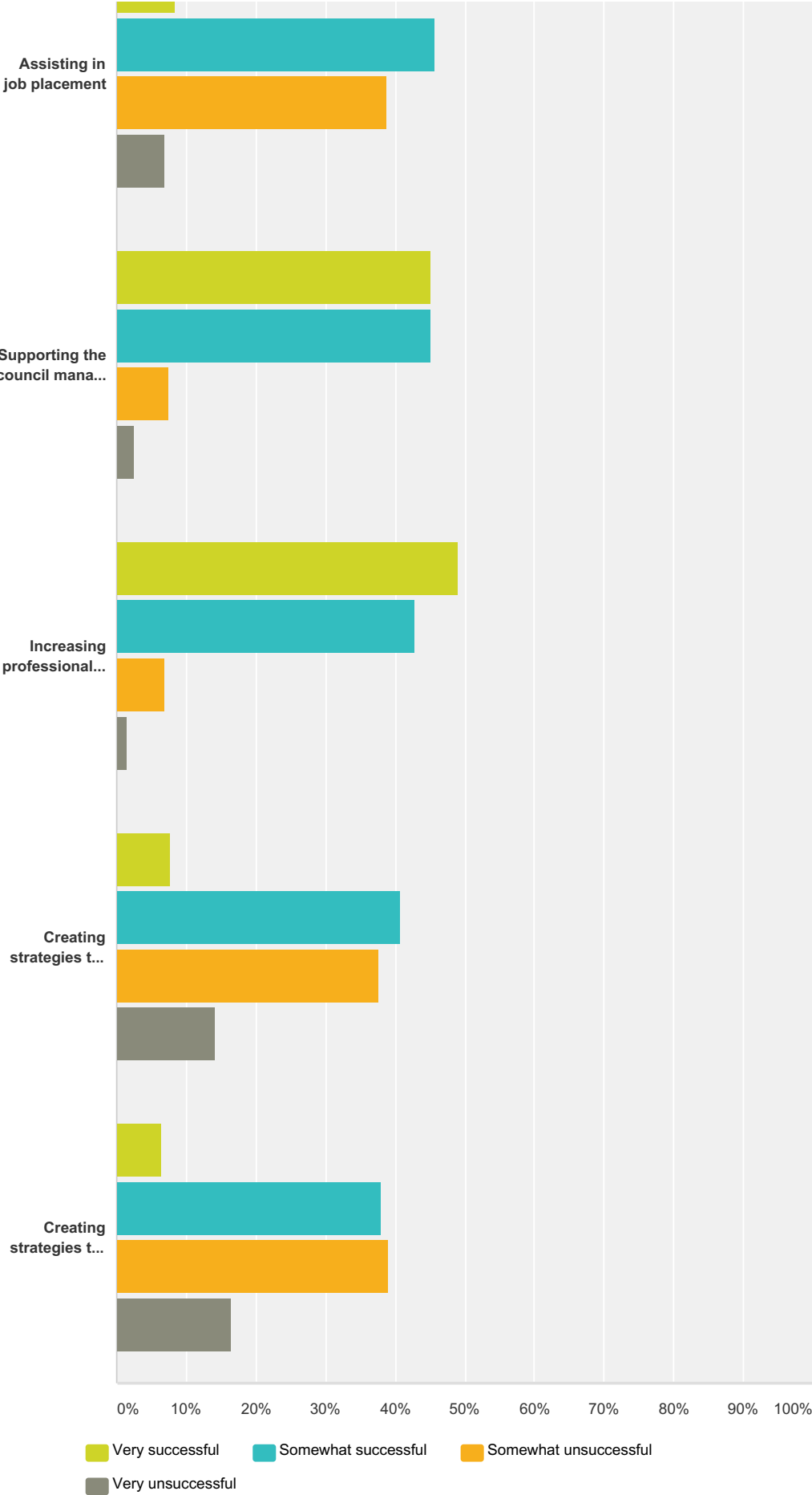
Answer Choices	Responses
Applicants should be asked to indicate gender and race.	14.05% 43
Applicants should be asked to voluntarily indicate gender and race.	61.76% 189
Applicants should not be asked to indicate gender and race.	24.18% 74
Total	306

Q5 Please indicate the level of success you think your state association has achieved in the activities listed below:

Answered: 295 Skipped: 66



Task Force on Inclusiveness Survey

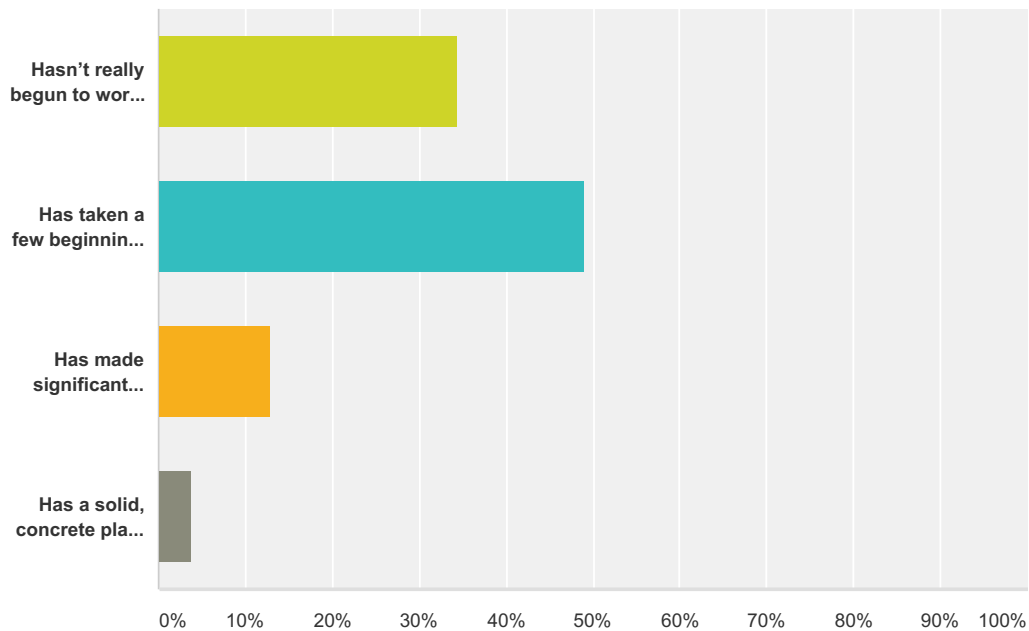


Task Force on Inclusiveness Survey

	Very successful	Somewhat successful	Somewhat unsuccessful	Very unsuccessful	Total
Increasing networking opportunities	39.32% 116	52.54% 155	5.76% 17	2.37% 7	295
Providing professional support	42.37% 125	46.10% 136	8.81% 26	2.71% 8	295
Assisting in job placement	8.39% 24	45.80% 131	38.81% 111	6.99% 20	286
Supporting the council manager plan	45.02% 131	45.02% 131	7.56% 22	2.41% 7	291
Increasing professional skills and knowledge	48.98% 144	42.86% 126	6.80% 20	1.36% 4	294
Creating strategies to increase the diversity of the association	7.64% 22	40.63% 117	37.50% 108	14.24% 41	288
Creating strategies to increase the diversity of the local government profession	6.55% 19	37.93% 110	38.97% 113	16.55% 48	290

Q6 Please indicate which statement below best describes your perception regarding your state association's efforts related to equity and inclusion.

Answered: 294 Skipped: 67

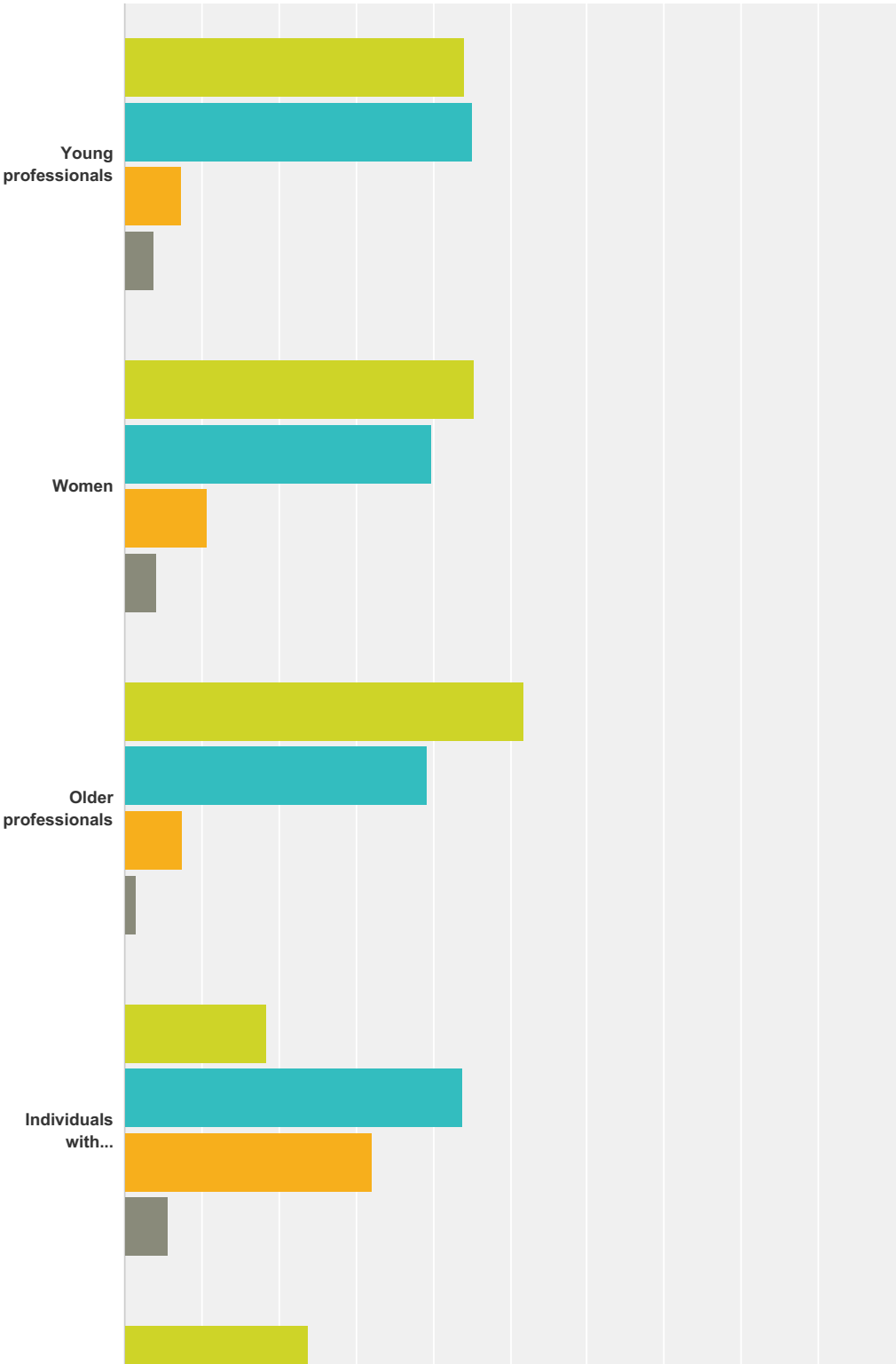


Answer Choices	Responses
Hasn't really begun to work on the issue of equity and inclusion	34.35% 101
Has taken a few beginning steps	48.98% 144
Has made significant progress	12.93% 38

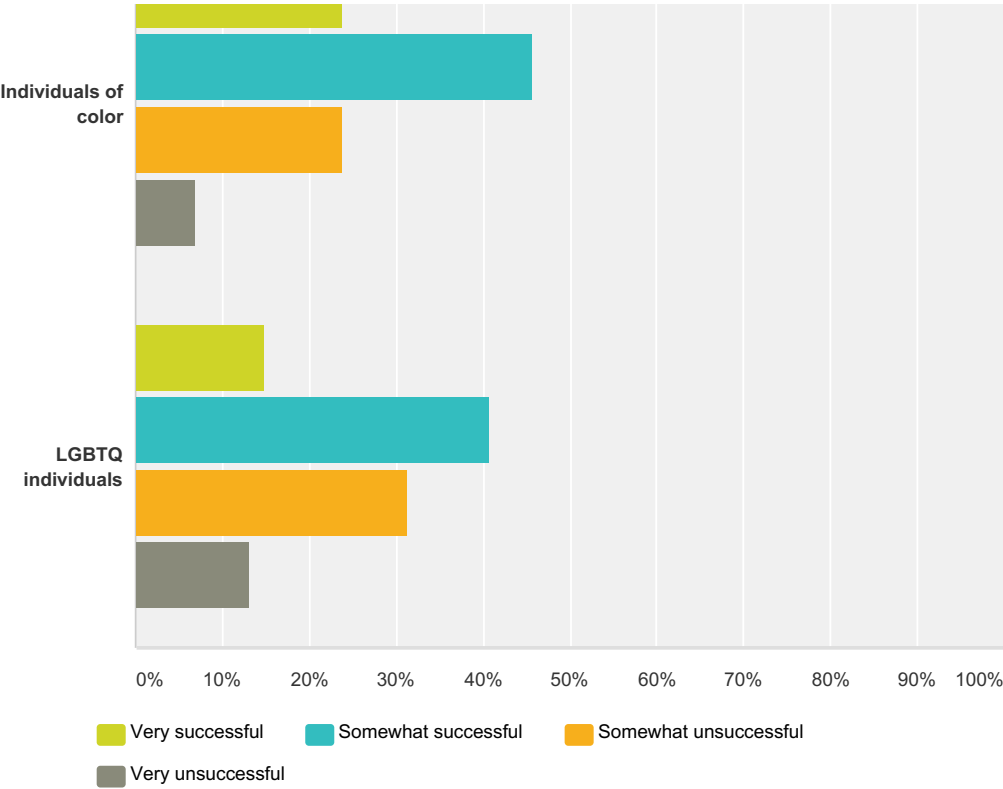
Has a solid, concrete plan to achieve equity and inclusion	3.74%	11
Total		294

Q7 To what degree do you believe your state association is successful in being welcoming and supportive to:

Answered: 294 Skipped: 67



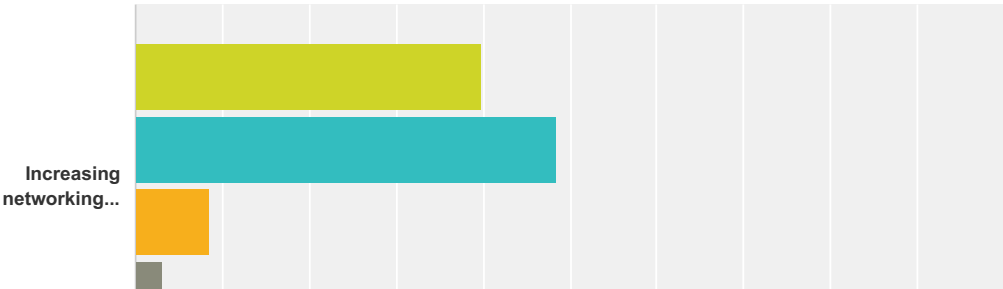
Task Force on Inclusiveness Survey



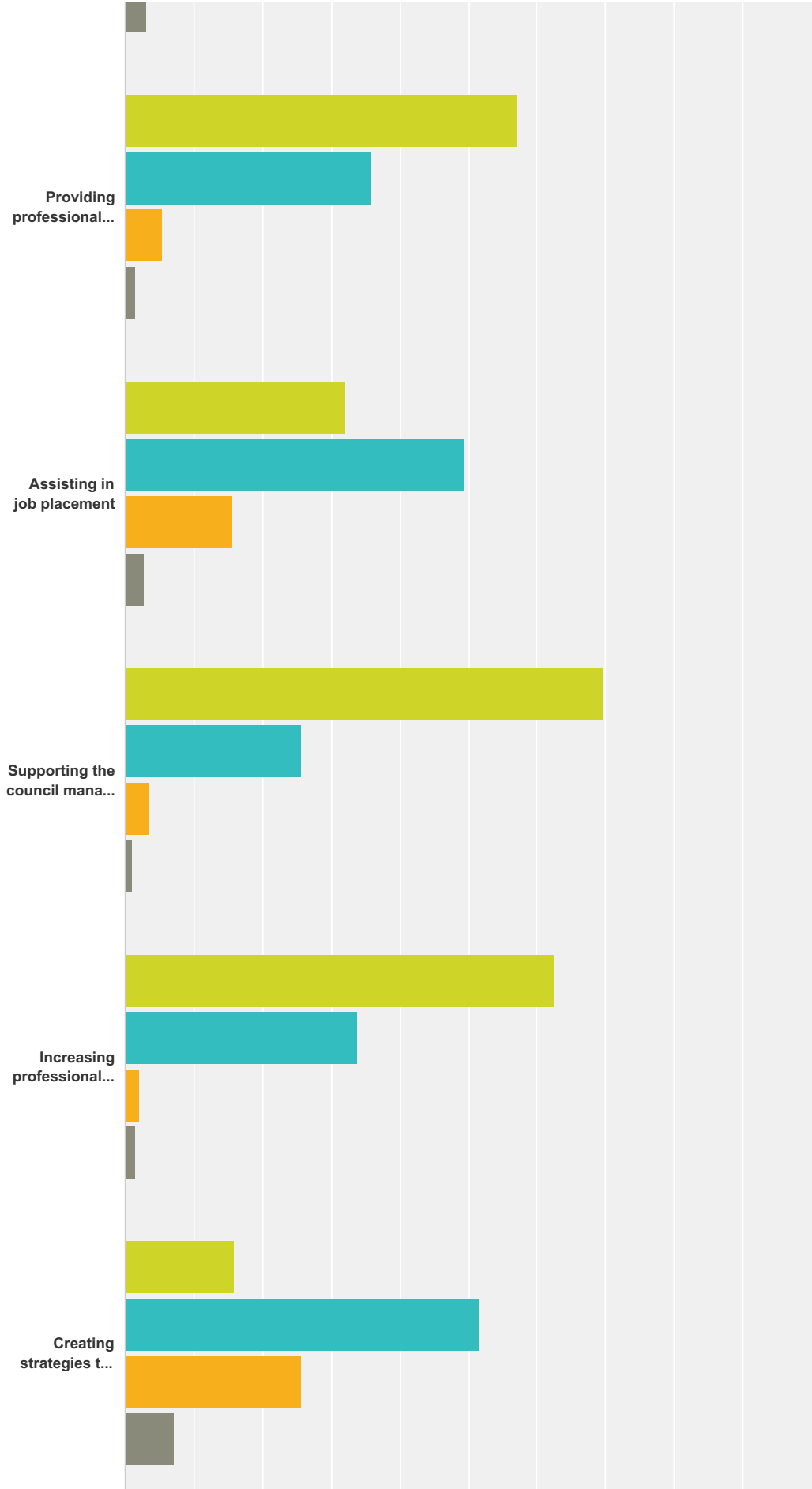
	Very successful	Somewhat successful	Somewhat unsuccessful	Very unsuccessful	Total
Young professionals	43.99% 128	45.02% 131	7.22% 21	3.78% 11	291
Women	45.39% 133	39.93% 117	10.58% 31	4.10% 12	293
Older professionals	51.72% 150	39.31% 114	7.59% 22	1.38% 4	290
Individuals with disabilities	18.45% 50	43.91% 119	32.10% 87	5.54% 15	271
Individuals of color	23.74% 66	45.68% 127	23.74% 66	6.83% 19	278
LGBTQ individuals	14.73% 38	40.70% 105	31.40% 81	13.18% 34	258

Q8 Please indicate the level of success you think ICMA has achieved in the activities listed below:

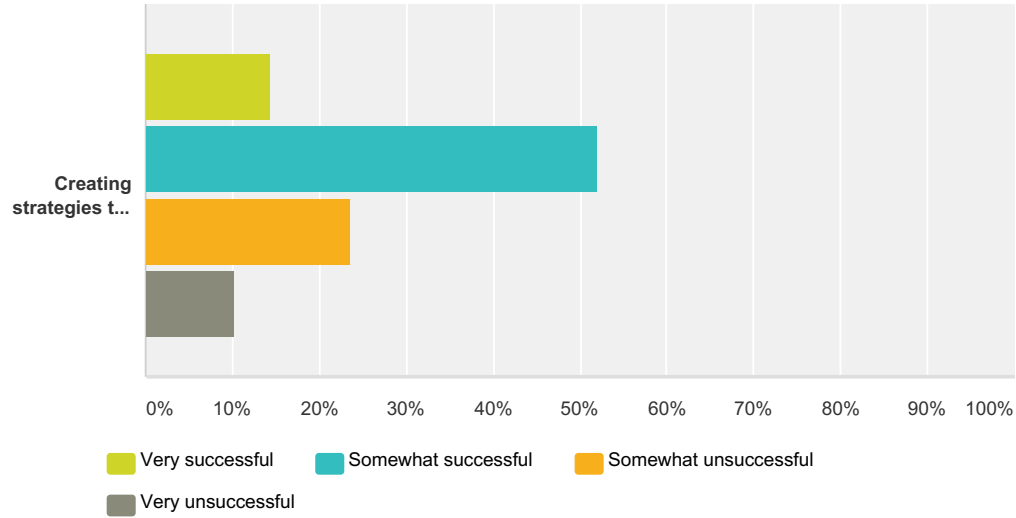
Answered: 292 Skipped: 69



Task Force on Inclusiveness Survey



Task Force on Inclusiveness Survey

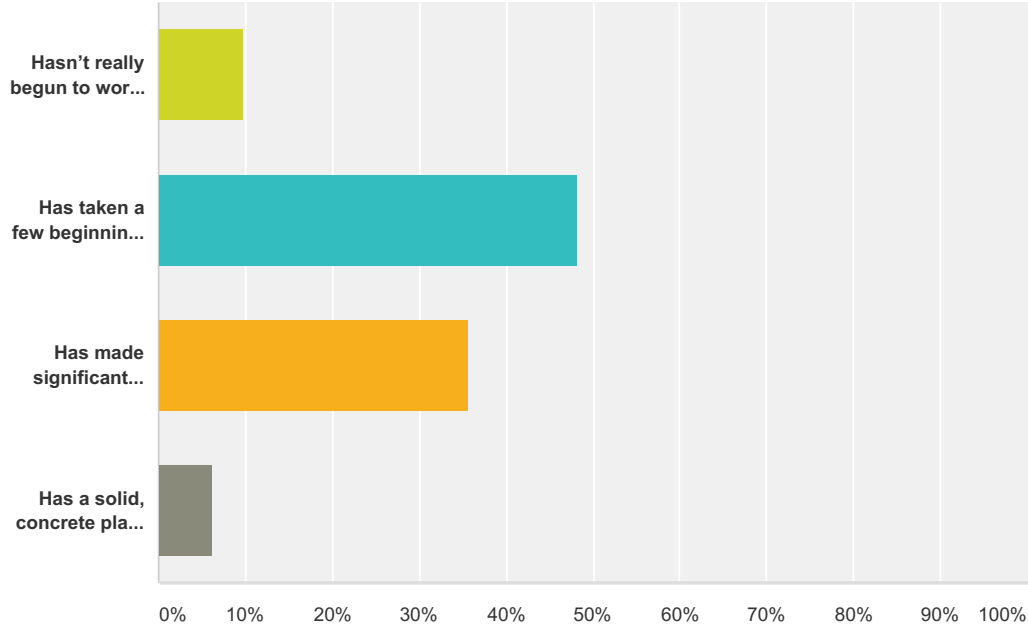


	Very successful	Somewhat successful	Somewhat unsuccessful	Very unsuccessful	Total
Increasing networking opportunities	39.86% 116	48.45% 141	8.59% 25	3.09% 9	291
Providing professional support	57.19% 167	35.96% 105	5.48% 16	1.37% 4	292
Assisting in job placement	32.18% 93	49.48% 143	15.57% 45	2.77% 8	289
Supporting the council manager plan	69.82% 199	25.61% 73	3.51% 10	1.05% 3	285
Increasing professional skills and knowledge	62.63% 181	33.91% 98	2.08% 6	1.38% 4	289
Creating strategies to increase the diversity of the association	15.79% 45	51.58% 147	25.61% 73	7.02% 20	285
Creating strategies to increase the diversity of the local government profession	14.39% 41	51.93% 148	23.51% 67	10.18% 29	285

Q9 Please indicate which statement below best describes your perception regarding ICMA's efforts related to equity and inclusion.

Answered: 286 Skipped: 75

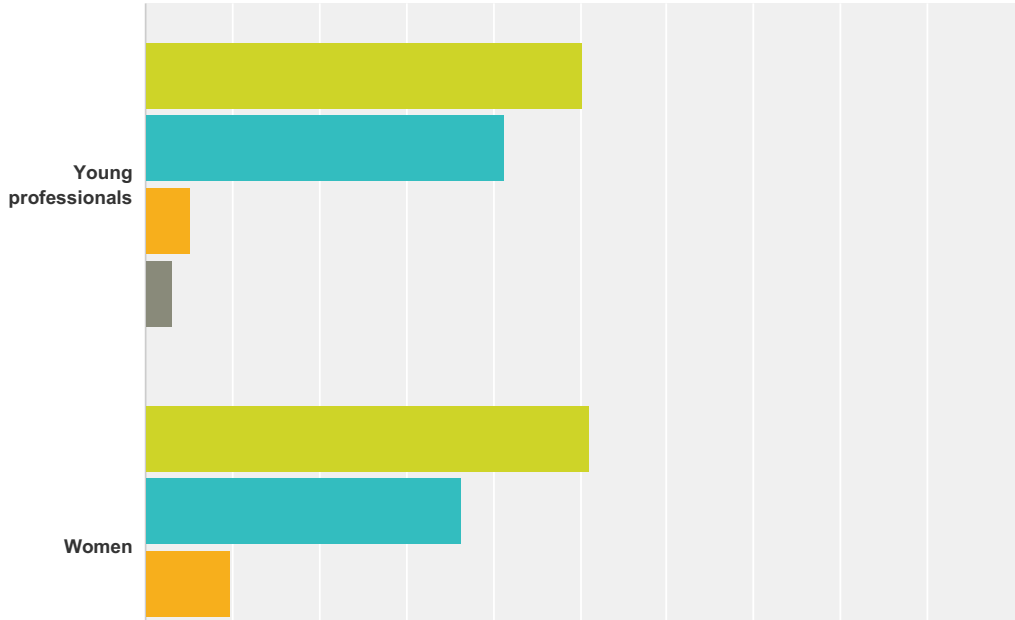
Task Force on Inclusiveness Survey



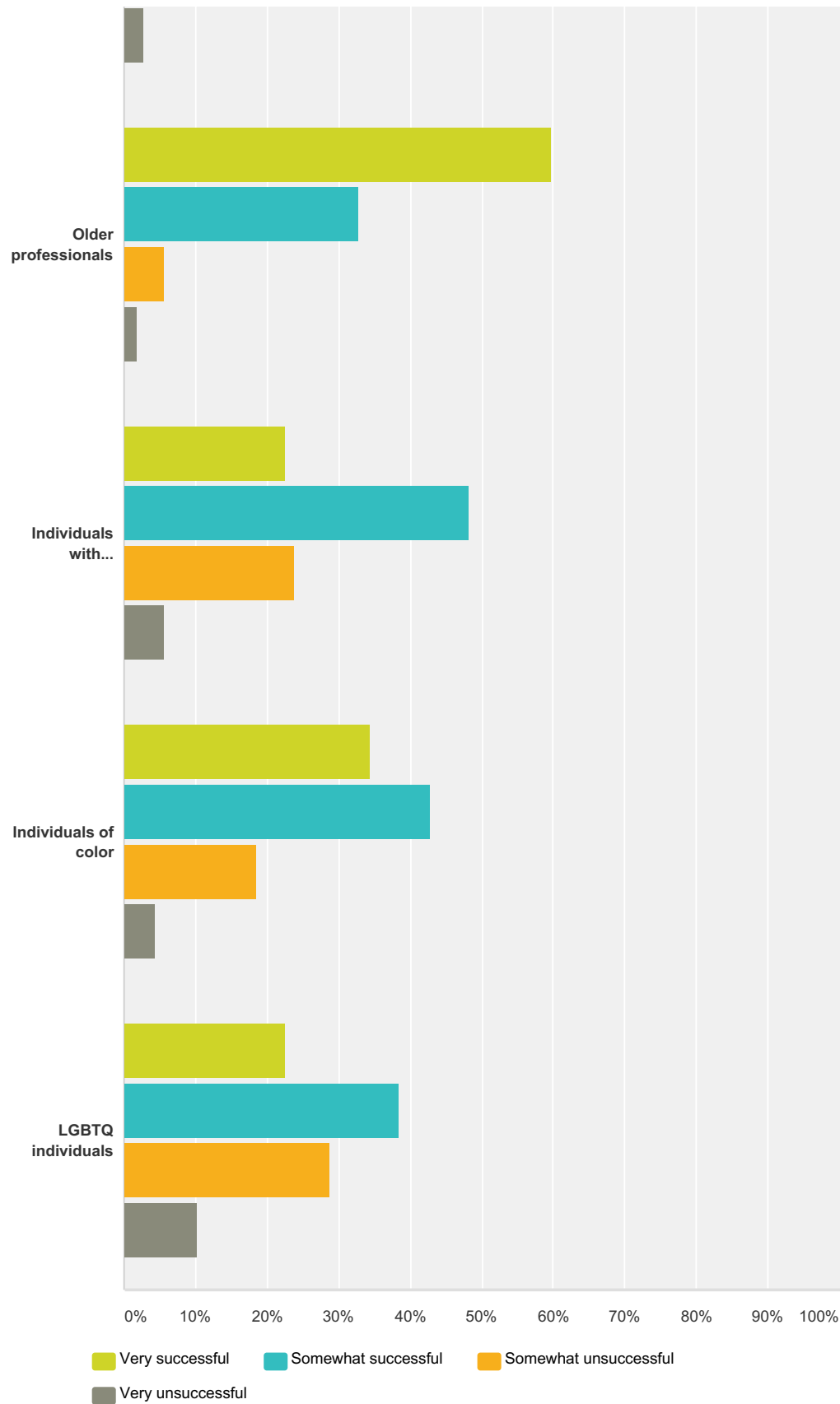
Answer Choices	Responses	
Hasn't really begun to work on the issue of equity and inclusion	9.79%	28
Has taken a few beginning steps	48.25%	138
Has made significant progress	35.66%	102
Has a solid, concrete plan to achieve equity and inclusion	6.29%	18
Total		286

Q10 To what degree do you believe ICMA is successful in being welcoming and supportive to:

Answered: 291 Skipped: 70



Task Force on Inclusiveness Survey



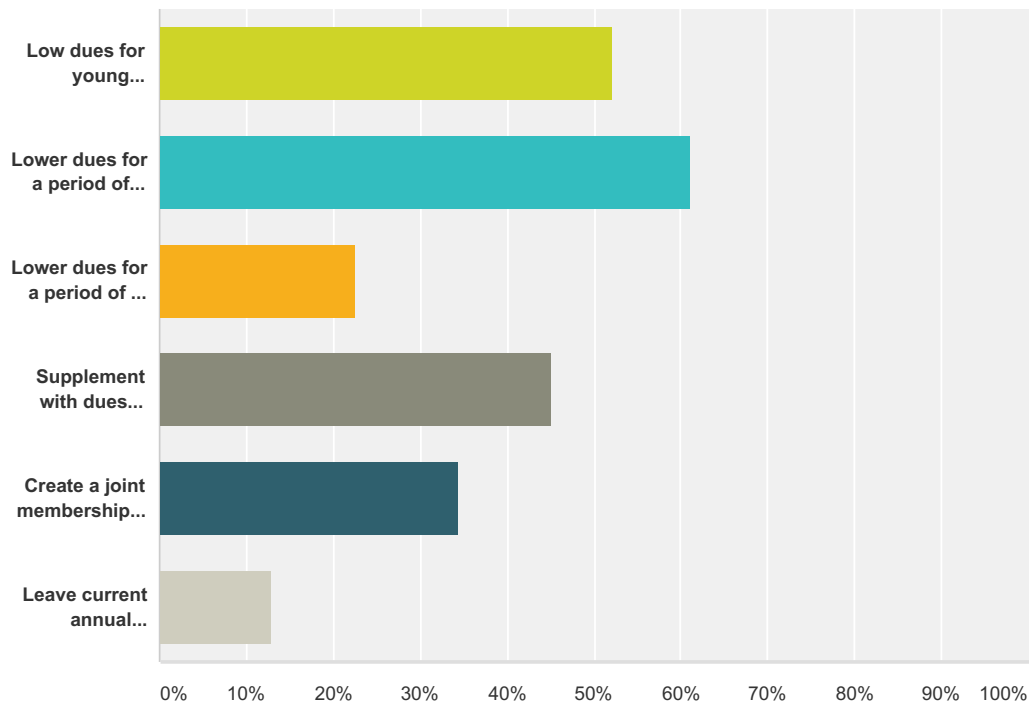
	Very successful	Somewhat successful	Somewhat unsuccessful	Very unsuccessful	Total
--	-----------------	---------------------	-----------------------	-------------------	-------

Task Force on Inclusiveness Survey

Young professionals	50.34% 146	41.38% 120	5.17% 15	3.10% 9	290
Women	51.22% 147	36.24% 104	9.76% 28	2.79% 8	287
Older professionals	59.79% 168	32.74% 92	5.69% 16	1.78% 5	281
Individuals with disabilities	22.59% 61	48.15% 130	23.70% 64	5.56% 15	270
Individuals of color	34.42% 95	42.75% 118	18.48% 51	4.35% 12	276
LGBTQ individuals	22.53% 57	38.34% 97	28.85% 73	10.28% 26	253

Q11 To encourage increased participation in ICMA by a more diverse group of professionals including individuals of color and young professionals, which of the following steps should be taken for ICMA annual dues? (Check all that apply.)

Answered: 293 Skipped: 68



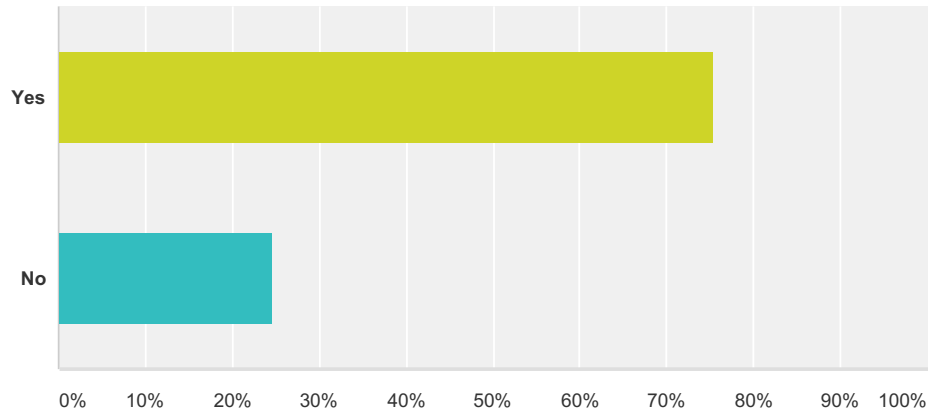
Answer Choices	Responses
Low dues for young professionals	52.22% 153
Lower dues for a period of three years for all young professionals whose employers cannot assist in paying ICMA annual dues	61.09% 179
Lower dues for a period of one year for all young professionals whose employers cannot assist in paying ICMA annual dues	22.53% 66
Supplement with dues scholarships for under-represented groups	45.05% 132

Task Force on Inclusiveness Survey

Create a joint membership discount in concert with IHN and NFPBA	34.47%	101
Leave current annual membership dues as they are now	12.97%	38
Total Respondents: 293		

Q12 Do you regularly attend your State Association conferences?

Answered: 293 Skipped: 68

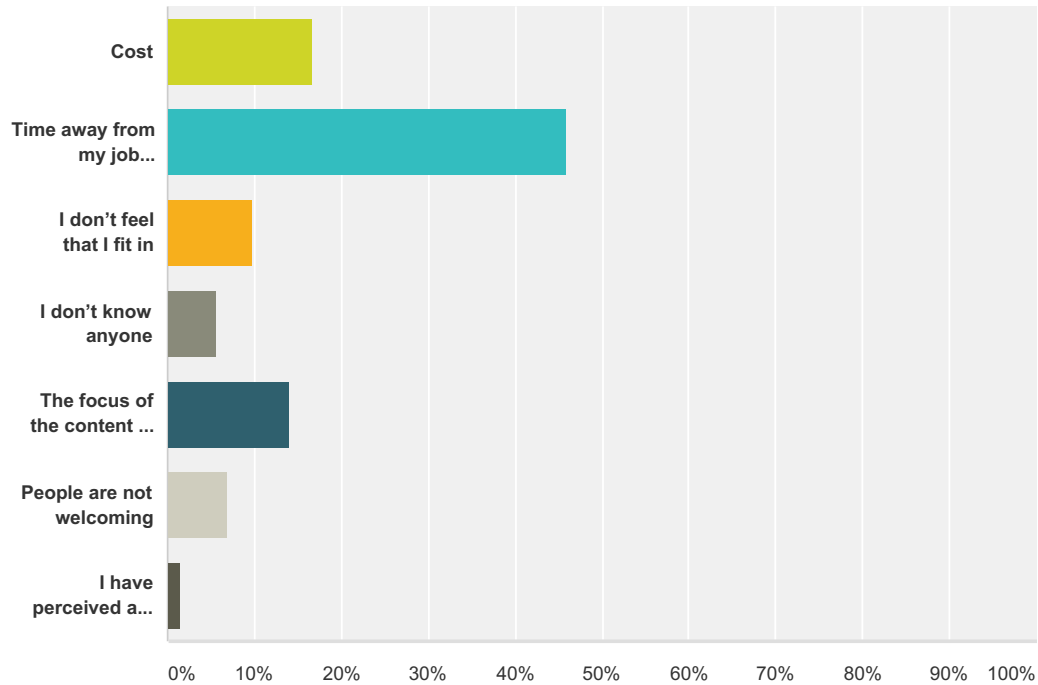


Answer Choices	Responses
Yes	75.43% 221
No	24.57% 72
Total	293

Q13 If you do not regularly attend state association conferences, what is the primary limit to your participation?(Select only one.)

Answered: 72 Skipped: 289

Task Force on Inclusiveness Survey

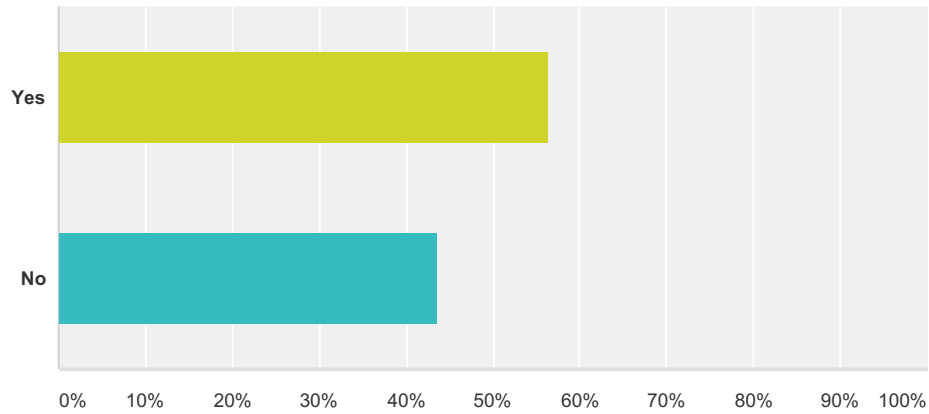


Answer Choices	Responses	
Cost	16.67%	12
Time away from my job responsibilities	45.83%	33
I don't feel that I fit in	9.72%	7
I don't know anyone	5.56%	4
The focus of the content is not helpful	13.89%	10
People are not welcoming	6.94%	5
I have perceived a bias that makes me uncomfortable	1.39%	1
Total		72

Q14 Do you regularly attend the ICMA conference?

Answered: 289 Skipped: 72

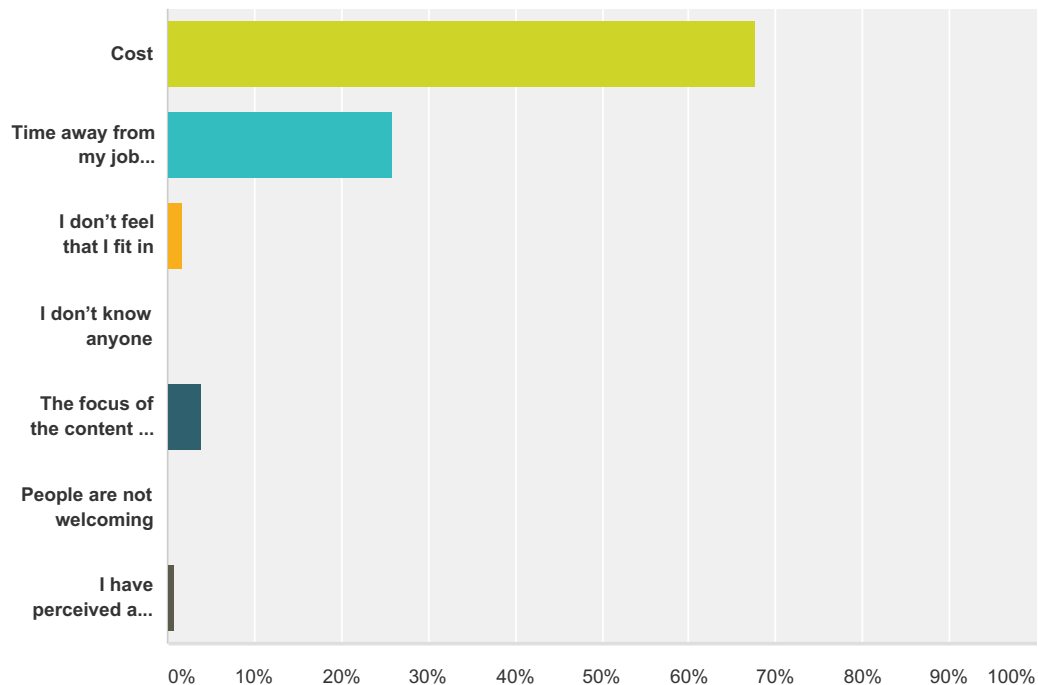
Task Force on Inclusiveness Survey



Answer Choices	Responses
Yes	56.40% 163
No	43.60% 126
Total	289

Q15 If you do not regularly attend the ICMA conference, what is the primary limit to your participation?(Select only one.)

Answered: 124 Skipped: 237



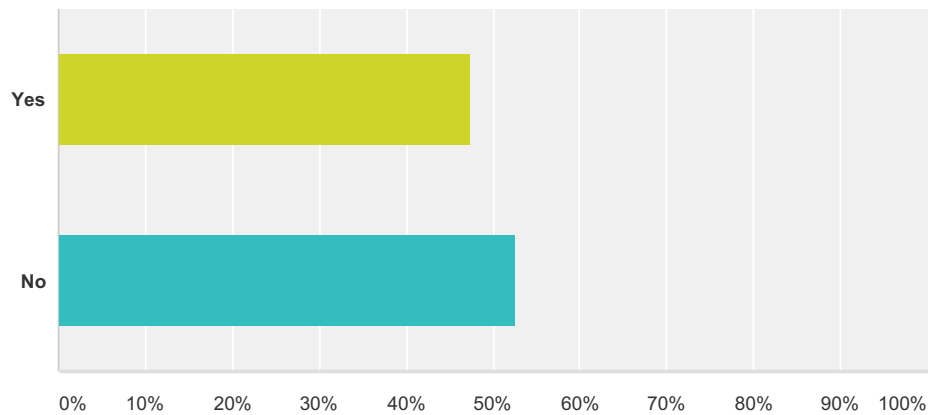
Answer Choices	Responses
Cost	67.74% 84
Time away from my job responsibilities	25.81% 32

Task Force on Inclusiveness Survey

I don't feel that I fit in	1.61%	2
I don't know anyone	0.00%	0
The focus of the content is not helpful	4.03%	5
People are not welcoming	0.00%	0
I have perceived a bias that makes me uncomfortable	0.81%	1
Total		124

Q16 Have you spoken at a state conference?

Answered: 289 Skipped: 72

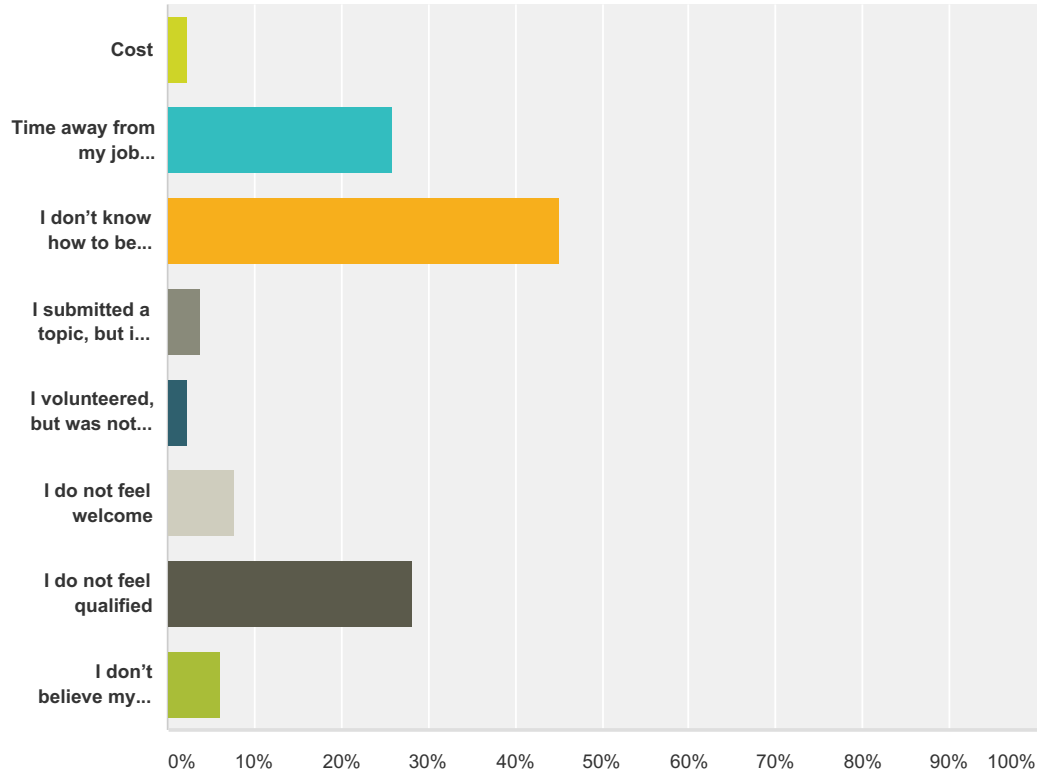


Answer Choices	Responses	
Yes	47.40%	137
No	52.60%	152
Total		289

Q17 If you have not spoken at a state conference, please indicate why. (Choose all applicable.)

Answered: 131 Skipped: 230

Task Force on Inclusiveness Survey

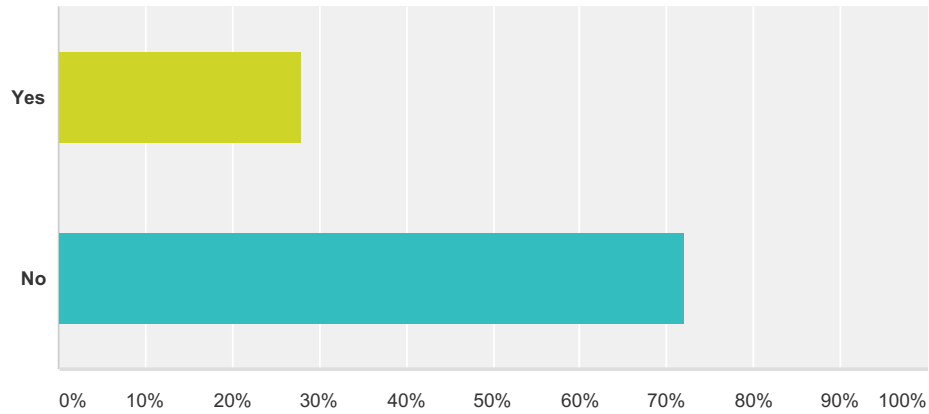


Answer Choices	Responses	
Cost	2.29%	3
Time away from my job responsibilities	25.95%	34
I don't know how to be considered	45.04%	59
I submitted a topic, but it was not selected	3.82%	5
I volunteered, but was not selected	2.29%	3
I do not feel welcome	7.63%	10
I do not feel qualified	28.24%	37
I don't believe my perspective would be shared	6.11%	8
Total Respondents: 131		

Q18 Have you spoken at an ICMA conference?

Answered: 294 Skipped: 67

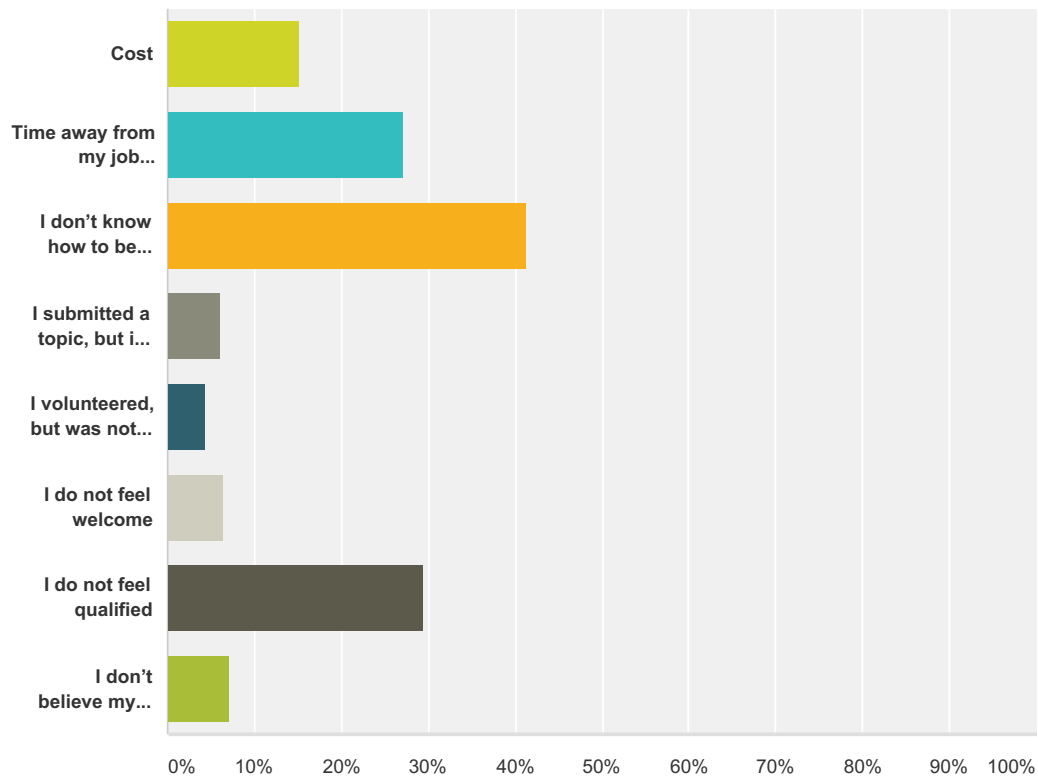
Task Force on Inclusiveness Survey



Answer Choices	Responses
Yes	27.89% 82
No	72.11% 212
Total	294

Q19 If you have not spoken at an ICMA conference, please indicate why. (Choose all applicable.)

Answered: 184 Skipped: 177



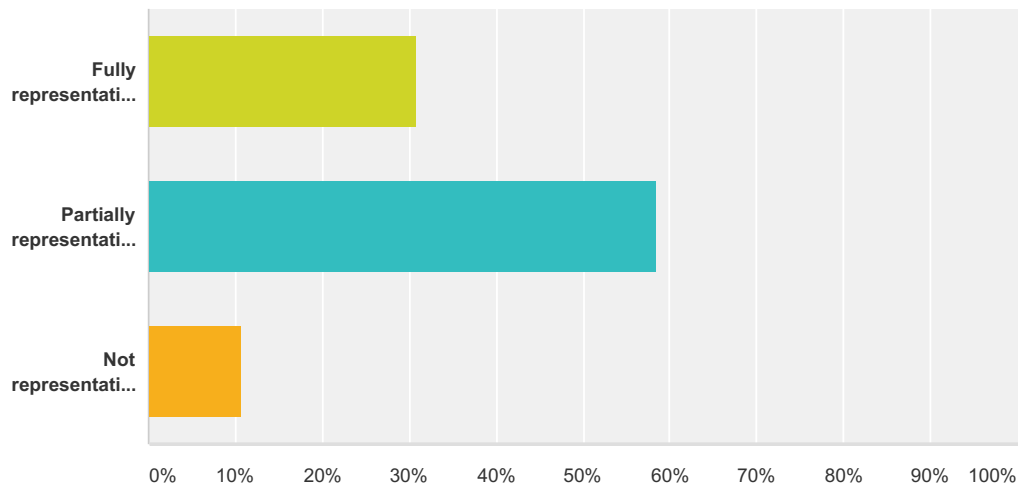
Answer Choices	Responses
----------------	-----------

Task Force on Inclusiveness Survey

Cost	15.22%	28
Time away from my job responsibilities	27.17%	50
I don't know how to be considered	41.30%	76
I submitted a topic, but it was not selected	5.98%	11
I volunteered, but was not selected	4.35%	8
I do not feel welcome	6.52%	12
I do not feel qualified	29.35%	54
I don't believe my perspective would be shared	7.07%	13
Total Respondents: 184		

Q20 State associations currently play a significant role in the selection of ICMA Board candidates. The current ICMA Board selection process results in a Board that is: (Check only one.)

Answered: 282 Skipped: 79

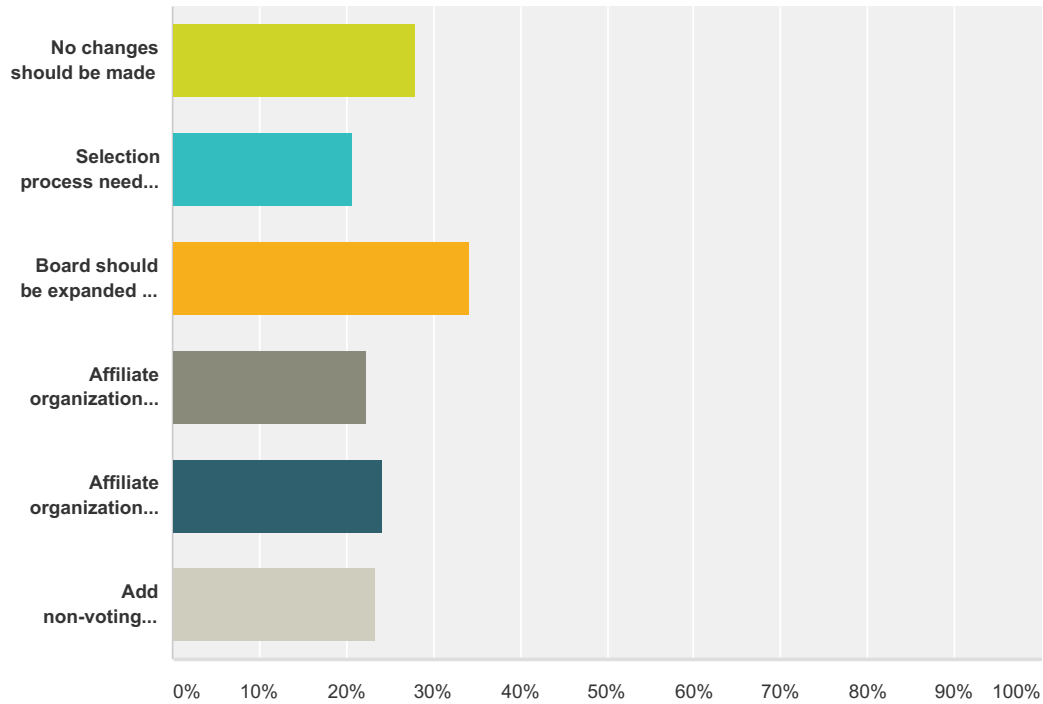


Answer Choices	Responses	
Fully representative of the membership	30.85%	87
Partially representative of the membership	58.51%	165
Not representative of the membership	10.64%	30
Total		282

Q21 What changes do you support to attempt to increase the inclusiveness of the ICMA Board selection process?

Answered: 260 Skipped: 101

Task Force on Inclusiveness Survey



Answer Choices	Responses
No changes should be made	28.08% 73
Selection process needs to be partially/completely modified	20.77% 54
Board should be expanded to include at large seats	34.23% 89
Affiliate organizations should suggest candidates in each region	22.31% 58
Affiliate organizations should nominate candidates in each region	24.23% 63
Add non-voting student member seat	23.46% 61
Total Respondents: 260	

#	Please describe any modifications.	Date
1	The board has improved their "good old boy" look, but it's inconsistent. Board members and key ICMA staff/supporters should be directly recruiting board members that reflect the changing demographics. In fact, ICMA may want to consider a "recruitment" committee and not just a "selection" committee. This committee would help identify a pool of candidates that meet the diversity of our communities.	3/27/2015 6:19 PM
2	Reduce the region size	3/27/2015 4:41 PM
3	Consider changing boundaries of regions to better reflect the diversity of the profession.	3/25/2015 12:07 PM
4	In order to effect inclusion and diversity, a significant and drastic change needs to occur by taking the bold step to have inclusion and diversity at the top! Without this change, we are only talking, not taking action and will not effect representation all of us have had to deal with in our organizations years ago.	3/24/2015 9:52 AM
5	It was something I was interested in learning about, however, I don't feel like I know how to "penetrate" the ICMA group. I don't have mentors who are active, per se. I don't think it's very open to newer, possibly interested members. I honestly don't know if my organization would be open and supportive of my involvement. Might be nice if it felt more "regional" (e.g. north Bay Area, East Bay, etc) so that I could have a chance to get more active. Also good if the city managers in these areas were more supportive to staff getting involved. I think the California state group is good, and their combining with MMANC sometimes too.	3/24/2015 12:28 AM

Task Force on Inclusiveness Survey

6	Maybe in addition to regional representation selection process, there needs to be set aside seats on the Board in each region for young professionals, and/or members from large and small communities. Younger and smaller communities many times seem to be more diverse.	3/23/2015 10:31 PM
7	I'm not familiar enough with the existing process to make recommendations. However, it occurs to me that perhaps that is a problem. I've participated in Leadership ICMA, SEI, the Emerging Professionals Leadership Institute, and LGMF and have never heard an overview of the selection process. I would suggest developing a 10-minute overview of the process that can be worked into existing programs, especially those that cater to folks entering the profession and ICMA.	3/23/2015 1:06 PM
8	Add a VOTING student member seat	3/23/2015 10:02 AM
9	Add a voting student member seat to the board	3/21/2015 3:41 PM
10	The current, selection process tends to perpetuate the status quo by only/primarily nominating individuals that support current practices and frameworks.	3/21/2015 11:29 AM
11	The Board is pretty large, so it's hard to advocate for increasing the size...I think that the original mandate of the Board in changing the process to regional interviews is to be more active in recruitment, support nominations from affiliate groups, call out those associations that are not doing enough to increase recruitment of diverse candidates, and (as passed by the Board) make sure that if the candidate pool isn't diverse enough, to have the states do their best to find more candidates and invite them to interview.	3/20/2015 9:08 PM
12	Regionalize the ICMA and let each region submit its representative to the Board.	3/20/2015 7:44 PM
13	Somehow increase participation from smaller cities/counties/	3/20/2015 3:38 PM
14	There should be a way to increase the interaction between the affiliate organizations at the state level. ICMA does a good job at inviting the affiliates to participate at the national Board level, however, participation between the affiliates and the state organizations could be much better. A way of encouraging interaction at the state level could be to require some type of separate or joint candidates suggestions between the state and affiliate organizations.	3/20/2015 3:13 PM
15	Organization should embrace members not following the traditional city management career path - including those serving in large, non council-manager governments.	3/20/2015 2:52 PM
16	I don't think I know enough to have an opinion on this item. What attempts are made now to increase inclusiveness?	3/20/2015 2:19 PM
17	Major affiliate orgs. should have an at large seat. Regions should pick their own reps. Training and communication should be directed to state associations to break the glass ceiling. I believe the regions recognize participation on state and regional boards before considering candidates for ICMA. I believe this makes ICMA stronger. States need to be encouraging to minority members to get them involved in their state and regional organizations.	3/20/2015 1:55 PM
18	Efforts should be made to encourage diverse candidates, but I would be opposed to anything that looks like a quota system.	3/20/2015 1:45 PM
19	although I chose two options above, I hadn't considered those previously as necessary changes. I've served on the board selection committee and feel that ICMA does a nice job with educating the committee on the organizational goals and our role in recommending board members. All that being said, I believe that a continued focus on diversity on the board is a laudable goal and should be enthusiastically continued.	3/20/2015 1:13 PM
20	In my experience, state associations tend to be dominated by the high-profile and metropolitan managers. Rural managers do not have much chance to be nominated for Board representation at either the state or national level.	3/20/2015 12:37 PM
21	anything and everything should be done to diversify the board. need a better mix of ethnicity, male to female ratio, and younger demographic. current board not reflective of society.	3/20/2015 12:11 PM
22	I would like to offer more insightful feedback but it is very difficult because I am unable to determine who is on the board. Tried looking at the website, if its there it is buried deep. Why wouldn't a student be able to vote? Also not just a student member but seat for aspiring professionals. Then those who are on the career path can help move the organization in a direction that will keep it relevant to those who are on their way to becoming leaders.	3/20/2015 11:59 AM
23	If the state associations are not inclusive / governed by a narrow range of people in power, it's hard to see how their making recommendations would result in a more diverse pool. Power / influence is very concentrated in the hands of a few, and it's hard to break into that.	3/20/2015 11:45 AM
24	Consideration of emerging or mid-career managers who are not either Assistant, Deputy or City Managers.	3/20/2015 11:40 AM

Task Force on Inclusiveness Survey

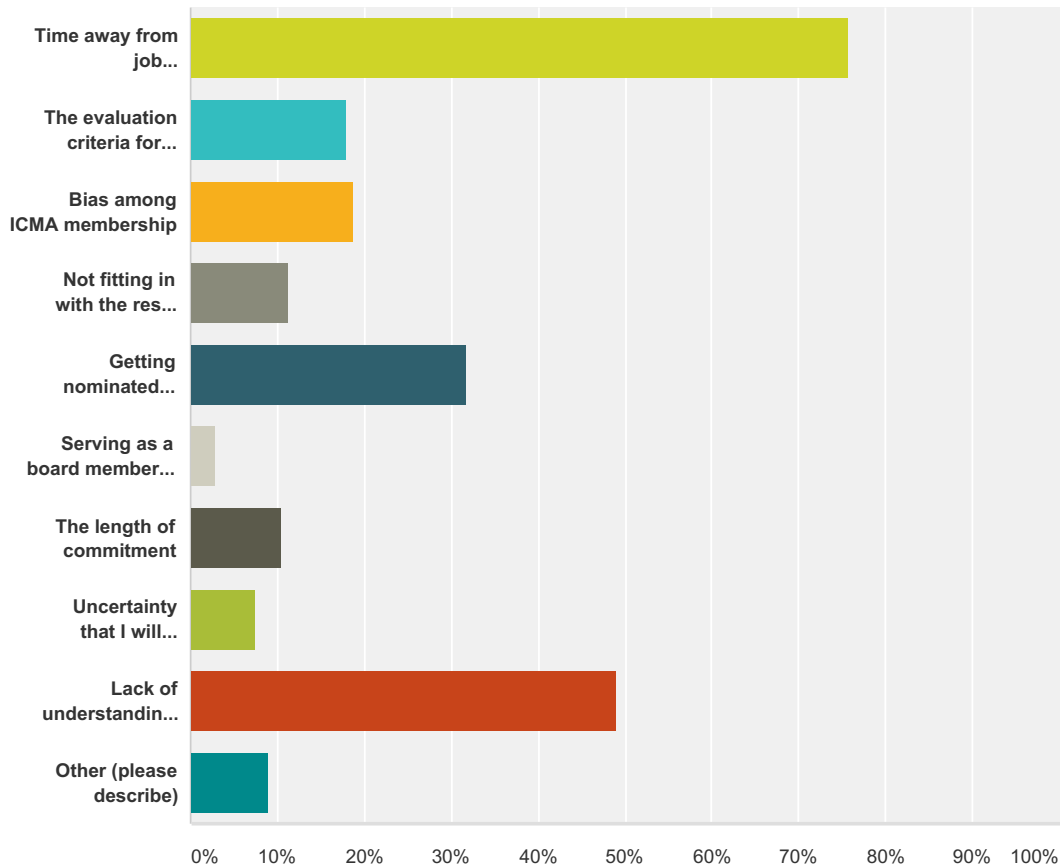
25	The current process is flawed. It gives the appearance that it is fair and all opinions are welcome. However, it is excessively structured and the best candidates can be cast aside in favor of a pseudo attempt at diversity or youth or some other agenda. It results in poor representation if the latter term is even correct. I participated in the last selection of a Regional VP and came away thinking it was a waste of several hours of my life. The decision was almost predetermined or at least forced. If you don't want my opinion on a candidate (or anything else for that matter) don't ask. If you want to simply select the person you think is best (rather than who I think is best) then please do that without wasting my time.	3/20/2015 11:38 AM
26	The process for candidates to be nominated needs to be more open.	3/20/2015 11:31 AM
27	FBPA and IHN needs to do a better job in developing and promoting more minority candidates for the ICMA Board. They really haven't done a good job in this area. but continue to complain about lack of minorities on the Board.	3/20/2015 11:26 AM
28	The creation of a student member, as stated on the survey, but this member seat should absolutely be a voting member. Also, there should be designated young/early career positions on the board that are also voting positions. That would send a signal that ICMA actually cares to incorporate these individuals into the decision making process. There are natural barriers for young professionals to be appointed to the board, including not being as "established" in the profession/less name recognition. There was a session at the Charlotte conference on inclusivity in the profession where a group of young professionals spoke to these ideas. Nothing, that I am aware of, was done to look into this. If it means creating a proposal to the Exec Board/Bob O'Neil that illustrates the importance of doing so, I am willing to help put that together.	3/20/2015 11:23 AM
29	While I know somewhat about the selection process, I don't know all the ins and outs of it to recommend specific changes. ICMA probably needs to do some data gathering from the regions/state associations since I believe nominations start from there. Adding specific seats for targeted groups could be one strategy for dealing with an issue of inclusiveness or seats that aren't tied to geography and state rotational agreements.	3/20/2015 11:19 AM
30	The Board selection process is more concerned about a makeup that is based on color and gender vs qualifications and size of community represented. The Board does not represent the bulk of the membership who work in smaller communities. Not impressed with Board selection.	3/20/2015 11:17 AM
31	I don't know anything about the process	3/20/2015 11:14 AM
32	The Board reflects the membership. Diversity challenge is not with the ICMA board, its with Managers hiring diverse assistants and department heads and local City Councils hiring diverse managers. As diversity in the profession changes so will ICMA.	3/20/2015 11:14 AM
33	I really don't know much about the selection process, but I've never had a concern about the composition or inclusiveness of the Board.	3/20/2015 11:11 AM
34	No opinion	3/20/2015 11:10 AM
35	The make up of the organization is gradually changing as the demographic make up of the population is changing. The Board composition will gradually come to reflect these changes. A separate selection process to ensure inclusion tends to diminish the respect for these representatives or groups as a whole. Any perception that special accommodation is needed for a specific group to succeed/be represented is a negative outcome which may over shadow real accomplishment/unbiased selection. Board membership should not awarded as if it where a youth sports "participation trophy."	3/16/2015 5:58 PM
36	Include associate members?	3/16/2015 2:32 PM
37	Diversity for diversity's sake is not diversity. Our candidate from PA was excluded the last time simply because he was a male. As a female manager, I'm offended that the best candidate was not selected. Selection should be based on criteria that are clearly communicated to the membership. These criteria should not change with ICMA's current membership initiatives.	3/16/2015 10:55 AM
38	To be selected for the board, there should be requirements to have served on at least one committee, a record of attending conferences, and allowing your staff to attend conferences.	3/13/2015 4:21 PM
39	Long term - reduce the size of the board and have designated seats for certain affiliate groups	3/13/2015 3:51 PM
40	Am not aware of how the selection process occurs, so I feel unable to answer these questions.	3/13/2015 3:50 PM
41	The Board may be partially representative of the membership, but the membership is not representative of the US population. Therefore, the membership needs to be diversified and the Board should go to great lengths to become more diverse and represent the population. A graduate student member seat is a great idea, costs of their attendance at events should be covered or it will be prohibitive. I don't understand why it would be a non-voting seat? Could we also include more young professionals?	3/13/2015 3:27 PM
42	I'm really not sure what would work. I believe that female candidates and candidates of color etc. need to be mentored and personally invited to apply for VP positions. These groups typically don't volunteer on their own.	3/13/2015 2:51 PM

Task Force on Inclusiveness Survey

43	Not clear on the process but it probably is not very diverse due somewhat to lack o awareness.	3/13/2015 1:27 PM
44	Don't make the Board seats such a prize. Cut the travel subsidies for the Board so that future Board members view their service as a personal sacrifice for the membership. Use those savings for membership programming. Reduce the pomp and circumstance. Board members have very impact on changing the organization. They mostly just come and go and become unemployed. No one is memorable. Make board members more work horses than show horses. Develop a board training curriculum that includes a broadening of their mindsets on issues confronting our society.	3/13/2015 1:21 PM
45	Take out the quota system that you have to have a certain number of women, assistants, minority, etc., and let the regional state associations pick candidates based on merit and knowledge.	3/13/2015 12:29 PM
46	For whatever reason there could be some states that do not have representation from persons of color or female. The person that fills the manager position is chosen by an elected body that ICMA nor the manager have any control nor should they. The entire state should not be penalized because no person of color or a female was chosen by the elected boards in the state. I am thinking of some of your smaller states that have qualified person that are neither of color or female.	3/13/2015 12:16 PM

Q22 Which of the following do you perceive to be barriers to service on the ICMA board? (Check all that apply.)

Answered: 277 Skipped: 84



Answer Choices	Responses
Time away from job responsibilities for ICMA travel and duties	75.81% 210
The evaluation criteria for board nominations	18.05% 50
Bias among ICMA membership	18.77% 52

Task Force on Inclusiveness Survey

Not fitting in with the rest of the board	11.19%	31
Getting nominated through state organizations	31.77%	88
Serving as a board member does not seem fulfilling	2.89%	8
The length of commitment	10.47%	29
Uncertainty that I will continue to work in my current region	7.58%	21
Lack of understanding about the nomination and appointment process	49.10%	136
Other (please describe)	9.03%	25
Total Respondents: 277		

#	Other (please describe)	Date
1	ICMA needs to have standardized criteria for nominations in all regions. Currently, there are too many Regional rules inconsistent across regions and too many unspoken requirements/onsiderations.	3/31/2015 6:52 PM
2	Cost to travel to meetings/conferences	3/24/2015 12:47 PM
3	see answers in #22 I'm not even sure you can serve on the board unless you are a city manager?	3/24/2015 12:28 AM
4	Allow NFBPA and Other Organizations to have an a large seat on the Board to increase participation in ICMA. NFBPA is a having the same problems as ICMA. Many members can't attend both NFBPA and ICMA conference due to cost. Neither Organizatin can survive unless we rethink on how we can increase membership, keep retirees active in the organization and attract new young members to the organization	3/21/2015 3:41 PM
5	Cost	3/21/2015 8:34 AM
6	I think the biggest barrier is that people don't get involved in the first place to even know how to become a board member, what it entails, and why it's important. I have personally encouraged people to get involved with an eye toward their continuing on as leaders in ICMA including running for the Board. We need to reach out beyond the "usual suspects" and start being creative about getting the word out to people we want to be a part of the leadership in the profession. It's our responsibility as members to be a part of our organization and encourage active, not passive, membership.	3/20/2015 9:08 PM
7	There is simply a limited number of spots open each year and it is not realistic to think that a large percentage of our 9,000 members will have the opportunity to serve.	3/20/2015 4:06 PM
8	I do not know the time commitment required, the cost or travel required. In Michigan, many managers would like the opportunity but know little the process.	3/20/2015 2:30 PM
9	none	3/20/2015 1:28 PM
10	From my conversations with ICMA board members, while rewarding the expectations for travel and time are significant. Not all organizations are able to support the costs and loss of a key member of the organization. Speaking as a manager with a young family who is very active in my professional organizations and have a supportive Council, I think it also could be difficult personally to add this additional time away to represent ICMA. Unfortunately, I don't have a good suggestion on how that wouldn't be the case, but I do wonder if this plays a factor into whether a member chooses to throw their hat into the ring....I know that I wouldn't consider it at this juncture in my career/life.	3/20/2015 1:13 PM
11	Level of financial contributions to any ICMA program by a member should not be a consideration for board nomination.	3/20/2015 12:40 PM
12	Perceived lack of benefit to my organization/my city manager - why would my CM want me to do this?	3/20/2015 12:24 PM
13	need more info about how to be on board. seems exclusive, out of reach of "normal" members.	3/20/2015 12:11 PM
14	There needs to be diversity in the organization but if your candidates are all of a certain gender, race, color, etc. there needs to be outreach to attract more diverse people into the profession itself. That doesn't mean it would not be important to have a candidate who is of the majority or perceived majority especially if they have an attitude of openness that encourages a move toward a diverse organization.	3/20/2015 11:38 AM
15	Certainly the rotational aspect to what seats are up when doesn't help. In as much as it limits the pool of potential board candidates because while a specific member might be ready and anxious to participate, if their time isn't now then the Board might be missing an opportunity for a solid board candidate.	3/20/2015 11:19 AM

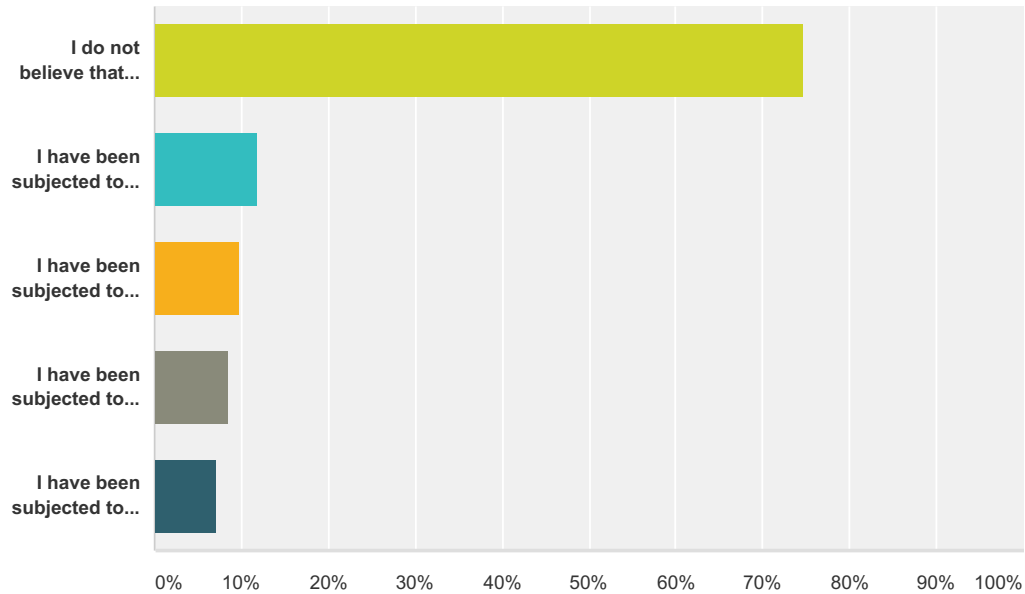
Task Force on Inclusiveness Survey

16	Frankly - it is about "who you know" and those perceptions of how valuable you will be mostly based upon personal relationships, not based on actual value. I also believe that board members who are critical of the organization should be sought out so that the status quo can be challenged, but also so that those individuals can be challenged, and challenge others to provide solutions to move the organization into the 21st century (we aren't there yet).	3/20/2015 11:19 AM
17	The biggest challenge is the hidden factors used by the selection committee. It seems the Board is more concerned about checking all of the boxes in the early questions of this survey vs. skills and perspective members can bring to the Board.	3/20/2015 11:17 AM
18	Financial Cost; Too much emphasis placed on "years of service"	3/20/2015 11:15 AM
19	Currently, the loss of revenues in all agencies is affecting us all in a negative way when it comes to being able to properly take on a commitment in professional organizations.	3/20/2015 11:15 AM
20	No opinion	3/20/2015 11:10 AM
21	Sometimes getting nominated through the region process. The rotation process is honored by most regions. Unfortunately with the limited number of diverse applicants in many states/regions, there may be a great candidate in one state, but it is not that State's time for the rotation process.	3/20/2015 10:21 AM
22	As a small town administrator it is difficult to obtain elected official support for participation on outside boards/activities. The willingness of Mayor and Council to support these outside activities often must be gained through a number of years (likely 5 or more) of solid service to the city. Members who are changing jobs frequently are unlikely to build the rapport/support needed from their elected body. This makes it difficult for younger members (who may tend to move frequently to grow their career) of the profession to even participate on state boards, much less the ICMA board. The unfortunate outcome of this reality is that younger members of the ICMA board tend to be assistant managers at medium sized communities, further marginalizing the very large number of ICMA members who work at communities with populations which do not support having assistant positions (pops less than 7,500).	3/16/2015 5:58 PM
23	Being perceived as part of the problem not the solution. Also, the insensitivity of Board members to individual members. I specifically recall Board members present at a regional summit refer to certain ICMA members interested in engaging with the Board as "hanger-ons." Other comments included, "no one is interested in having them serve on the board; they should get the message." I found that behavior and commentary quite disappointing. But it gave me insight into our leadership.	3/13/2015 1:21 PM
24	Away from job and family.	3/13/2015 12:15 PM
25	No support from Governing Body for even attending ICMA conferences.	3/13/2015 12:01 PM

Q23 Which best describes your experience relative to harassment, discrimination, or bias? (Check all that apply.)

Answered: 254 Skipped: 107

Task Force on Inclusiveness Survey

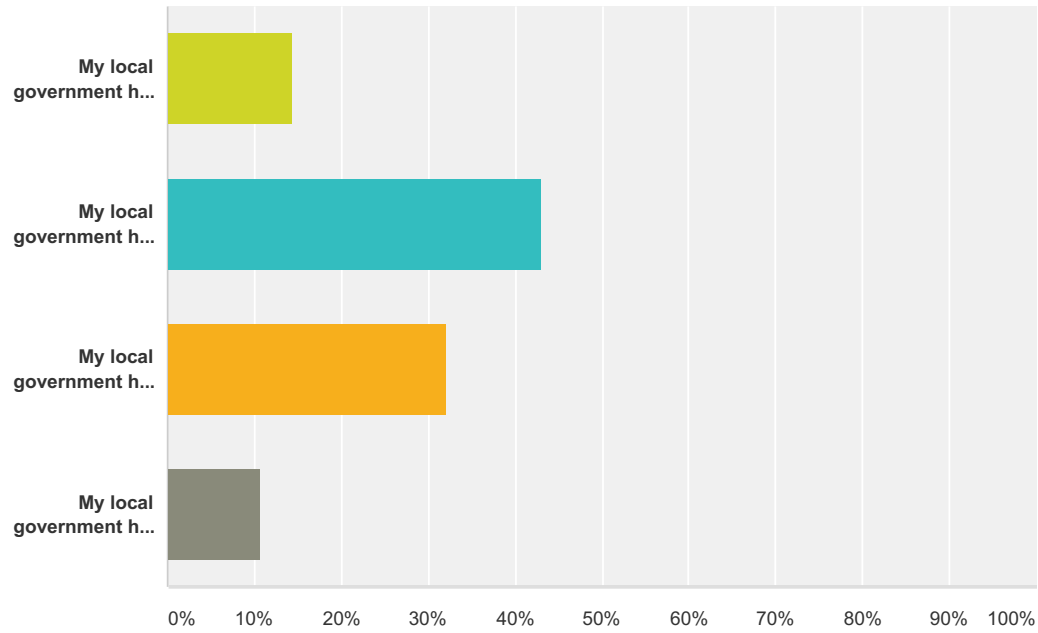


Answer Choices	Responses	
I do not believe that I have been subjected to harassment, discrimination, or bias.	74.80%	190
I have been subjected to harassment, discrimination, or bias by a supervisor (who is a member of my state association or ICMA).	11.81%	30
I have been subjected to harassment, discrimination, or bias by a peer in my state association.	9.84%	25
I have been subjected to harassment, discrimination, or bias by a peer in ICMA.	8.66%	22
I have been subjected to harassment, discrimination, or bias by an executive recruiter.	7.09%	18
Total Respondents: 254		

Q24 Which best describes your local government's efforts relative to policies that advance diversity and/or inclusiveness? (Select only one.)

Answered: 265 Skipped: 96

Task Force on Inclusiveness Survey

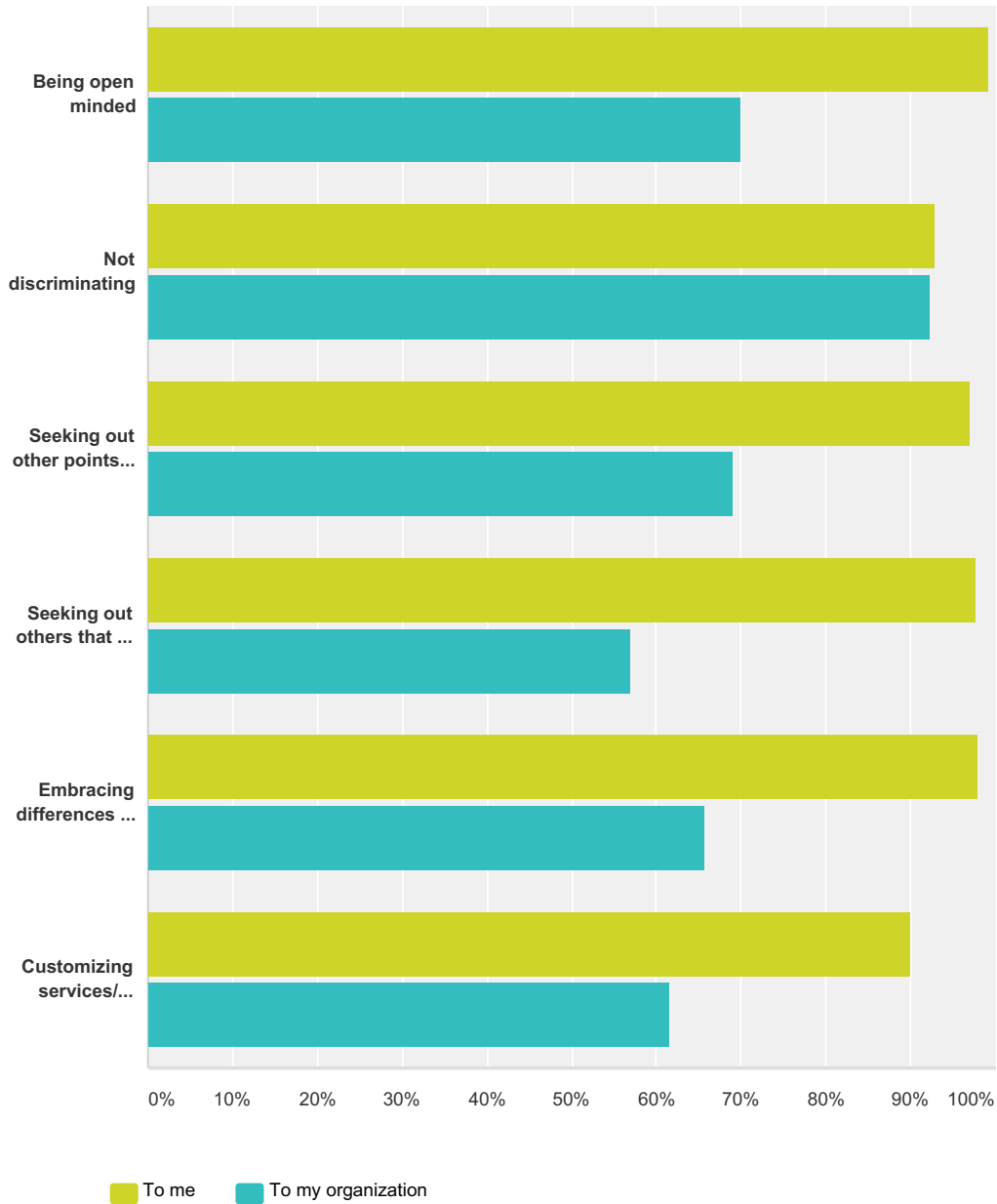


Answer Choices	Responses	
My local government has not begun to work on the issue of equity and inclusion.	14.34%	38
My local government has taken a few beginning steps.	43.02%	114
My local government has made significant progress.	32.08%	85
My local government has a solid, concrete plan to achieve equity and inclusion .	10.57%	28
Total		265

Q25 What does being equitable and inclusive mean to you and to your organization?

Answered: 263 Skipped: 98

Task Force on Inclusiveness Survey

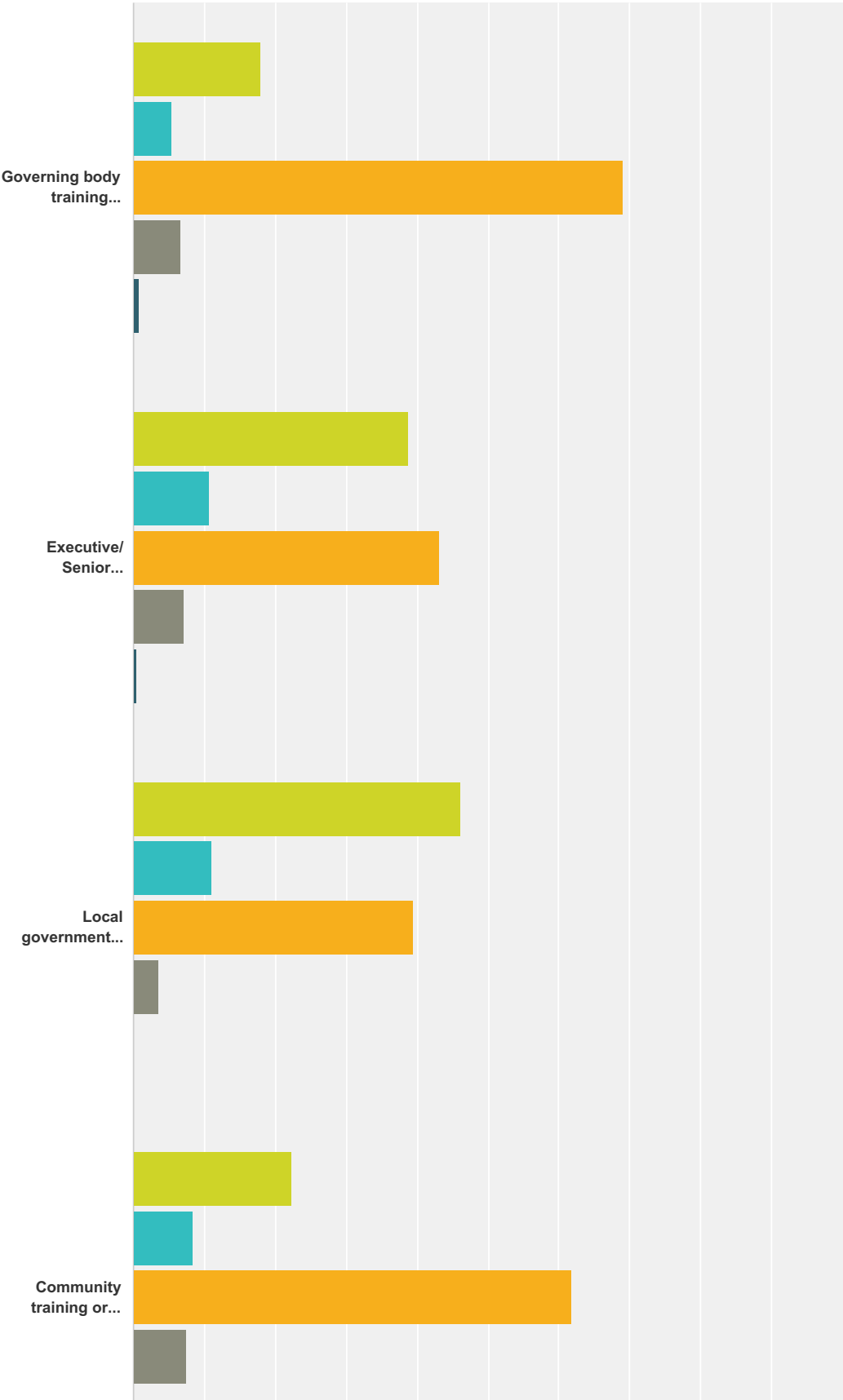


	To me	To my organization	Total Respondents
Being open minded	99.19% 244	69.92% 172	246
Not discriminating	92.97% 238	92.19% 236	256
Seeking out other points of view	97.00% 226	69.10% 161	233
Seeking out others that are different from you	97.74% 216	57.01% 126	221
Embracing differences in individuals	97.94% 238	65.84% 160	243
Customizing services/ policies to meet specific needs of underrepresented populations	90.00% 162	61.67% 111	180

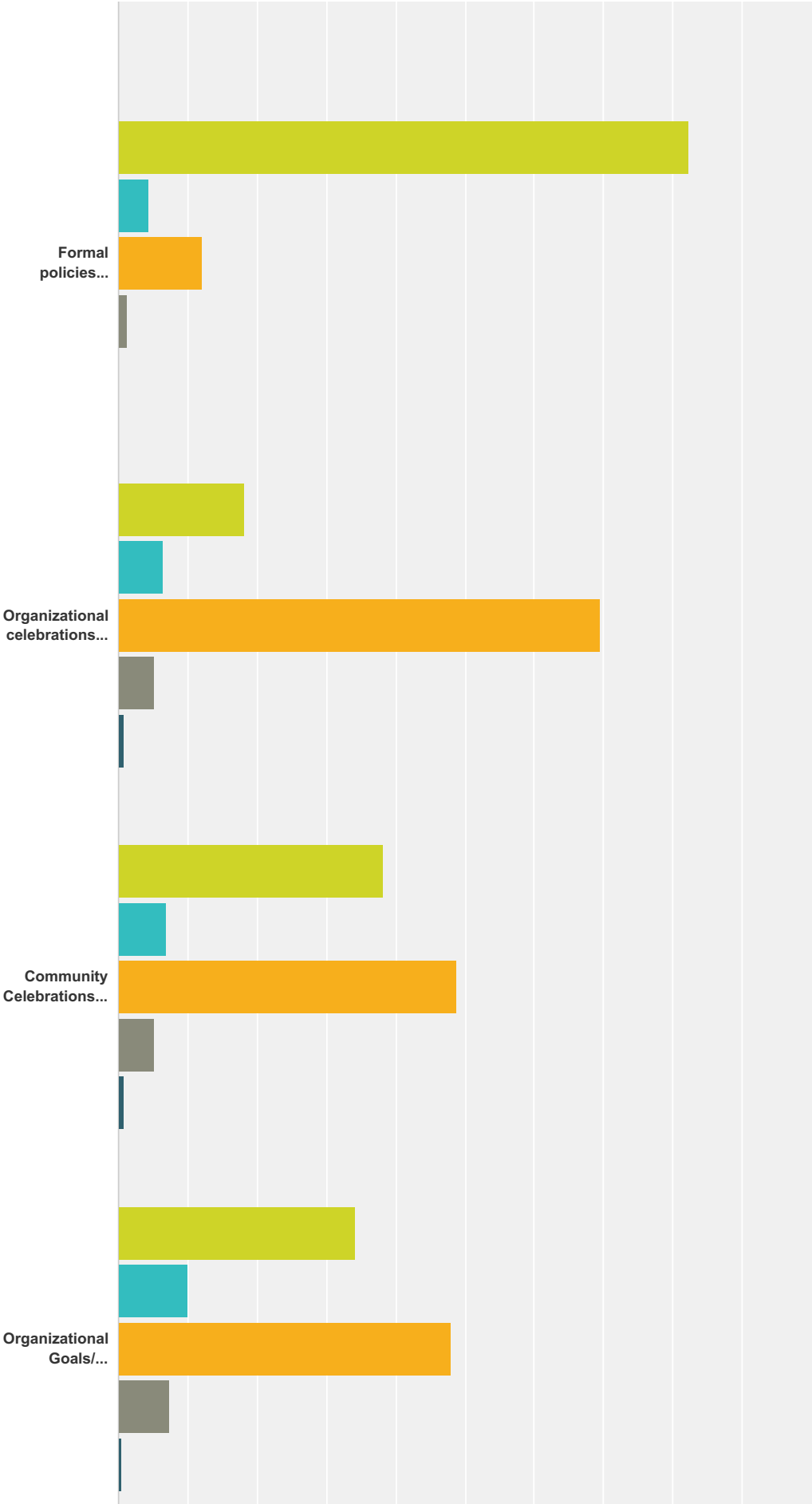
Q26 Has your organization pursued the

following related to diversity and inclusivity
in the following areas?

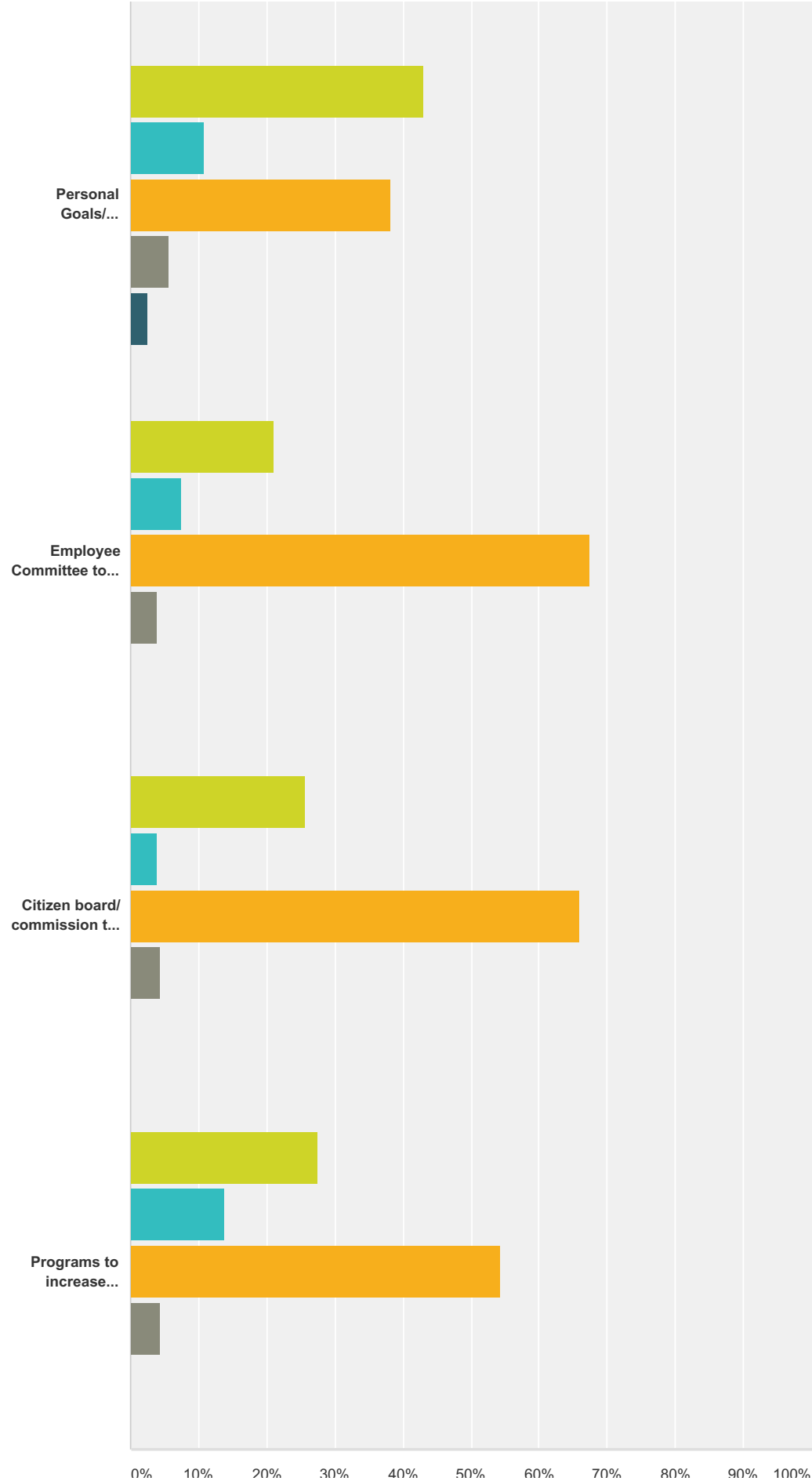
Answered: 258 Skipped: 103



Task Force on Inclusiveness Survey



Task Force on Inclusiveness Survey



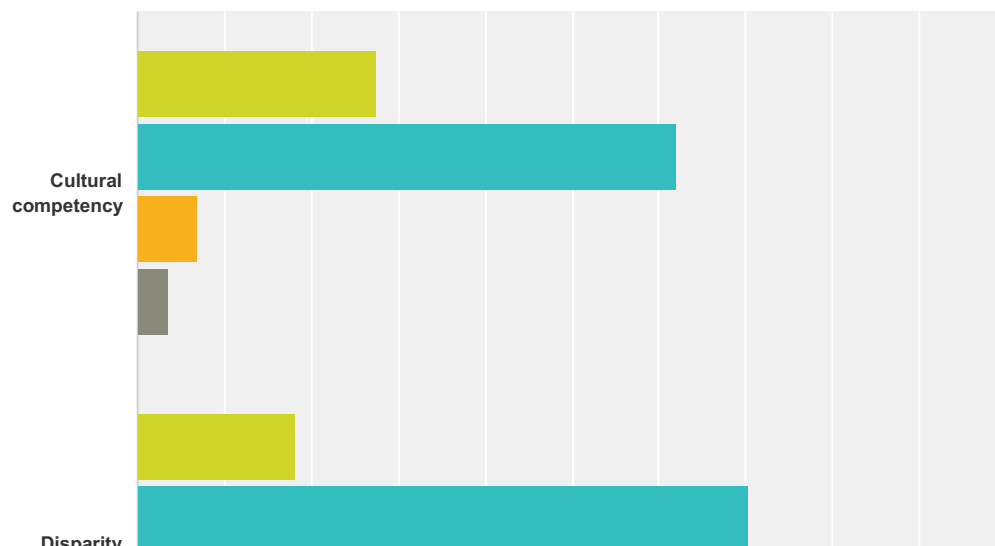
Task Force on Inclusiveness Survey

■ Yes
 ■ Planning to
 ■ No
 ■ Don't Know
 ■ Don't Understand

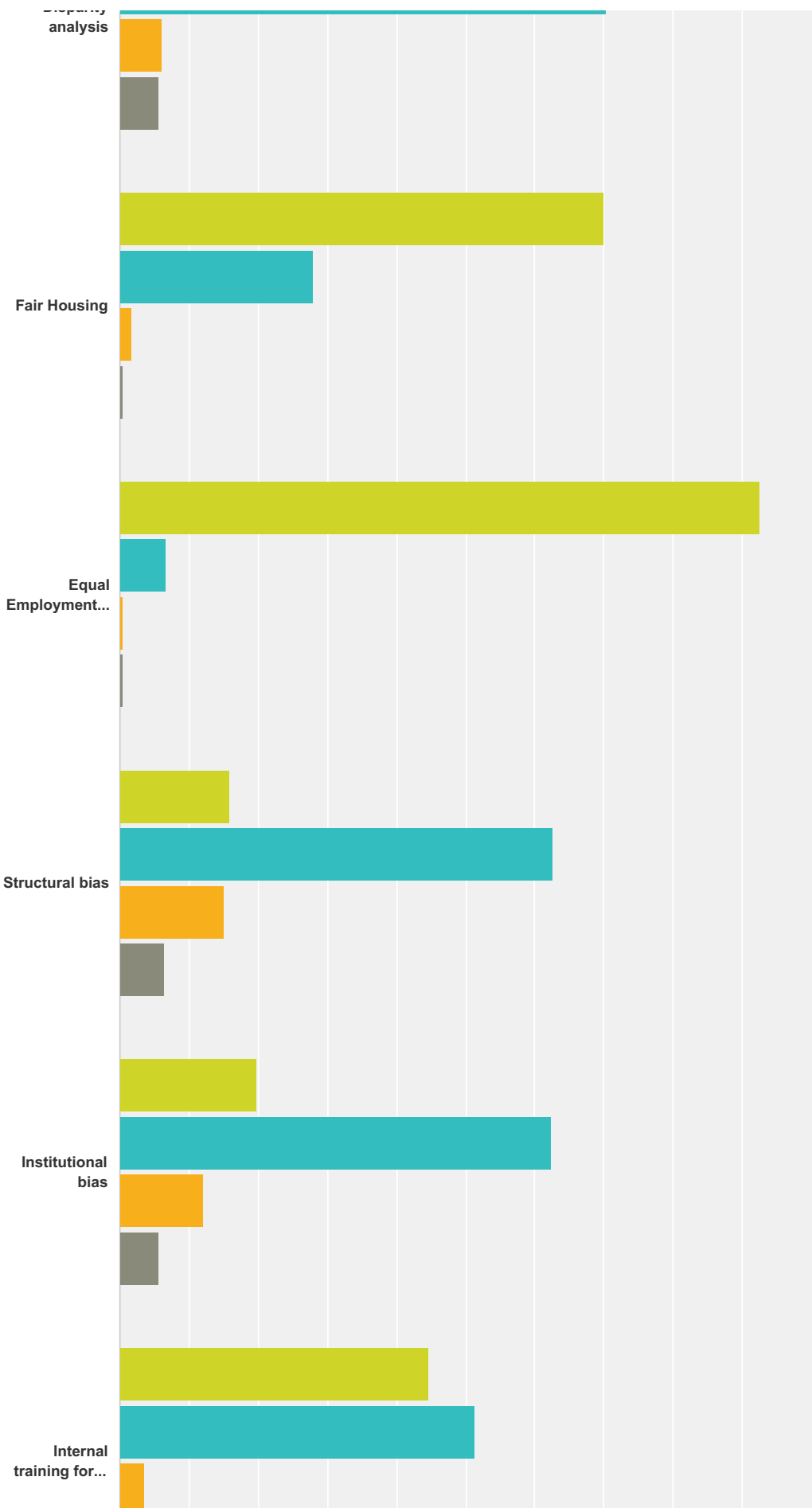
	Yes	Planning to	No	Don't Know	Don't Understand	Total
Governing body training related to inclusion and equity including topics such as cultural competency or institutional or structural bias	17.97% 46	5.47% 14	69.14% 177	6.64% 17	0.78% 2	256
Executive/ Senior Management training related to inclusion and equity including topics such as cultural competency or institutional or structural bias	38.82% 99	10.59% 27	43.14% 110	7.06% 18	0.39% 1	255
Local government staff training or programs to discuss and raise awareness about diversity and inclusiveness in your city and or county	46.06% 117	11.02% 28	39.37% 100	3.54% 9	0.00% 0	254
Community training or programs to discuss and raise awareness about diversity and inclusiveness in your city and/or county	22.31% 56	8.37% 21	61.75% 155	7.57% 19	0.00% 0	251
Formal policies related to discrimination, diversity, equity or inclusion	82.35% 210	4.31% 11	12.16% 31	1.18% 3	0.00% 0	255
Organizational celebrations related to diversity, equity or inclusion	18.07% 45	6.43% 16	69.48% 173	5.22% 13	0.80% 2	249
Community Celebrations to diversity, equity or inclusion	38.31% 95	6.85% 17	48.79% 121	5.24% 13	0.81% 2	248
Organizational Goals/ Expectations to diversity, equity or inclusion	34.27% 85	10.08% 25	47.98% 119	7.26% 18	0.40% 1	248
Personal Goals/ Expectations to diversity, equity or inclusion	42.97% 107	10.84% 27	38.15% 95	5.62% 14	2.41% 6	249
Employee Committee to advance/ to diversity, equity or inclusion	21.12% 53	7.57% 19	67.33% 169	3.98% 10	0.00% 0	251
Citizen board/ commission to advance to diversity, equity or inclusion	25.60% 64	4.00% 10	66.00% 165	4.40% 11	0.00% 0	250
Programs to increase diversity of local government workforce	27.53% 68	13.77% 34	54.25% 134	4.45% 11	0.00% 0	247

Q27 Are the following service delivery or policy priorities in your organization?

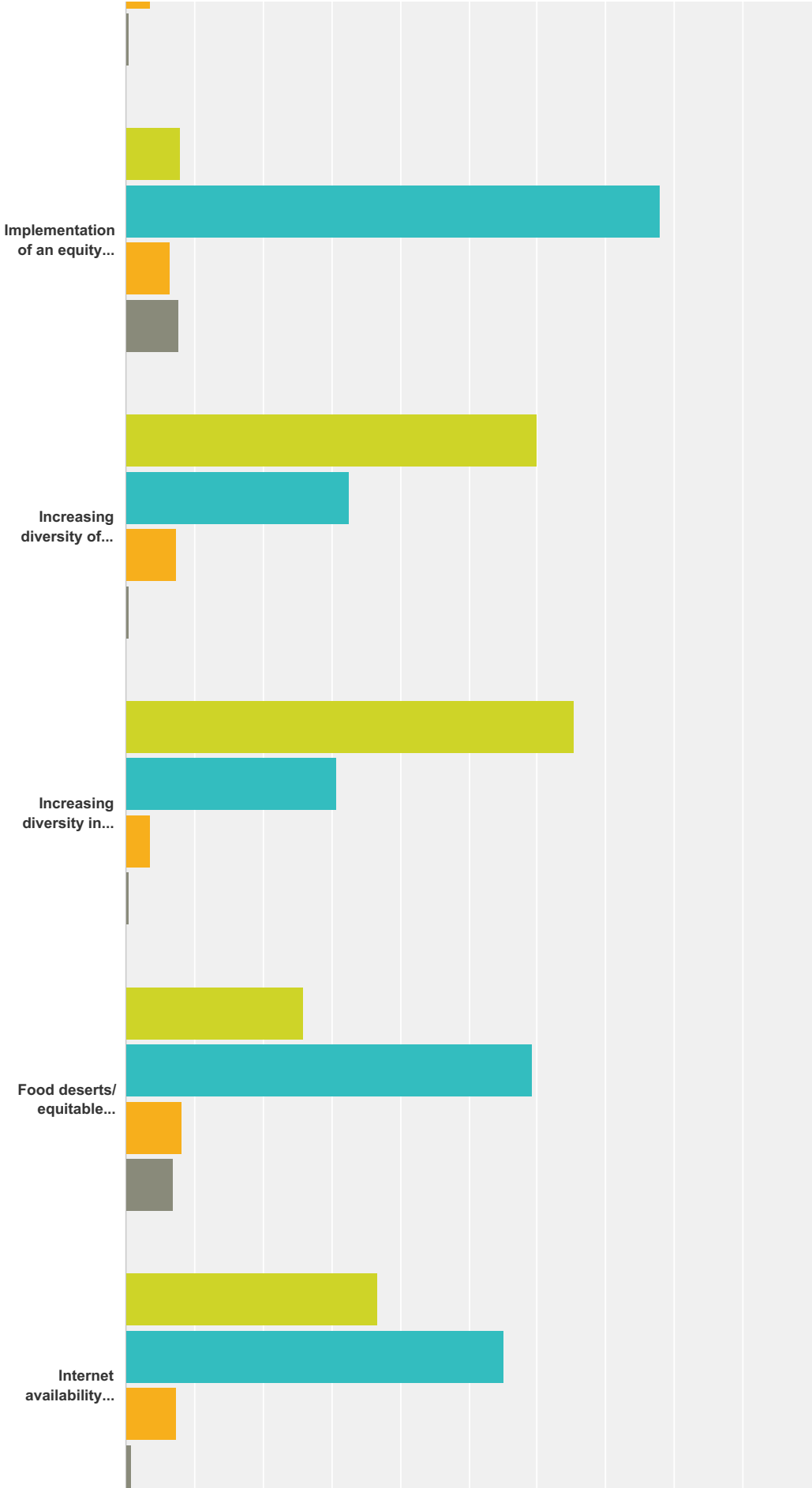
Answered: 254 Skipped: 107



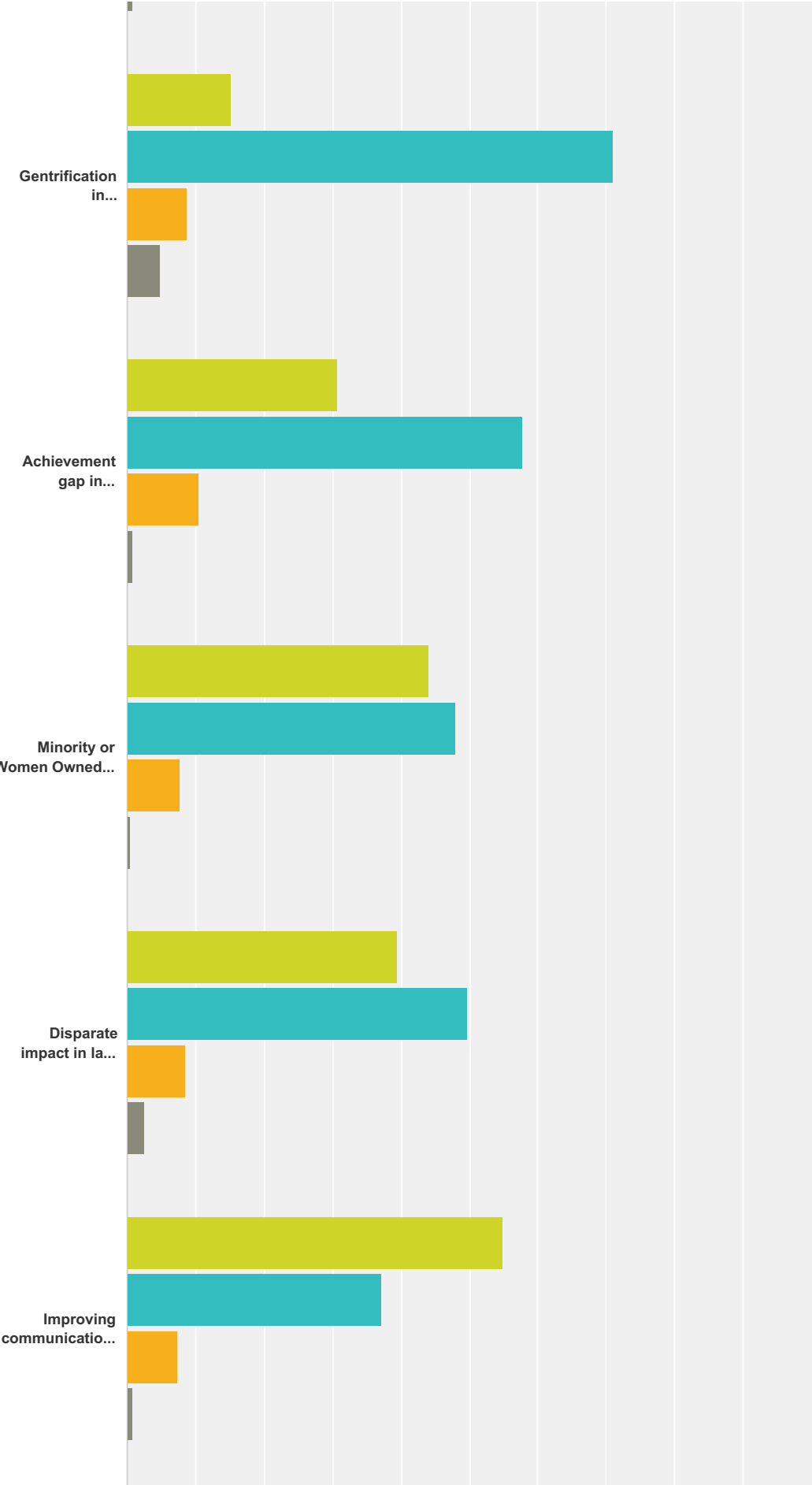
Task Force on Inclusiveness Survey



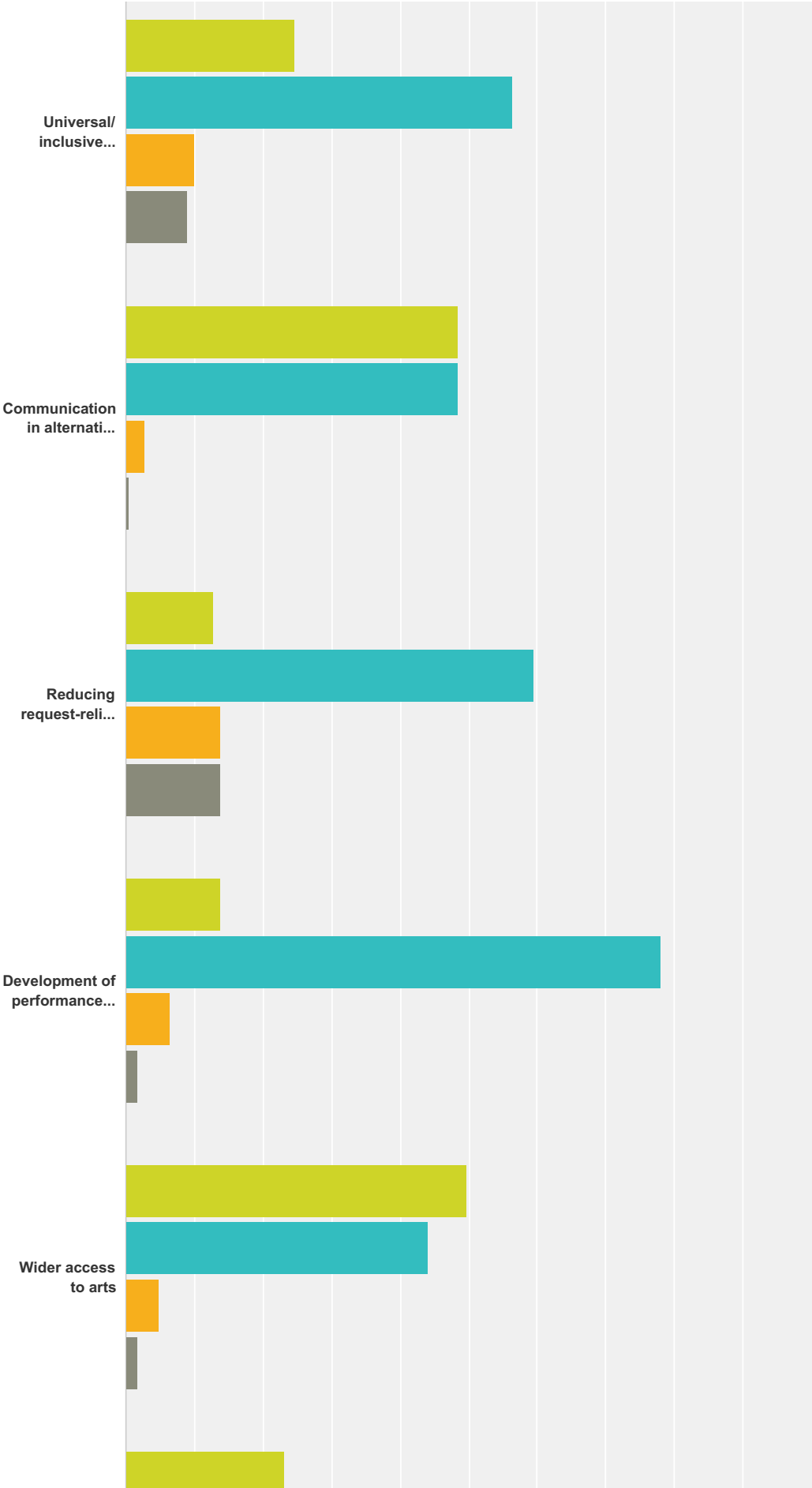
Task Force on Inclusiveness Survey



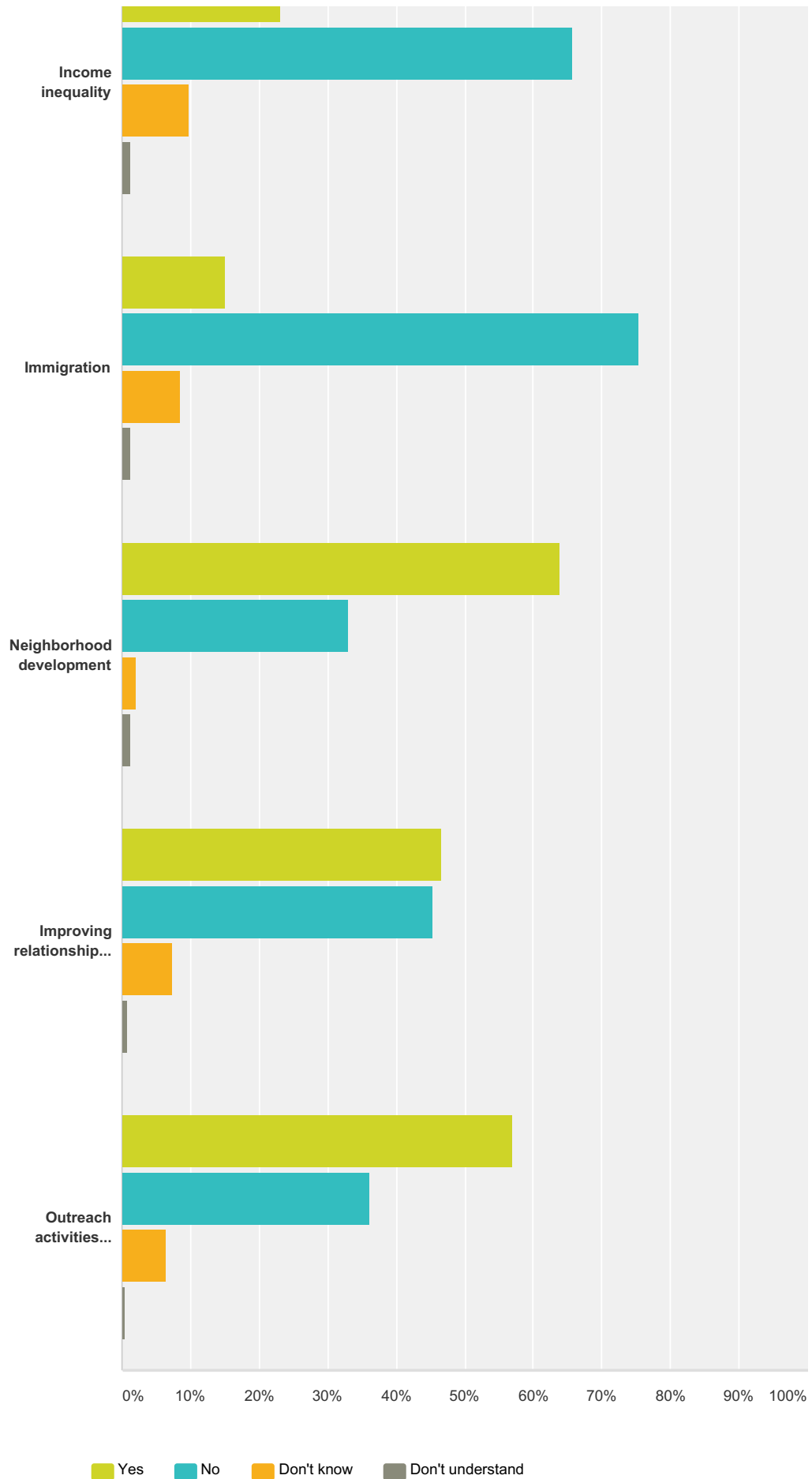
Task Force on Inclusiveness Survey



Task Force on Inclusiveness Survey



Task Force on Inclusiveness Survey



Task Force on Inclusiveness Survey

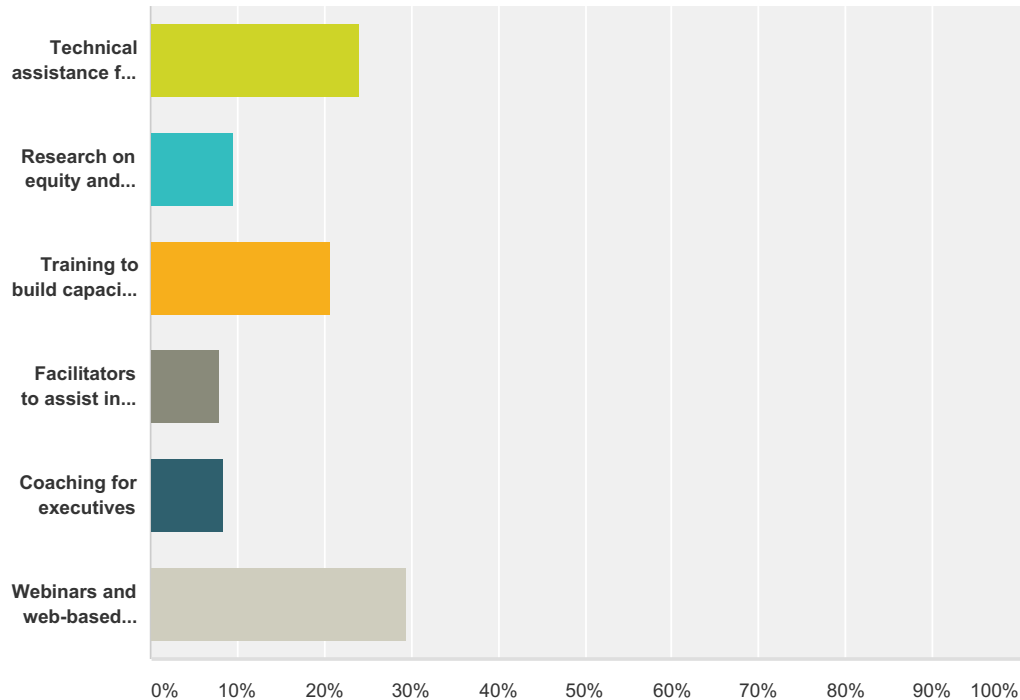
	Yes	No	Don't know	Don't understand	Total
Cultural competency	27.60% 69	62.00% 155	6.80% 17	3.60% 9	250
Disparity analysis	18.07% 45	70.28% 175	6.02% 15	5.62% 14	249
Fair Housing	70.00% 175	28.00% 70	1.60% 4	0.40% 1	250
Equal Employment Opportunity	92.43% 232	6.77% 17	0.40% 1	0.40% 1	251
Structural bias	15.85% 39	62.60% 154	15.04% 37	6.50% 16	246
Institutional bias	19.84% 49	62.35% 154	12.15% 30	5.67% 14	247
Internal training for equity and inclusion	44.62% 112	51.39% 129	3.59% 9	0.40% 1	251
Implementation of an equity tool	8.03% 20	77.91% 194	6.43% 16	7.63% 19	249
Increasing diversity of those appointed to committees, boards, or commissions	59.84% 149	32.53% 81	7.23% 18	0.40% 1	249
Increasing diversity in local government employees	65.34% 164	30.68% 77	3.59% 9	0.40% 1	251
Food deserts/ equitable access to food	25.81% 64	59.27% 147	8.06% 20	6.85% 17	248
Internet availability to under-represented communities	36.84% 91	55.06% 136	7.29% 18	0.81% 2	247
Gentrification in traditionally under-represented communities	15.32% 38	70.97% 176	8.87% 22	4.84% 12	248
Achievement gap in education	30.77% 76	57.89% 143	10.53% 26	0.81% 2	247
Minority or Women Owned Business Opportunities	43.95% 109	47.98% 119	7.66% 19	0.40% 1	248
Disparate impact in law enforcement actions	39.52% 98	49.60% 123	8.47% 21	2.42% 6	248
Improving communication and relationships between law enforcement and communities of color	54.84% 136	37.10% 92	7.26% 18	0.81% 2	248
Universal/ inclusive design	24.70% 61	56.28% 139	10.12% 25	8.91% 22	247
Communication in alternative languages	48.40% 121	48.40% 121	2.80% 7	0.40% 1	250
Reducing request-reliant service systems	12.65% 31	59.59% 146	13.88% 34	13.88% 34	245
Development of performance metrics related to equity in service delivery	13.77% 34	78.14% 193	6.48% 16	1.62% 4	247
Wider access to arts	49.60% 123	43.95% 109	4.84% 12	1.61% 4	248
Income inequality	23.27% 57	65.71% 161	9.80% 24	1.22% 3	245

Task Force on Inclusiveness Survey

Immigration	14.98% 37	75.30% 186	8.50% 21	1.21% 3	247
Neighborhood development	63.86% 159	32.93% 82	2.01% 5	1.20% 3	249
Improving relationships and engagement with communities of color	46.59% 116	45.38% 113	7.23% 18	0.80% 2	249
Outreach activities through Parks and Recreation and/or the Library to underrepresented populations	56.91% 140	36.18% 89	6.50% 16	0.41% 1	246

Q28 What kind of assistance would be most valuable from ICMA, your state association, or other organization in making your local government more successful in its efforts to be equitable and inclusive? (Select only one.)

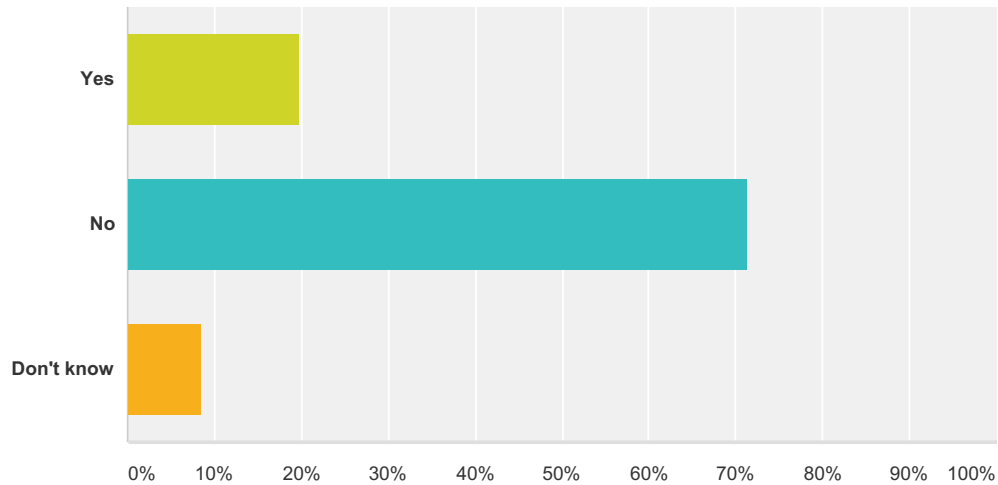
Answered: 241 Skipped: 120



Answer Choices	Responses
Technical assistance for advice on the development of equity and inclusion initiatives	24.07% 58
Research on equity and inclusion topics	9.54% 23
Training to build capacity in equity and inclusion	20.75% 50
Facilitators to assist in convening groups around issues of equity and inclusion	7.88% 19
Coaching for executives	8.30% 20
Webinars and web-based resources	29.46% 71
Total	241

Q29 Does your organization have diversity and inclusion policy or a diversity and inclusion strategic plan?

Answered: 256 Skipped: 105



Answer Choices	Responses
Yes	19.92% 51
No	71.48% 183
Don't know	8.59% 22
Total	256

#	If you have a policy or plan, please enter the URL for it in the space below.	Date
1	http://www.austintexas.gov/department/human-resources-diversity	3/24/2015 9:52 AM
2	http://www.decaturga.com/Modules/ShowDocument.aspx?documentid=2570 Very big file. Will take a moment to download. Page 56, Principle B: Encourage a Diverse and Engaged Community	3/23/2015 1:12 PM
3	No policy is online. It is part of the personnel policy.	3/23/2015 9:37 AM
4	Our city's strategic plan includes inclusiveness as part of our mission, values, and goals: http://www.el-cerrito.org/DocumentCenter/View/2760 ...and internally, we are working to revise our administrative policy to formalize these concepts (beyond our equal opportunity employer policy) to address improvements needed and celebrate successes.	3/20/2015 9:31 PM
5	We may have guidelines, but no strategic plan that I know of.	3/20/2015 2:49 PM
6	www.icgov.org	3/20/2015 2:04 PM
7	http://www.valleywater.org/Careers/DiversityDefined.aspx	3/20/2015 1:18 PM
8	http://www.ci.tumwater.wa.us/departments/mayor-city-council/about-city-council/about-tumwater-city-government/council-rules-policies	3/20/2015 12:45 PM
9	The Township has a policy emphasizing that staff and officials should treat everyone in the manner that they wish to be treated.	3/20/2015 12:00 PM
10	Not online externally.	3/16/2015 2:35 PM
11	Employee Handbook. Code of Ordinances in American Legal Publishing	3/13/2015 1:59 PM
12	http://www.valleywater.org/careers/DiversityandInclusionCouncil.aspx	3/13/2015 1:40 PM

Task Force on Inclusiveness Survey

13	Not kept electronically	3/13/2015 12:29 PM
----	-------------------------	--------------------

Q30 Please share any ideas or best practices do you have to share to enhance diversity and inclusiveness in your organization, ICMA, or your state association.

Answered: 45 Skipped: 316

#	Responses	Date
1	Judging from some of the questions, diversity and inclusion are identified in terms of race, gender, ability and sexual orientation. I would also include geography/field of service. With respect to ICMA, I see a lack of inclusion for County government. Some steps have been taken and I realize it takes time; however, I find a lot of the resources, information, and materials are city-centric. Continued efforts to ensure inclusion of the County level is needed.	4/14/2015 12:23 PM
2	A hiring manager should insist on a diverse pool of candidates to interview for any position. Although there are not guarantees of hiring a minority, a manager should have a diverse group to consider. Set goals for achieving diversity in the work place. Changing diversity in local government workplaces often lags the pace of changing diversity in the communities being served. Local governments need to have an action plan for addressing the diversity of the organization and progress towards that goal so the community sees changes being made. ICMA should establish an ethics statement to address situations when members are not proactively addressing diversity issues which result in mishandled situations and community unrest. Include a review of the potential for addressing diversity in existing tenets when updating the code of ethics. Find a way to highlight/reward best practices in state associations. ICMA could create guidelines for strengthening diversity through state associations. Building ICMA membership begins at the state level. Perhaps a new award category and/or regular article in PM Magazine. Create a listing of city managers, deputy city managers and assistant city managers of color. IHN has developed a list of Hispanic/Latino city managers which could be expanded. Voluntary identification on application/renewal forms could help maintain the database.	3/31/2015 7:17 PM
3	I'm a little concerned by the phrasing and angle of this survey. If this is going to be ICMA's direction to push social policy in the profession - you're going to lose members. While I appreciate the idea of being "inclusive" and expanding opportunities, ICMA needs to be careful about pushing social agendas that creep into areas of faith and morality of its members.	3/27/2015 4:52 PM
4	Women continue to make-up a very small percentage of City Managers. Whatever happened to the Task Force on the status of women in the profession? Seems like we've moved swiftly past that as an issue on to concerns about young professionals and LGBT communities.	3/24/2015 3:11 PM
5	In my career of 40+years we have been more successful in implementing inclusive programs that produce results when I have been in larger urbanized areas that have substantially more persons of color or life styles living in the area.	3/24/2015 12:41 PM
6	I would say seek seasoned members by who are practicing and implemented programs or efforts related to diversity or inclusiveness. It would have a great impact on our members hearing directly from those who are walking the talk and taking action and being successful.	3/24/2015 9:52 AM
7	I think it's important to develop a blended employee base - one that doesn't value one trait over another, but looks at all of the employees and listens well to their ideas, experiences, and willingness to tackle things together. The last 5+ years have been hard on local government. Some of the older managers have retired, leaving a large gap without enough experience or institutional knowledge. Can't we look at creating ways to bridge that gap regardless of ethnicity or gender? I guess I would be considered an older employee but I'm no where near ready nor desiring to retire! I want to remain curious and part of a solid team. But honestly, sometimes we are spending so much time talking about the next generation that we are completely bypassing a group of mid-managers who have courageously taken on more work and gotten into positions where resources have dried up and are only now starting to thaw out. That's alot, but it's also great experience to draw upon. I love being part of a "bridge" generation - we worked with some of the best CM's and have survived a rough patch - and I hope to help shape the future. But it's hard to hear when there is such a focus on "young" employees coming up. Maybe we need to appreciate all levels of the organization - but that's me, I tend to be a "glass have full" person and try to see only the best. The more we keep type-casting people by their ethnicity and gender, the more we separate ourselves into categories. This is something that we wouldn't want to do - isolate our community members. Let's build the public management "community" and not be divided. Just food for thought. (p.s. I'm not complaining, just voicing my passion for true inclusiveness!) :)	3/24/2015 12:48 AM

Task Force on Inclusiveness Survey

8	You should allow for new people to sit on the various committees. I have applied for these and felt I had qualities and enthusiasm to bring to the topic and was not considered. I have at this point, ceased to apply.	3/23/2015 11:32 AM
9	I find this survey to be extremely biased to a particular social worldview. The terms "diversity" and "inclusiveness" are abused and twisted throughout the survey and show a distinct agenda. At no point did the survey ask if changes were needed, that was a false assumption made by the survey conductor.	3/23/2015 8:53 AM
10	Our City has an appointed Human Relations Commission, made up of citizen volunteers who advise the Council and staff on issues that include diversity and inclusiveness. We have held Diversity Forums for the public that allow citizens to have conversations on these topics, in addition to the City-sponsored Martin Luther King Jr. March and Rally held each year that brings together scores of residents to celebrate our City's dedication to civil rights. Our community holds inclusion as a value, and as a City we have worked to support and promote this value in our services and programs. I think that ICMA and our state associations could benefit from a similar type of advisory body--not a finite task force--that focuses on diversity and inclusion, instead of relying on affiliates like IHN or NFBPA or Women Leading Government to do it for us. The subject of diversity and inclusion should be formalized as a President/Board-appointed, ongoing committee that monitors progress, promotes the concepts, and focuses on the issues to advise the Board and ICMA staff. This would go a long way toward members feeling that the Board is taking this issue seriously and not just giving it lip service; as opposed to having this Task Force and the Task Force on Women in the Profession meeting and creating reports that may or may not be implemented. The Board needs to provide a better focus on inclusion and equity, and needs to be bold and brave in how it carries out the recommendations of the Task Forces it creates.	3/20/2015 9:31 PM
11	We're a city of 17,000, with ~35% of the population being Hispanic/Latino. In 2012 we created the Hispanic Advisory Committee (won NLC's Cultural Diversity Award that year if you're interested in learning more). The HAC is roughly structured like a City Council meeting, although it still is expressly acknowledged as an advisory committee. Members are required to be bilingual, and all of the meetings take place in Spanish, with English translations. This committee has vastly exceeded our expectations in making the City Government's structure more accessible to our community's Spanish-speaking population.	3/20/2015 2:58 PM
12	I just want to make a note to my answers in #24 above. I selected no to many of the options related to service delivery or policy priorities within my organization because the community that I work for is 81.8% White, 0.9% Black, 0.3% Native American, 10.9% Asian, etc. The median household income is \$123K. So as you can see, diversity within our community is fairly low therefore the adoption of policies or programs that promote inclusiveness have either never been considered or are not considered a priority. Additionally, our current workforce reflects the community's demographics as I am one of a handful of African Americans who is currently employed by my organization and, in my experience is the norm for most local government organizations within my region (Silicon Valley).	3/20/2015 2:49 PM
13	Discussing diversity and inclusiveness draw out a lot of emotions. There has to be a safe place for the emotions to be expressed/cleared out so that people can think and act thoughtfully. One way to do this is to separate people into groups INITIALLY--those who are part of the dominant culture (they have their own set of feelings, e.g. feeling bad, which it needs to be safe to express) and those who are part of the "minority" culture (they have their own set of feelings, e.g. anger, which it needs to be safe to express). And then coming together. Programs that focus on thinking but don't address feelings will not be as effective. A big challenge is to build relationships across diverse lines, and it is those relationships that will be the building block of inclusiveness. Perhaps creating a voluntary program to pair people up from a different racial/ethnic or another group for a year to talk once/month and get to know each other plus pairing with a peer in the same group to talk once/month for support. This would need an excellent coordinator who could be available for consultation if things are not going well for a participant. The above addresses interpersonal issues. There are still institutional and policy issues. These are more difficult and perhaps less of a priority for small towns with more homogeneous populations. But, it is important to be aware of institutional issues. Research would be helpful to document and discuss the extent of institutional bias.	3/20/2015 2:36 PM
14	City Council Listening Posts. Citizens Police Review Board Staff roundtable with diversity, equity non-profit groups Regular reporting on progress towards goals re: diversity and inclusiveness	3/20/2015 2:04 PM
15	Recruiting young professionals and promoting from within.	3/20/2015 1:58 PM
16	Remembering that there is lots of diversity in any community - it's not just about race and gender.	3/20/2015 1:56 PM

Task Force on Inclusiveness Survey

17	<p>To be honest, I am a bit taken back by the survey. Has there been a problem with inclusion and diversity as far as ICMA is concerned? I am not aware of one. Or does ICMA feel it must conduct a survey of this nature because it's a trending topic? Has anyone ever been discriminated against at ICMA because of ethnicity or race or gender? I've attended several ICMA conferences and the attendance, based on my casual observance, seems to be pretty well balanced among the races and genders. Thus, where is all this discussion stemming from? And as far as sexual orientation is concerned in the hiring process, pullease!!!! One's sexual orientation is no one's business but one's own. Thus, other than incorporating a non-discrimination clause along with gender, race, etc. in the hiring application, no other aggressive efforts need to be made at this time. If you have the proper qualifications needed to do the job and have the proper chemistry and poise to work and communicate properly with other people, you will get hired. If you lack those proper credentials, and the hiring authority suspects you will not be a proper fit for the position you will not be hired. Case closed. What you do on company time is the company's business. The work place is for work, and not the place to be expressing your individuality. What you do, how you dress, how you comport yourself, on your own time, is your own business (as long as you don't embarrass your employers because you will be fired!). Respect must be a two way street. Frankly, all that aside, the biggest impediment for hiring right now is money. Far too many municipalities can no longer afford to pay for deputy, assistant, and intern positions. Consequently, little in the way of grooming for future leaders is underway regardless of background. The profession is aging, and there are fewer and fewer people coming up the ranks to replace the retirees. Thus, unless ICMA stops focusing on trendy surveys of this nature, and starts focusing on the meat and potatoes of how to fund the training of leaders for tomorrow, questions about diversity and inclusiveness for race, gender, ethnicity, and sexual orientation will be moot because there won't be any leaders to survey. ICMA must hold discussions on how to generate or locate alternative sources for the cost of training to supplement local municipal budgets. ICMA must lead in the effort to impress upon the elected leaders the importance of grooming the managers of tomorrow. Most importantly, ICMA must stop being so insular. It should be talking not only to its membership, but to the public as a whole. Issuing a periodic press release as to what ICMA is accomplishing to the general media would be helpful. Ask any man on the street about the importance of DPW, Police, and Fire, and they will tell you how important those services are to their life. Ask about the importance of the Municipal Manager's job, and 3 out 5 will respond: "What's a Municipal Manager?" How sad is that! The very person who makes all the critical decisions in a community is the least known person in the community! Now, I know there are many in my profession who abhor dealing with the media, and for many good reasons mostly based on tremendously horrible past interactions. I know some of my colleagues will get their undergarments twisted for me saying this, but they are doing themselves a disservice by not establishing a regular relationship with the media. Managers cannot act like cloistered monks. The profession needs more exposure. ICMA's logo should become as familiar to the general public as that of Coca Cola's red and white can or McDonald's golden arches via newsprint, commercials, mastheads on web pages, sky writing if need be. The possibilities are endless. ICMA should be encouraging our Managers to be on local morning talk shows, radio programs, writing letters to the editors of local newspapers, crafting blogs about local events and improvements, appearing in public service announcements on TV, marching in the local parades. In other words the first and last name of the Manager should be as well known as the that of the Mayor's. For their protection ICMA must take the lead in demanding that Managers be equipped with iron-clad employment contracts with healthy severance benefits for those Managers who make the extra effort. Then and only then will the average Joe or Jane begin to appreciate the value of the profession, and then subsequently will the municipal board be forced to appreciate the value of the Manager, and have a succession plan for his or her eventual departure in the guise of a deputy, assistant, or intern. Once these employment opportunities are achieved, then and only then should ICMA be focusing on whether or not enough efforts are being made to ensure that there is an equal balance of representatives of the race, gender, ethnic, and sexual orientation communities. Our profession is an endangered species. Let's worry about the species first, and once the species is off the endangered list, address the importance of diversity and inclusiveness. Sincerely, George F. Calvi Retired Village Manager Valhalla, NY</p>	3/20/2015 1:37 PM
----	--	-------------------

Task Force on Inclusiveness Survey

18	<p>I've often been encouraged by peers outside of local government to sue for gender bias because I am paid \$20,000 less a year than the man who did my job before me (an action went to council to reward him with higher pay and a better title for performing just one of the many responsibilities I perform; he managed a smaller budget and many fewer employees, with no boards/commissions (I have 3) and less responsibility to Council). I am also paid \$10,000 less than the man who was hired to lead one of the three divisions I had been asked to lead (without pay) during the two years my city was undergoing an economic crisis. I have not sued because I do not want to burn my bridges. But when surveys like this come out, it makes me reflect on just how oblivious my organization is. I don't think they do it on purpose - most of the (all male) council has daughters whom they'd like to see graduate from college; the City Manager and Assistant City Manager also have daughters in graduate school whom they are encouraging to succeed. In fact, my own City Manager has said he would like to see me eventually achieve the position of City Manager (I am female), so I think they truly don't see how their actions are actually excluding women from achieving. But the following examples are just a very few ways in which there is a very definite organizational bias that favors men. 1) The department head positions that are perceived to be "achievable" by a female (e.g.: parks & rec, library, city clerk) - are the very lowest paying executive management positions. The disparity between the pay range for parks & rec and public works is more than \$60,000. The City Clerk salary is 60% lower than that of the police, fire, assistant cm, public works, finance and community development directors. In fact, the starting pay for "potentially female" department head positions is less than a few mid-management positions traditionally filled by men (e.g: principal engineers, utility engineers, city planners, - and that's not even considering all of the fire battalion chiefs, police lieutenants, etc.). 2) My organization has rewarded with higher compensation, authorized by the city council, two male department heads who are only performing their ordinary duties, without adjusting pay or even providing one-time bonuses (as allowed in the city's own admin rules) for female department heads who have taken on additional work in order to save the city money during the recession (e.g.: overseeing additional divisions/work units; forgoing mid-management positions, analysts, and support staff; managing projects in-house; etc.). 3) The following is the most significant way that women are excluded from the "soft skills" experiences that would help them achieve the city management position, or at least feel more included in the executive management team: Male members of the executive team frequently invite each other out for lunch without inviting the female staffers; they pow wow in their own little group after city council meetings to debrief, without welcoming the female department heads. They retreat to the CM's office after department head meetings to chat amongst themselves without welcoming the females. They arrange carpools together to various city functions (organizational lunches, or ribbon cuttings, etc.) without including the females - even the ones in offices right next to their own. The city manager frequently arranges for lunches between male department heads and one or two council members to brief the council on an issue and/or smooth over relationships, but does not coordinate such lunches for female department heads. Only the male department heads are encouraged or allowed to attend weekend conferences with the Council (e.g.: Independent Cities Association, California Contract Cities Association, etc.) With regard to ethnic diversity, I think we're moving in the right direction, but I think that's mostly because our region is so diverse in the first place. We absolutely have a wide range of ethnicity on our executive management team and the City Council's ethnic breakdown nearly mirrors the Community's (72% Latino) which is a wonderful source of pride. Speaking of pride, I do think that the Council and the Executive Team could do more to ensure that LGBTQ members of our staff and community felt more welcomed. There's absolutely no tolerance for epithets or discrimination against, but there's no policy for using inclusive words. As a manager, I say partner or spouse instead of husband or wife, and I think those small changes in words could send the right signal that the City isn't judging and there's no reason to hide who you are. (e.g.: on HR forms, benefits forms, emergency contact forms). The simple act of a proclamation during June or October (traditional pride months, depending upon which organization is promoting it) could make a huge impact.</p>	3/20/2015 12:55 PM
19	<p>Our organization has a strong commitment to LGBTQ equity. We don't have a ethnically or racially diverse community, thus it is hard to obtain diversity in our workforce. Diversity of opinion is the most difficult in the organization. We have historically, and continue to, strive for people who think and act "like us." The community politics sort of take us there. I'm not a big fan of selecting every equity group for photo ops and speakers platforms to prove a point, but I do think there is continued value in showing the wide range of populations the diversity of people who are in city management. You can be a LGBTQ city manager. There are Hispanic city managers outside of California and Texas. There are women City managers. That has less to do with equity in the profession as helping to grow a diverse cadre of people coming into the profession and making sure, with a shrinking employment pool, that we don't eliminate people who would otherwise say "I can't be a _____ city manager."</p>	3/20/2015 12:45 PM

Task Force on Inclusiveness Survey

20	I honestly don't see any obstacles for women or minorities trying to enter the profession. My MPA program graduated as many women as men and a large number of minorities. All of us had a hard time finding jobs and honestly, it was my friends that were minorities or women that were the first to get job offers. In my personal life, I judge others on the merits of their character and not by the color of their skin or their gender. I'm always very skeptical of pro minority movements like the one ICMA seems to be embarking on. They start off sounding politically correct as they preach equality and fairness for minorities but in the end all they end up accomplishing is drawing more attention to our differences instead of building on our similarities, prejudicing hiring committees against non-minorities and placing unqualified individuals into positions they're not qualified for based not upon their merits or experience but on the very thing the movement was set up to eliminate -hiring on the basis of color and gender. Are their cases of unfair hiring practices and bias against minorities within the profession-yes. But reverse discrimination is just as much discrimination and two wrongs do not make a right. Focus on rooting out discriminatory practices, tearing down the "good ol' boy" networks and hiring the right people for the right position. Focus on equity for the individual, not equality for the masses. I am not in support of ICMA actively seeking out or giving special treatment to individuals based upon the color of their skin, their gender, their religion, etc. etc.	3/20/2015 12:28 PM
21	Enhancing diversity and inclusiveness cannot happen through only written policies. Substantial, continuous action must reinforce the commitment. People sharing stories first hand about their experiences with diversity or inclusiveness issues, in my experience, is the most powerful way to educate and inspire. Creating regular conversations about the topic with groups at all levels of the organization ensure that the issue does not fade into the background. Aggressive recruitment strategies, mentoring the younger generation, improving education about local government at the high school level, featuring more women, minority, and LGBTQ managers at conferences, in publications, and on the website. Aspiring local government employees need to be able to see themselves in the shoes of those who are currently successful.	3/20/2015 12:08 PM
22	Strides have been made but at a high price. As a result of the efforts of people such as notable past manager, past ICMA President and my mentor Sylvester Murray, people of color, like me, have had an opportunity to serve as municipal managers. There is still discrimination, however, but less obvious than in the past. ICMA can accomplish only so much with respect to diversifying local government. Unfortunately, the national media has had success at "dumbing-down" people to the level of thinking and acting that is far below where we should be as human beings.	3/20/2015 12:00 PM
23	While I think this a generational problem, I do think things are getting better. My primary concern is I have a large part of my community that thinks we perpetuate the problem by talking about it so much. There is a fine line between intelligent policies and principles banning discrimination and encouraging inclusion and carrying this debate too far. The best way to end any form of discrimination is to stop talking about it so much. This is 2015 and we are much smarter as a people. The 1960's were a long time ago and progress was made. Move on.	3/20/2015 11:58 AM
24	Thank you for conducting this survey. Please let me know if I may be of any service.	3/20/2015 11:51 AM
25	The City of Bellevue, WA recently formalized and received an award from NLC about its Cultural Diversity Plan. You should review this plan on the website.	3/20/2015 11:34 AM
26	ICMA has made great progress in having women involved in ICMA activities and serving on ICMA Board and committees. Black and Hispanic representation is not what it should be, but FBPA and IHN have not done a good job in promoting and developing more minorities to serve in leadership roles.	3/20/2015 11:31 AM
27	Raise the questions at the Leadership level. Establish an advocate on the Board. Develop a strategy that involves many of the items in #24. Thanks.	3/20/2015 11:29 AM
28	over the past 30 year our naion has talkeed about diversity and equity , while at the same time trying to educate people that we are all one race - the human race. These two ideas are ata odds withone another. over the past 10 years I have been passed over and excluded not because someone else was more qualified, but becasue I am a white male over 45.	3/20/2015 11:24 AM
29	There is a lot of focus on older workers in ICMA and the state organizations, to the detriment of younger workers. As a highly educated (Master's degree) young professional in a desired field, I do not feel welcome among my peers ages 35 and up. I have been shut down in meetings and relegated to doing secretarial work, when my skillset often surpasses some of the 30 year olds I work with. I'm very dissatisfied with the state organization (ACMA) so much that I do not participate anymore, and ICMA's only benefit to me is the job openings. I would like to participate more on ICMA forums, but no one ever responds and topics are years old. I would like to attend more ICMA conferences, but there's rarely anything pertaining to young professionals, so it's not worth my time.	3/20/2015 11:13 AM
30	Over the years, we have engaged in an aggressive recruitment effort to get minorities and women out to take our civil service examinations. They have included: Advertising on local radio stations and newspapers that target minorities, holding presentations on our positions, organization and operations in the CORE City and away from our suburban community to remove perceived barriers of not being wanted in the suburban community; putting together flyers targeting minority groups and distributing those to churches with large minority populations, having a key position in the organization to set the example that minorities are desired in our workforce.	3/20/2015 10:42 AM

Task Force on Inclusiveness Survey

31	For my organization, the creation of an internal, self-directed, employee-led work group, on cultural inclusion (back in 2002). Purpose is to create greater awareness of cultural differences and the value of inclusion in the organization. Work group meets monthly and sponsors "brown bag lunch and learn" sessions 3-4 times per year on a wide range of topics related to diversity and inclusion.	3/20/2015 9:47 AM
32	There needs to be more/better explicit communications with minority communities on why they should participate in local government, either as an employee, an ICMA board member or even as a resident on community boards. These communications should specifically state the current make-up of the organization, and state their specific aims to remedy the situation. This can include many of the initiatives outlined in this survey, but a story needs to be told as to why they are important and why we need them to be engaged. A wonderful way to launch such an effort would be in direct response to the Dept. of Justice findings from the City of Ferguson, which outlines the many ways communities of color not only in Ferguson but around the country are interacting (or failing to interact) with their own governments, resulting in terrible consequences. ICMA and its state associations have a responsibility to show the way and help local government leaders make the connections necessary to elevate all members of their communities, not just some.	3/16/2015 11:18 AM
33	Continuing dialogue and discussions about the benefits of promoting diversity in the organization.	3/16/2015 11:15 AM
34	Pennsylvania has started a task force to examine how we can encourage more women to enter our profession.	3/16/2015 10:58 AM
35	You could start by asking about sexual orientation and disability in question 28.	3/13/2015 9:13 PM
36	Employees should be hired on merit, regardless of race, creed, or gender. ICMA has gone overboard on the #13percent and "employ women" mantras, and needs to allow effective managers focus on becoming more effective managers. The ICMA Board should be generally reflective of its membership. If 25% of its members are white males, 25% of the Board should be white males. Over-representing any segments only serves to add in bias to the process.	3/13/2015 4:43 PM
37	ICMA has done a great job exposing and facing head on the disparity of female leadership in the profession. I would like to see some formalized initiatives and strategies to ensure stronger inclusion of females. Major issues within jurisdictions related to discrimination involve the elected officials. That question not included in this survey.	3/13/2015 2:11 PM
38	Our community is 98% African American and there needs to be more outreach. The staff is 55%	3/13/2015 1:59 PM
39	Provide a true picture of the changing demographics of the U.S. and highlight the changes that will occur particularly for the Latino and Asian communities. Latinos are or will be the largest racial/ethnic groups in New Mexico, California, Texas, Florida and a new generation of Latino elected officials will run our local governments. How the city management profession prepares for these changes will determine if the Council-Manager form of government survives in the localities. Work more closely with IHN, NFBPA and Cal-NAPA to set a common agenda moving forward. It is the same family but we lack family cohesion. Seek to understand before seeking to be understood. Know that racism is alive and well in America and the world. It is our human condition exacerbated and fueled by ignorance and fear. Therefore eliminating ignorance and fear should be the main priority.	3/13/2015 1:40 PM
40	I think this effort is a distraction and a waste of time. ICMA should be focusing on things that actually help professionals, like providing training for job skills, providing information about job opportunities, encouraging mentoring programs in the State and local realm, and encouraging professionalism, integrity, and fiscally responsible management. By the way, I am not a white middle-aged man! I am a young, pregnant, female in a management role.	3/13/2015 1:07 PM
41	We have a community coalition to discuss and make recommendations on Latino issues. WE hope it is a model for other groups that may want to get involved, but what comes out of the Latino Coalition would be used for elderly, green, purple all people and services. This is not just a local government initiative it is a community initiative.	3/13/2015 12:24 PM
42	Some of your questions I could not answer since none of the answers fit my situation. Too bad on your design.	3/13/2015 12:24 PM
43	At present, ICMA and my state association do very little to advance diversity and inclusion in non-race related areas. In other words, efforts designed to enhance racial understanding and inclusion are well articulated, but diversity initiatives surrounding other protected classes, especially LGBTQIA.	3/13/2015 12:23 PM
44	this community has over 70 primary languages spoken in the home -- there is no dominant identifiable population group -- individuals of color would be a challenging definition in a community where asian, pacific islander, arabic, indian, spanish and americas, and black communities all interrelate with little formal identification as to specific groups	3/13/2015 12:19 PM
45	Go beyond "Celebrating Diversity" and actually talk about inequality and inequity in the profession and ICMA as a whole. It's disingenuous to have a session titled "Celebrating Diversity and Recognizing Marginalized Groups" because celebrating and recognizing does nothing to undo institutional racism and the built-in inequities of our profession. If you look at the leadership of many of the state conferences or even ICMA board it is mainly white, male and privileged people who make it to the top. What avenues do you as an organization create and sustain to allow minorities and underrepresented groups to be a part of the leadership? How do you cultivate building leaders in these underrepresented groups? ICMA is not doing enough and when they are pushed to do more they push back and go back to what is comfortable and looks good on paper and barely scratches the surface of issues within the organization.	3/13/2015 12:02 PM

Task Force on Inclusiveness Survey

Q31 Please provide the following information:

Answered: 208 Skipped: 153

Answer Choices	Responses
Gender	100.00% 208
Age	98.56% 205
Race	98.08% 204
Title	94.71% 197
State	97.60% 203
(no label)	0.00% 0
ZIP:	0.00% 0
Country:	0.00% 0
Email Address:	0.00% 0
Phone Number:	0.00% 0

#	Gender	Date
1	Female	4/14/2015 12:23 PM
2	Male	4/7/2015 8:02 PM
3	Female	3/31/2015 7:17 PM
4	F	3/31/2015 5:35 PM
5	Female	3/30/2015 3:31 PM
6	male	3/29/2015 5:01 PM
7	Male	3/28/2015 8:50 PM
8	female	3/27/2015 6:24 PM
9	Male	3/27/2015 3:55 PM
10	Male	3/27/2015 12:17 PM
11	female	3/26/2015 11:55 AM
12	Female	3/25/2015 9:37 PM
13	Male	3/25/2015 12:46 PM
14	Male	3/25/2015 12:30 PM
15	male	3/25/2015 12:13 PM
16	female	3/24/2015 9:15 PM
17	Male	3/24/2015 3:55 PM
18	Female	3/24/2015 3:11 PM
19	Male	3/24/2015 2:43 PM
20	F	3/24/2015 12:50 PM
21	male	3/24/2015 12:41 PM
22	female	3/24/2015 11:41 AM

Task Force on Inclusiveness Survey

23	Male	3/24/2015 10:49 AM
24	Male	3/24/2015 9:52 AM
25	female	3/24/2015 12:48 AM
26	male	3/23/2015 10:55 PM
27	male	3/23/2015 5:45 PM
28	M	3/23/2015 5:38 PM
29	Male	3/23/2015 5:13 PM
30	Female	3/23/2015 5:04 PM
31	Male	3/23/2015 4:21 PM
32	female	3/23/2015 4:19 PM
33	Male	3/23/2015 4:00 PM
34	Female	3/23/2015 3:32 PM
35	Male	3/23/2015 2:19 PM
36	male	3/23/2015 1:48 PM
37	Male	3/23/2015 1:18 PM
38	Female	3/23/2015 1:12 PM
39	Female	3/23/2015 12:45 PM
40	Female	3/23/2015 12:11 PM
41	Female	3/23/2015 12:01 PM
42	male	3/23/2015 11:57 AM
43	Male	3/23/2015 11:53 AM
44	F	3/23/2015 11:32 AM
45	Male	3/23/2015 10:41 AM
46	Female	3/23/2015 10:39 AM
47	M	3/23/2015 9:52 AM
48	Male	3/23/2015 9:37 AM
49	Male	3/23/2015 9:30 AM
50	male	3/23/2015 9:22 AM
51	Female	3/23/2015 9:16 AM
52	Male	3/23/2015 8:37 AM
53	male	3/22/2015 7:30 PM
54	Male	3/22/2015 5:53 PM
55	Female	3/22/2015 4:13 PM
56	male	3/21/2015 3:50 PM
57	f	3/21/2015 2:36 PM
58	Male	3/21/2015 1:01 PM
59	Male	3/21/2015 11:37 AM
60	Male	3/21/2015 9:17 AM
61	male	3/20/2015 11:22 PM
62	Male	3/20/2015 10:32 PM
63	Female	3/20/2015 9:31 PM

Task Force on Inclusiveness Survey

64	Male	3/20/2015 8:20 PM
65	male	3/20/2015 7:51 PM
66	M	3/20/2015 7:41 PM
67	Male	3/20/2015 7:32 PM
68	M	3/20/2015 7:10 PM
69	gay male	3/20/2015 6:27 PM
70	male	3/20/2015 6:18 PM
71	male	3/20/2015 5:59 PM
72	Female	3/20/2015 5:04 PM
73	Male	3/20/2015 4:57 PM
74	male	3/20/2015 4:34 PM
75	male	3/20/2015 4:20 PM
76	Female	3/20/2015 4:18 PM
77	Male	3/20/2015 4:10 PM
78	Female	3/20/2015 4:06 PM
79	Female	3/20/2015 3:48 PM
80	Female	3/20/2015 3:44 PM
81	Male	3/20/2015 3:42 PM
82	Male	3/20/2015 3:33 PM
83	Male	3/20/2015 3:27 PM
84	male	3/20/2015 3:20 PM
85	Female	3/20/2015 3:17 PM
86	Male	3/20/2015 3:05 PM
87	male	3/20/2015 3:02 PM
88	Male	3/20/2015 2:58 PM
89	Female	3/20/2015 2:49 PM
90	m	3/20/2015 2:48 PM
91	Female	3/20/2015 2:47 PM
92	male	3/20/2015 2:37 PM
93	Female	3/20/2015 2:36 PM
94	Male	3/20/2015 2:36 PM
95	Male	3/20/2015 2:11 PM
96	Male	3/20/2015 2:05 PM
97	male	3/20/2015 2:04 PM
98	f	3/20/2015 2:00 PM
99	Female	3/20/2015 1:58 PM
100	Male	3/20/2015 1:56 PM
101	Male	3/20/2015 1:47 PM
102	Male	3/20/2015 1:43 PM
103	M	3/20/2015 1:40 PM
104	Male	3/20/2015 1:37 PM

Task Force on Inclusiveness Survey

105	Male	3/20/2015 1:34 PM
106	Male	3/20/2015 1:30 PM
107	Male	3/20/2015 1:28 PM
108	Female	3/20/2015 1:18 PM
109	F	3/20/2015 1:17 PM
110	Male	3/20/2015 1:13 PM
111	M	3/20/2015 1:07 PM
112	Female	3/20/2015 12:55 PM
113	female	3/20/2015 12:49 PM
114	Male	3/20/2015 12:46 PM
115	male	3/20/2015 12:45 PM
116	Male	3/20/2015 12:41 PM
117	male	3/20/2015 12:35 PM
118	male	3/20/2015 12:31 PM
119	Male	3/20/2015 12:28 PM
120	Male	3/20/2015 12:23 PM
121	Male	3/20/2015 12:15 PM
122	Male	3/20/2015 12:11 PM
123	Male	3/20/2015 12:11 PM
124	Female	3/20/2015 12:08 PM
125	Male	3/20/2015 12:04 PM
126	Male	3/20/2015 12:03 PM
127	Male	3/20/2015 12:02 PM
128	male	3/20/2015 12:02 PM
129	Male	3/20/2015 12:00 PM
130	Female	3/20/2015 11:59 AM
131	Male	3/20/2015 11:58 AM
132	Male	3/20/2015 11:54 AM
133	female	3/20/2015 11:53 AM
134	female	3/20/2015 11:52 AM
135	Female	3/20/2015 11:51 AM
136	Female	3/20/2015 11:51 AM
137	Female	3/20/2015 11:49 AM
138	Male (Gay)	3/20/2015 11:48 AM
139	female	3/20/2015 11:46 AM
140	Male	3/20/2015 11:45 AM
141	Male	3/20/2015 11:44 AM
142	Male	3/20/2015 11:43 AM
143	male	3/20/2015 11:42 AM
144	Male	3/20/2015 11:42 AM
145	Male	3/20/2015 11:41 AM

Task Force on Inclusiveness Survey

146	Male	3/20/2015 11:40 AM
147	Female	3/20/2015 11:37 AM
148	M	3/20/2015 11:36 AM
149	Male	3/20/2015 11:34 AM
150	female	3/20/2015 11:32 AM
151	Male	3/20/2015 11:31 AM
152	Male	3/20/2015 11:30 AM
153	Male	3/20/2015 11:29 AM
154	female	3/20/2015 11:29 AM
155	Male	3/20/2015 11:25 AM
156	Male	3/20/2015 11:25 AM
157	Male	3/20/2015 11:24 AM
158	male	3/20/2015 11:24 AM
159	Female	3/20/2015 11:24 AM
160	male	3/20/2015 11:24 AM
161	male	3/20/2015 11:24 AM
162	male	3/20/2015 11:24 AM
163	Female	3/20/2015 11:23 AM
164	Male	3/20/2015 11:22 AM
165	Male	3/20/2015 11:21 AM
166	Male	3/20/2015 11:21 AM
167	Female	3/20/2015 11:20 AM
168	Male	3/20/2015 11:19 AM
169	Male	3/20/2015 11:18 AM
170	Male	3/20/2015 11:17 AM
171	male	3/20/2015 11:17 AM
172	Male	3/20/2015 11:17 AM
173	Male	3/20/2015 11:16 AM
174	female	3/20/2015 11:15 AM
175	female	3/20/2015 11:15 AM
176	M	3/20/2015 11:15 AM
177	Male	3/20/2015 11:14 AM
178	Male	3/20/2015 11:14 AM
179	Female	3/20/2015 11:13 AM
180	Female	3/20/2015 11:10 AM
181	male	3/20/2015 11:08 AM
182	Male	3/20/2015 10:42 AM
183	Male	3/20/2015 9:47 AM
184	Femal	3/18/2015 9:40 PM
185	female	3/17/2015 2:37 PM
186	Female	3/17/2015 1:51 PM

Task Force on Inclusiveness Survey

187	Female	3/17/2015 11:33 AM
188	F	3/16/2015 7:23 PM
189	male	3/16/2015 6:02 PM
190	Male	3/16/2015 5:21 PM
191	Female	3/16/2015 4:21 PM
192	M	3/16/2015 2:35 PM
193	Female	3/16/2015 1:44 PM
194	Female	3/16/2015 11:47 AM
195	Male	3/16/2015 11:29 AM
196	M	3/16/2015 11:26 AM
197	Male	3/16/2015 11:18 AM
198	M	3/16/2015 11:15 AM
199	Femal	3/16/2015 10:58 AM
200	male	3/16/2015 9:16 AM
201	Male	3/14/2015 5:17 PM
202	Male	3/14/2015 2:31 PM
203	male	3/14/2015 1:43 PM
204	Male	3/13/2015 9:13 PM
205	M	3/13/2015 8:27 PM
206	male	3/13/2015 6:25 PM
207	Male	3/13/2015 5:22 PM
208	male	3/13/2015 5:00 PM
#	Age	Date
1	43	4/14/2015 12:23 PM
2	62	4/7/2015 8:02 PM
3	63	3/31/2015 7:17 PM
4	44	3/31/2015 5:35 PM
5	40	3/30/2015 3:31 PM
6	45	3/29/2015 5:01 PM
7	49	3/28/2015 8:50 PM
8	44	3/27/2015 6:24 PM
9	64	3/27/2015 3:55 PM
10	33	3/27/2015 12:17 PM
11	57	3/26/2015 11:55 AM
12	39	3/25/2015 9:37 PM
13	57	3/25/2015 12:46 PM
14	51	3/25/2015 12:30 PM
15	54	3/25/2015 12:13 PM
16	45	3/24/2015 9:15 PM
17	35	3/24/2015 3:55 PM
18	48	3/24/2015 3:11 PM

Task Force on Inclusiveness Survey

19	45	3/24/2015 2:43 PM
20	68	3/24/2015 12:41 PM
21	54	3/24/2015 11:41 AM
22	54	3/24/2015 10:49 AM
23	54	3/24/2015 9:52 AM
24	51	3/24/2015 12:48 AM
25	55	3/23/2015 10:55 PM
26	62	3/23/2015 5:45 PM
27	37	3/23/2015 5:38 PM
28	59	3/23/2015 5:13 PM
29	55	3/23/2015 5:04 PM
30	44	3/23/2015 4:21 PM
31	34	3/23/2015 4:19 PM
32	48	3/23/2015 4:00 PM
33	54	3/23/2015 3:32 PM
34	50+	3/23/2015 2:19 PM
35	39	3/23/2015 1:48 PM
36	44	3/23/2015 1:18 PM
37	32	3/23/2015 1:12 PM
38	52	3/23/2015 12:45 PM
39	33	3/23/2015 12:11 PM
40	58	3/23/2015 12:01 PM
41	61	3/23/2015 11:57 AM
42	61	3/23/2015 11:53 AM
43	47	3/23/2015 11:32 AM
44	24	3/23/2015 10:41 AM
45	61	3/23/2015 9:52 AM
46	47	3/23/2015 9:37 AM
47	56	3/23/2015 9:30 AM
48	61	3/23/2015 9:22 AM
49	39	3/23/2015 9:16 AM
50	50	3/23/2015 8:37 AM
51	70	3/22/2015 7:30 PM
52	57	3/22/2015 5:53 PM
53	38	3/22/2015 4:13 PM
54	57	3/21/2015 3:50 PM
55	37	3/21/2015 2:36 PM
56	55	3/21/2015 1:01 PM
57	67	3/21/2015 11:37 AM
58	62	3/21/2015 9:17 AM
59	49	3/20/2015 11:22 PM

Task Force on Inclusiveness Survey

60	41	3/20/2015 10:32 PM
61	43	3/20/2015 9:31 PM
62	64	3/20/2015 8:20 PM
63	60	3/20/2015 7:51 PM
64	57	3/20/2015 7:41 PM
65	57	3/20/2015 7:32 PM
66	57	3/20/2015 7:10 PM
67	52	3/20/2015 6:27 PM
68	57	3/20/2015 6:18 PM
69	57	3/20/2015 5:59 PM
70	42	3/20/2015 5:04 PM
71	42	3/20/2015 4:57 PM
72	48	3/20/2015 4:34 PM
73	54	3/20/2015 4:20 PM
74	36	3/20/2015 4:18 PM
75	47	3/20/2015 4:10 PM
76	38	3/20/2015 4:06 PM
77	55	3/20/2015 3:48 PM
78	60	3/20/2015 3:44 PM
79	66	3/20/2015 3:42 PM
80	64	3/20/2015 3:33 PM
81	62	3/20/2015 3:27 PM
82	46	3/20/2015 3:20 PM
83	45	3/20/2015 3:17 PM
84	35	3/20/2015 3:05 PM
85	58	3/20/2015 3:02 PM
86	26	3/20/2015 2:58 PM
87	41	3/20/2015 2:49 PM
88	55	3/20/2015 2:48 PM
89	53	3/20/2015 2:47 PM
90	60	3/20/2015 2:37 PM
91	48	3/20/2015 2:36 PM
92	59	3/20/2015 2:36 PM
93	53	3/20/2015 2:11 PM
94	65	3/20/2015 2:05 PM
95	63	3/20/2015 2:04 PM
96	45	3/20/2015 2:00 PM
97	35	3/20/2015 1:58 PM
98	52	3/20/2015 1:56 PM
99	64	3/20/2015 1:47 PM
100	62	3/20/2015 1:43 PM

Task Force on Inclusiveness Survey

101	63	3/20/2015 1:40 PM
102	56	3/20/2015 1:37 PM
103	64	3/20/2015 1:34 PM
104	46	3/20/2015 1:30 PM
105	59	3/20/2015 1:28 PM
106	49	3/20/2015 1:18 PM
107	41	3/20/2015 1:17 PM
108	31	3/20/2015 1:13 PM
109	44	3/20/2015 1:07 PM
110	34	3/20/2015 12:55 PM
111	58	3/20/2015 12:49 PM
112	61	3/20/2015 12:46 PM
113	52	3/20/2015 12:45 PM
114	46	3/20/2015 12:41 PM
115	46	3/20/2015 12:35 PM
116	69	3/20/2015 12:31 PM
117	37	3/20/2015 12:28 PM
118	67	3/20/2015 12:23 PM
119	62	3/20/2015 12:15 PM
120	62	3/20/2015 12:11 PM
121	54	3/20/2015 12:11 PM
122	26	3/20/2015 12:08 PM
123	29	3/20/2015 12:04 PM
124	66	3/20/2015 12:03 PM
125	40	3/20/2015 12:02 PM
126	64	3/20/2015 12:02 PM
127	62	3/20/2015 12:00 PM
128	68	3/20/2015 11:59 AM
129	54	3/20/2015 11:58 AM
130	42	3/20/2015 11:54 AM
131	53	3/20/2015 11:53 AM
132	47	3/20/2015 11:52 AM
133	41	3/20/2015 11:51 AM
134	36	3/20/2015 11:49 AM
135	28	3/20/2015 11:48 AM
136	50-55	3/20/2015 11:46 AM
137	63	3/20/2015 11:45 AM
138	63	3/20/2015 11:44 AM
139	44	3/20/2015 11:43 AM
140	44	3/20/2015 11:42 AM
141	39	3/20/2015 11:42 AM

Task Force on Inclusiveness Survey

142	48	3/20/2015 11:41 AM
143	35	3/20/2015 11:40 AM
144	40	3/20/2015 11:37 AM
145	58	3/20/2015 11:36 AM
146	34	3/20/2015 11:34 AM
147	42	3/20/2015 11:32 AM
148	58	3/20/2015 11:31 AM
149	33	3/20/2015 11:30 AM
150	47	3/20/2015 11:29 AM
151	53	3/20/2015 11:29 AM
152	72	3/20/2015 11:25 AM
153	70	3/20/2015 11:25 AM
154	27	3/20/2015 11:24 AM
155	51	3/20/2015 11:24 AM
156	36	3/20/2015 11:24 AM
157	59	3/20/2015 11:24 AM
158	65	3/20/2015 11:24 AM
159	51	3/20/2015 11:24 AM
160	26	3/20/2015 11:23 AM
161	48	3/20/2015 11:22 AM
162	29	3/20/2015 11:21 AM
163	59	3/20/2015 11:21 AM
164	48	3/20/2015 11:20 AM
165	62	3/20/2015 11:19 AM
166	55	3/20/2015 11:18 AM
167	59	3/20/2015 11:17 AM
168	59	3/20/2015 11:17 AM
169	48	3/20/2015 11:17 AM
170	29	3/20/2015 11:16 AM
171	34	3/20/2015 11:15 AM
172	53	3/20/2015 11:15 AM
173	58	3/20/2015 11:15 AM
174	32	3/20/2015 11:14 AM
175	55	3/20/2015 11:14 AM
176	27	3/20/2015 11:13 AM
177	47	3/20/2015 11:10 AM
178	29	3/20/2015 11:08 AM
179	53	3/20/2015 10:42 AM
180	61	3/20/2015 9:47 AM
181	57	3/18/2015 9:40 PM
182	44	3/17/2015 2:37 PM

Task Force on Inclusiveness Survey

183	51	3/17/2015 1:51 PM
184	35	3/17/2015 11:33 AM
185	40-45	3/16/2015 7:23 PM
186	54	3/16/2015 6:02 PM
187	51	3/16/2015 5:21 PM
188	44	3/16/2015 4:21 PM
189	46	3/16/2015 2:35 PM
190	42	3/16/2015 1:44 PM
191	55	3/16/2015 11:47 AM
192	48	3/16/2015 11:29 AM
193	55	3/16/2015 11:26 AM
194	41	3/16/2015 11:18 AM
195	50	3/16/2015 11:15 AM
196	41	3/16/2015 10:58 AM
197	72	3/16/2015 9:16 AM
198	58	3/14/2015 5:17 PM
199	49	3/14/2015 2:31 PM
200	60	3/14/2015 1:43 PM
201	44	3/13/2015 9:13 PM
202	65	3/13/2015 8:27 PM
203	61	3/13/2015 6:25 PM
204	41	3/13/2015 5:22 PM
205	52	3/13/2015 5:00 PM
#	Race	Date
1	African-American	4/14/2015 12:23 PM
2	Caucasion	4/7/2015 8:02 PM
3	Caucasian	3/31/2015 7:17 PM
4	White	3/31/2015 5:35 PM
5	White	3/30/2015 3:31 PM
6	white	3/29/2015 5:01 PM
7	White	3/28/2015 8:50 PM
8	asian	3/27/2015 6:24 PM
9	Caucasian	3/27/2015 3:55 PM
10	Caucasian	3/27/2015 12:17 PM
11	caucasian	3/26/2015 11:55 AM
12	Caucasian	3/25/2015 9:37 PM
13	White	3/25/2015 12:46 PM
14	Latino/Mexican American	3/25/2015 12:30 PM
15	white	3/25/2015 12:13 PM
16	white, Hispanic	3/24/2015 9:15 PM
17	Hispanic	3/24/2015 3:55 PM

Task Force on Inclusiveness Survey

18	Caucasion	3/24/2015 3:11 PM
19	White	3/24/2015 2:43 PM
20	human race	3/24/2015 12:41 PM
21	hispanic	3/24/2015 11:41 AM
22	Hispanic	3/24/2015 10:49 AM
23	Hispanic	3/24/2015 9:52 AM
24	caucasian	3/24/2015 12:48 AM
25	Caucasian	3/23/2015 10:55 PM
26	white	3/23/2015 5:45 PM
27	White	3/23/2015 5:38 PM
28	Caucasian	3/23/2015 5:13 PM
29	White	3/23/2015 5:04 PM
30	African American	3/23/2015 4:21 PM
31	white	3/23/2015 4:19 PM
32	White Caucasian	3/23/2015 4:00 PM
33	Hispanic	3/23/2015 3:32 PM
34	Caucasian	3/23/2015 2:19 PM
35	white	3/23/2015 1:48 PM
36	White	3/23/2015 1:18 PM
37	White	3/23/2015 1:12 PM
38	Caucasian	3/23/2015 12:45 PM
39	Hispanic	3/23/2015 12:11 PM
40	Caucasian	3/23/2015 12:01 PM
41	white	3/23/2015 11:57 AM
42	White	3/23/2015 11:53 AM
43	W	3/23/2015 11:32 AM
44	White	3/23/2015 10:41 AM
45	Mixed	3/23/2015 9:52 AM
46	Euro-American	3/23/2015 9:37 AM
47	Caucasian	3/23/2015 9:30 AM
48	white	3/23/2015 9:22 AM
49	White	3/23/2015 9:16 AM
50	White	3/23/2015 8:37 AM
51	white	3/22/2015 7:30 PM
52	White	3/22/2015 5:53 PM
53	Black	3/22/2015 4:13 PM
54	Black	3/21/2015 3:50 PM
55	caucasian	3/21/2015 2:36 PM
56	Caucasion	3/21/2015 1:01 PM
57	Caucasian	3/21/2015 11:37 AM
58	White	3/21/2015 9:17 AM

Task Force on Inclusiveness Survey

59	white	3/20/2015 11:22 PM
60	White-Caucasian	3/20/2015 10:32 PM
61	Caucasian	3/20/2015 9:31 PM
62	Caucasian	3/20/2015 8:20 PM
63	white	3/20/2015 7:51 PM
64	w	3/20/2015 7:41 PM
65	White	3/20/2015 7:32 PM
66	Caucasion	3/20/2015 7:10 PM
67	caucasian	3/20/2015 6:27 PM
68	white	3/20/2015 6:18 PM
69	white	3/20/2015 5:59 PM
70	White	3/20/2015 5:04 PM
71	African American	3/20/2015 4:57 PM
72	WHITE	3/20/2015 4:34 PM
73	anglo	3/20/2015 4:20 PM
74	Caucasion	3/20/2015 4:18 PM
75	White	3/20/2015 4:10 PM
76	Caucasian	3/20/2015 4:06 PM
77	White	3/20/2015 3:48 PM
78	white	3/20/2015 3:44 PM
79	Hispanic	3/20/2015 3:42 PM
80	Caucasian	3/20/2015 3:33 PM
81	Africian-American	3/20/2015 3:27 PM
82	asian	3/20/2015 3:20 PM
83	White	3/20/2015 3:17 PM
84	Caucasian	3/20/2015 3:05 PM
85	Caucasian	3/20/2015 3:02 PM
86	White	3/20/2015 2:58 PM
87	African American	3/20/2015 2:49 PM
88	Caucasian	3/20/2015 2:47 PM
89	w	3/20/2015 2:37 PM
90	Caucasian	3/20/2015 2:36 PM
91	yes	3/20/2015 2:36 PM
92	Caucasian	3/20/2015 2:11 PM
93	W	3/20/2015 2:05 PM
94	White	3/20/2015 2:04 PM
95	white	3/20/2015 2:00 PM
96	Hispanic	3/20/2015 1:58 PM
97	White	3/20/2015 1:56 PM
98	Caucasian	3/20/2015 1:47 PM
99	Caucasian	3/20/2015 1:43 PM

Task Force on Inclusiveness Survey

100	W	3/20/2015 1:40 PM
101	Just So Inappropriate to Ask	3/20/2015 1:37 PM
102	White	3/20/2015 1:34 PM
103	Caucasian	3/20/2015 1:30 PM
104	White	3/20/2015 1:28 PM
105	Asian	3/20/2015 1:18 PM
106	C/White	3/20/2015 1:17 PM
107	Caucasian	3/20/2015 1:13 PM
108	W	3/20/2015 1:07 PM
109	white	3/20/2015 12:55 PM
110	white	3/20/2015 12:49 PM
111	Caucasian	3/20/2015 12:46 PM
112	white	3/20/2015 12:45 PM
113	Caucasian	3/20/2015 12:41 PM
114	white	3/20/2015 12:35 PM
115	caucasian	3/20/2015 12:31 PM
116	White	3/20/2015 12:28 PM
117	White	3/20/2015 12:23 PM
118	Caucasian	3/20/2015 12:15 PM
119	White	3/20/2015 12:11 PM
120	Caucasion	3/20/2015 12:11 PM
121	White	3/20/2015 12:08 PM
122	White	3/20/2015 12:04 PM
123	Caucasian	3/20/2015 12:03 PM
124	Caucasian	3/20/2015 12:02 PM
125	white	3/20/2015 12:02 PM
126	Black	3/20/2015 12:00 PM
127	White	3/20/2015 11:59 AM
128	White	3/20/2015 11:58 AM
129	African American	3/20/2015 11:54 AM
130	white	3/20/2015 11:53 AM
131	African American	3/20/2015 11:52 AM
132	African American	3/20/2015 11:51 AM
133	Mexican American	3/20/2015 11:51 AM
134	Caucasian	3/20/2015 11:49 AM
135	Caucasian	3/20/2015 11:48 AM
136	white	3/20/2015 11:46 AM
137	Caucasion	3/20/2015 11:45 AM
138	White	3/20/2015 11:44 AM
139	white	3/20/2015 11:43 AM
140	white	3/20/2015 11:42 AM

Task Force on Inclusiveness Survey

141	Anglo	3/20/2015 11:42 AM
142	White	3/20/2015 11:41 AM
143	White	3/20/2015 11:40 AM
144	white	3/20/2015 11:37 AM
145	W	3/20/2015 11:36 AM
146	White	3/20/2015 11:34 AM
147	white	3/20/2015 11:32 AM
148	White	3/20/2015 11:31 AM
149	Caucasian	3/20/2015 11:30 AM
150	White	3/20/2015 11:29 AM
151	caucasian	3/20/2015 11:29 AM
152	White	3/20/2015 11:25 AM
153	Caucasian	3/20/2015 11:25 AM
154	White	3/20/2015 11:24 AM
155	caucasian	3/20/2015 11:24 AM
156	Caucasian	3/20/2015 11:24 AM
157	white	3/20/2015 11:24 AM
158	human	3/20/2015 11:24 AM
159	wasp	3/20/2015 11:24 AM
160	White (hispanic ethnicity)	3/20/2015 11:23 AM
161	White	3/20/2015 11:22 AM
162	Caucasian	3/20/2015 11:21 AM
163	Caucasian	3/20/2015 11:21 AM
164	Asian	3/20/2015 11:20 AM
165	White	3/20/2015 11:19 AM
166	white	3/20/2015 11:18 AM
167	White	3/20/2015 11:17 AM
168	white	3/20/2015 11:17 AM
169	Caucasian	3/20/2015 11:17 AM
170	Caucasian	3/20/2015 11:16 AM
171	white	3/20/2015 11:15 AM
172	European	3/20/2015 11:15 AM
173	W	3/20/2015 11:15 AM
174	White	3/20/2015 11:14 AM
175	White	3/20/2015 11:14 AM
176	White	3/20/2015 11:13 AM
177	Caucasian	3/20/2015 11:10 AM
178	white	3/20/2015 11:08 AM
179	African-American	3/20/2015 10:42 AM
180	Caucasian	3/20/2015 9:47 AM
181	white	3/18/2015 9:40 PM

Task Force on Inclusiveness Survey

182	white	3/17/2015 2:37 PM
183	White	3/17/2015 1:51 PM
184	White	3/17/2015 11:33 AM
185	W	3/16/2015 7:23 PM
186	Caucasion	3/16/2015 6:02 PM
187	White	3/16/2015 5:21 PM
188	White	3/16/2015 4:21 PM
189	W	3/16/2015 2:35 PM
190	White	3/16/2015 1:44 PM
191	Black	3/16/2015 11:47 AM
192	African American	3/16/2015 11:29 AM
193	W	3/16/2015 11:26 AM
194	White	3/16/2015 11:18 AM
195	W	3/16/2015 11:15 AM
196	White	3/16/2015 10:58 AM
197	white	3/16/2015 9:16 AM
198	White	3/14/2015 5:17 PM
199	White	3/14/2015 2:31 PM
200	white	3/14/2015 1:43 PM
201	Non-Hispanic White	3/13/2015 9:13 PM
202	W	3/13/2015 8:27 PM
203	white	3/13/2015 6:25 PM
204	white	3/13/2015 5:00 PM
#	Title	Date
1	Senior Deputy County Administrator	4/14/2015 12:23 PM
2	City Manager	4/7/2015 8:02 PM
3	Human Resources Director	3/31/2015 5:35 PM
4	town administrator	3/29/2015 5:01 PM
5	City Manager	3/28/2015 8:50 PM
6	ACM	3/27/2015 6:24 PM
7	City Manager	3/27/2015 3:55 PM
8	City Manager	3/27/2015 12:17 PM
9	Deputy City Manager	3/26/2015 11:55 AM
10	Budget Manager	3/25/2015 9:37 PM
11	Asst city mgr	3/25/2015 12:46 PM
12	City Manager	3/25/2015 12:30 PM
13	Asst. CM	3/25/2015 12:13 PM
14	assistant city manager	3/24/2015 9:15 PM
15	Assitant Director	3/24/2015 3:55 PM
16	DAO	3/24/2015 3:11 PM
17	City Manager	3/24/2015 2:43 PM

Task Force on Inclusiveness Survey

18	City Manager	3/24/2015 12:41 PM
19	Village Manager	3/24/2015 11:41 AM
20	Business Manager	3/24/2015 10:49 AM
21	Assistant City Manager	3/24/2015 9:52 AM
22	Sr. Projects Manager	3/24/2015 12:48 AM
23	Town Administrator	3/23/2015 10:55 PM
24	Assistant County Administrator	3/23/2015 5:45 PM
25	Director	3/23/2015 5:13 PM
26	Assistant City Manager	3/23/2015 5:04 PM
27	City Manager	3/23/2015 4:21 PM
28	Assistant City Manager	3/23/2015 4:19 PM
29	City Administrator	3/23/2015 4:00 PM
30	Deputy City Manager	3/23/2015 3:32 PM
31	Administrator	3/23/2015 2:19 PM
32	city manager	3/23/2015 1:48 PM
33	Assistant County Administrator	3/23/2015 1:18 PM
34	Project Manager	3/23/2015 1:12 PM
35	Assistant Administrator	3/23/2015 12:45 PM
36	Town Manager	3/23/2015 12:01 PM
37	city manager	3/23/2015 11:57 AM
38	Executive Director	3/23/2015 11:53 AM
39	Assistant Town Manager	3/23/2015 11:32 AM
40	Administrator	3/23/2015 10:41 AM
41	City Manager	3/23/2015 9:52 AM
42	Ctiy Administrator	3/23/2015 9:37 AM
43	Deputy Administrator, County	3/23/2015 9:30 AM
44	asst. ctly. mgr	3/23/2015 9:22 AM
45	City Manager	3/23/2015 9:16 AM
46	Town Manager	3/23/2015 8:37 AM
47	executive mgt consultant	3/22/2015 7:30 PM
48	City Manager	3/22/2015 5:53 PM
49	Assistant County Administrator	3/22/2015 4:13 PM
50	Assistant City Manager	3/21/2015 3:50 PM
51	public information	3/21/2015 2:36 PM
52	City Manager	3/21/2015 1:01 PM
53	City Manager	3/21/2015 11:37 AM
54	City Manager	3/21/2015 9:17 AM
55	city manatger	3/20/2015 11:22 PM
56	City Manager	3/20/2015 10:32 PM
57	Assistant City Manager	3/20/2015 9:31 PM
58	City Administrator	3/20/2015 8:20 PM

Task Force on Inclusiveness Survey

59	town manager	3/20/2015 7:51 PM
60	County Administrator	3/20/2015 7:41 PM
61	ACM	3/20/2015 7:32 PM
62	City Manager	3/20/2015 7:10 PM
63	Manager	3/20/2015 6:27 PM
64	retired	3/20/2015 6:18 PM
65	city administrator	3/20/2015 5:59 PM
66	Assistant City Manager	3/20/2015 5:04 PM
67	County Administrator	3/20/2015 4:57 PM
68	TOWN MANAGER	3/20/2015 4:34 PM
69	assistant city manager	3/20/2015 4:20 PM
70	Assistant City Manager	3/20/2015 4:18 PM
71	County Administrator	3/20/2015 4:10 PM
72	Deputy City Manager	3/20/2015 4:06 PM
73	Chief of Staff	3/20/2015 3:48 PM
74	City Manager	3/20/2015 3:44 PM
75	City Manager	3/20/2015 3:42 PM
76	Manager	3/20/2015 3:33 PM
77	Assistant County Administrator	3/20/2015 3:27 PM
78	county administrator	3/20/2015 3:20 PM
79	Assistant Village Manager	3/20/2015 3:17 PM
80	City Manager	3/20/2015 3:02 PM
81	Assistant City Manager	3/20/2015 2:58 PM
82	Assistant to the Town Manager	3/20/2015 2:49 PM
83	Manager	3/20/2015 2:48 PM
84	City Manager	3/20/2015 2:47 PM
85	ACM	3/20/2015 2:37 PM
86	Town Manager	3/20/2015 2:36 PM
87	City Manager	3/20/2015 2:36 PM
88	DCM	3/20/2015 2:11 PM
89	City Manager	3/20/2015 2:05 PM
90	Manager	3/20/2015 2:04 PM
91	budget director	3/20/2015 2:00 PM
92	DRI Coordinator	3/20/2015 1:58 PM
93	City Manager	3/20/2015 1:56 PM
94	City Manager	3/20/2015 1:47 PM
95	City Manager	3/20/2015 1:43 PM
96	City Administrator	3/20/2015 1:40 PM
97	Retired Village Manager	3/20/2015 1:37 PM
98	Town Manager	3/20/2015 1:34 PM
99	City Administrator	3/20/2015 1:30 PM

Task Force on Inclusiveness Survey

100	City manager	3/20/2015 1:28 PM
101	Senior Management Analyst	3/20/2015 1:18 PM
102	City Administrator	3/20/2015 1:17 PM
103	Assistant to the City Manager	3/20/2015 1:13 PM
104	County Manager	3/20/2015 1:07 PM
105	Assistant to the City Manager	3/20/2015 12:55 PM
106	CAO	3/20/2015 12:49 PM
107	City Manager	3/20/2015 12:46 PM
108	city administrator	3/20/2015 12:45 PM
109	Town Administrator	3/20/2015 12:41 PM
110	City Manager	3/20/2015 12:35 PM
111	Exeective Director	3/20/2015 12:31 PM
112	City Manager	3/20/2015 12:28 PM
113	Town Manager	3/20/2015 12:23 PM
114	City Manager	3/20/2015 12:15 PM
115	CEO	3/20/2015 12:11 PM
116	Town Manager	3/20/2015 12:11 PM
117	Management Analyst	3/20/2015 12:08 PM
118	City Administrator	3/20/2015 12:04 PM
119	City Manager	3/20/2015 12:03 PM
120	Policy and Project Manager	3/20/2015 12:02 PM
121	city manager	3/20/2015 12:02 PM
122	Township Manager	3/20/2015 12:00 PM
123	City Manager	3/20/2015 11:59 AM
124	City Manager	3/20/2015 11:58 AM
125	Village Manager	3/20/2015 11:54 AM
126	Director of Administrative Services	3/20/2015 11:53 AM
127	Physical Security Manager	3/20/2015 11:52 AM
128	City Manager	3/20/2015 11:51 AM
129	City Manager	3/20/2015 11:51 AM
130	Assistant Manager	3/20/2015 11:49 AM
131	Management Assistant II	3/20/2015 11:48 AM
132	budget analyst	3/20/2015 11:46 AM
133	County Manager	3/20/2015 11:45 AM
134	Manager	3/20/2015 11:44 AM
135	Village Administrator	3/20/2015 11:43 AM
136	Assistant City Manager	3/20/2015 11:42 AM
137	Manager	3/20/2015 11:41 AM
138	Town Manager	3/20/2015 11:40 AM
139	City Administrator	3/20/2015 11:37 AM
140	City Administrator	3/20/2015 11:36 AM

Task Force on Inclusiveness Survey

141	Management Fellow	3/20/2015 11:34 AM
142	City Manager	3/20/2015 11:31 AM
143	City Administrator	3/20/2015 11:30 AM
144	City Manager	3/20/2015 11:29 AM
145	Village Administrator	3/20/2015 11:29 AM
146	City Manager	3/20/2015 11:25 AM
147	Manager Director	3/20/2015 11:25 AM
148	Assistant Administrator	3/20/2015 11:24 AM
149	Assitant Director of Parks & Rec	3/20/2015 11:24 AM
150	Deputy City Manager	3/20/2015 11:24 AM
151	County Administrator	3/20/2015 11:24 AM
152	Manager	3/20/2015 11:24 AM
153	city manager	3/20/2015 11:24 AM
154	ICMA Fellow	3/20/2015 11:23 AM
155	City Manager	3/20/2015 11:22 AM
156	City Administrator	3/20/2015 11:21 AM
157	City Manager	3/20/2015 11:21 AM
158	Planning Director	3/20/2015 11:20 AM
159	Director of Community Development	3/20/2015 11:19 AM
160	City Manager	3/20/2015 11:18 AM
161	Town Administrator	3/20/2015 11:17 AM
162	deputy city manager	3/20/2015 11:17 AM
163	Village Administrator	3/20/2015 11:17 AM
164	Administrative Services Director	3/20/2015 11:16 AM
165	City Administrator	3/20/2015 11:15 AM
166	Senior Staff Auditor	3/20/2015 11:15 AM
167	Village Administrator	3/20/2015 11:15 AM
168	Assistant Town Manager	3/20/2015 11:14 AM
169	City Manager	3/20/2015 11:14 AM
170	Management Assistant	3/20/2015 11:13 AM
171	Town Manager	3/20/2015 11:10 AM
172	Assitant City Manager	3/20/2015 11:08 AM
173	City Administrator	3/20/2015 10:42 AM
174	County Administrator/Controller	3/20/2015 9:47 AM
175	Director	3/18/2015 9:40 PM
176	Director	3/17/2015 2:37 PM
177	Assistant City Manager	3/17/2015 1:51 PM
178	Analyst	3/17/2015 11:33 AM
179	ATTCM	3/16/2015 7:23 PM
180	City Administrator	3/16/2015 6:02 PM
181	Director	3/16/2015 5:21 PM

Task Force on Inclusiveness Survey

182	Assistant City Manager	3/16/2015 4:21 PM
183	Director	3/16/2015 2:35 PM
184	City Administrator	3/16/2015 1:44 PM
185	City Manager	3/16/2015 11:29 AM
186	City Adminisrtator	3/16/2015 11:26 AM
187	Asst. to the CM	3/16/2015 11:18 AM
188	City Admin	3/16/2015 11:15 AM
189	Township Manager	3/16/2015 10:58 AM
190	public works director	3/16/2015 9:16 AM
191	County Manager	3/14/2015 5:17 PM
192	Chief Administrative Officer	3/14/2015 2:31 PM
193	manager	3/14/2015 1:43 PM
194	County Administrative Officer	3/13/2015 9:13 PM
195	Manager	3/13/2015 8:27 PM
196	Town Manager	3/13/2015 6:25 PM
197	City Administrator	3/13/2015 5:00 PM
#	State	Date
1	CA	4/14/2015 12:23 PM
2	Oregon	4/7/2015 8:02 PM
3	California	3/31/2015 7:17 PM
4	Arizona	3/31/2015 5:35 PM
5	Kansas	3/30/2015 3:31 PM
6	ma	3/29/2015 5:01 PM
7	Oregon	3/28/2015 8:50 PM
8	CA	3/27/2015 6:24 PM
9	FL	3/27/2015 3:55 PM
10	Utah	3/27/2015 12:17 PM
11	Texas	3/26/2015 11:55 AM
12	California	3/25/2015 9:37 PM
13	Mi	3/25/2015 12:46 PM
14	California	3/25/2015 12:30 PM
15	OR	3/25/2015 12:13 PM
16	AZ	3/24/2015 9:15 PM
17	Texas	3/24/2015 3:55 PM
18	VA	3/24/2015 3:11 PM
19	Oregon	3/24/2015 2:43 PM
20	California	3/24/2015 12:41 PM
21	IL	3/24/2015 11:41 AM
22	TEXAS	3/24/2015 10:49 AM
23	Texas	3/24/2015 9:52 AM
24	California	3/24/2015 12:48 AM

Task Force on Inclusiveness Survey

25	NH	3/23/2015 10:55 PM
26	VA	3/23/2015 5:45 PM
27	NE	3/23/2015 5:38 PM
28	WI	3/23/2015 5:13 PM
29	TX	3/23/2015 5:04 PM
30	FL	3/23/2015 4:21 PM
31	TN	3/23/2015 4:19 PM
32	Iowa	3/23/2015 4:00 PM
33	Florida	3/23/2015 3:32 PM
34	Illinois	3/23/2015 2:19 PM
35	maine	3/23/2015 1:48 PM
36	IL	3/23/2015 1:18 PM
37	Georgia	3/23/2015 1:12 PM
38	Florida	3/23/2015 12:45 PM
39	CA	3/23/2015 12:11 PM
40	IN	3/23/2015 12:01 PM
41	Colorado	3/23/2015 11:57 AM
42	Texas	3/23/2015 11:53 AM
43	Texas	3/23/2015 11:32 AM
44	Oklahoma	3/23/2015 10:41 AM
45	New York	3/23/2015 10:39 AM
46	Iowa	3/23/2015 9:52 AM
47	Kansas	3/23/2015 9:37 AM
48	Michigan	3/23/2015 9:30 AM
49	MD	3/23/2015 9:22 AM
50	OH	3/23/2015 9:16 AM
51	New Hampshire	3/23/2015 8:37 AM
52	TN	3/22/2015 7:30 PM
53	Colorado	3/22/2015 5:53 PM
54	South Carolina	3/22/2015 4:13 PM
55	Florida	3/21/2015 3:50 PM
56	OR	3/21/2015 2:36 PM
57	CA	3/21/2015 1:01 PM
58	Pennsylvania	3/21/2015 11:37 AM
59	NC	3/21/2015 9:17 AM
60	california	3/20/2015 11:22 PM
61	Minnesota	3/20/2015 10:32 PM
62	CA	3/20/2015 9:31 PM
63	Utah	3/20/2015 8:20 PM
64	florida	3/20/2015 7:51 PM
65	Kansas	3/20/2015 7:41 PM

Task Force on Inclusiveness Survey

66	Texas	3/20/2015 7:32 PM
67	AZ	3/20/2015 7:10 PM
68	CA	3/20/2015 6:27 PM
69	CA	3/20/2015 6:18 PM
70	mo	3/20/2015 5:59 PM
71	Texas	3/20/2015 5:04 PM
72	South Carolina	3/20/2015 4:57 PM
73	CO	3/20/2015 4:34 PM
74	texas	3/20/2015 4:20 PM
75	North Carolina	3/20/2015 4:18 PM
76	MI	3/20/2015 4:10 PM
77	IL	3/20/2015 4:06 PM
78	Utah	3/20/2015 3:48 PM
79	DE	3/20/2015 3:44 PM
80	OK	3/20/2015 3:42 PM
81	Illinois	3/20/2015 3:33 PM
82	Kansas	3/20/2015 3:27 PM
83	va	3/20/2015 3:20 PM
84	Illinois	3/20/2015 3:17 PM
85	Florida	3/20/2015 3:02 PM
86	Oregon	3/20/2015 2:58 PM
87	California	3/20/2015 2:49 PM
88	IL	3/20/2015 2:48 PM
89	Georgia	3/20/2015 2:47 PM
90	va	3/20/2015 2:37 PM
91	MD	3/20/2015 2:36 PM
92	Michigan	3/20/2015 2:36 PM
93	Texas	3/20/2015 2:11 PM
94	GA	3/20/2015 2:05 PM
95	Iowa	3/20/2015 2:04 PM
96	sc	3/20/2015 2:00 PM
97	Florida	3/20/2015 1:58 PM
98	Oregon	3/20/2015 1:56 PM
99	Colorado	3/20/2015 1:47 PM
100	Virginia	3/20/2015 1:43 PM
101	WI	3/20/2015 1:40 PM
102	NY	3/20/2015 1:37 PM
103	RI	3/20/2015 1:34 PM
104	Iowa	3/20/2015 1:30 PM
105	Maryland	3/20/2015 1:28 PM
106	CA	3/20/2015 1:18 PM

Task Force on Inclusiveness Survey

107	MN	3/20/2015 1:17 PM
108	NC	3/20/2015 1:07 PM
109	California	3/20/2015 12:55 PM
110	CA	3/20/2015 12:49 PM
111	OK	3/20/2015 12:46 PM
112	WA	3/20/2015 12:45 PM
113	Wisconsin	3/20/2015 12:41 PM
114	CO	3/20/2015 12:35 PM
115	Texas	3/20/2015 12:31 PM
116	Oregon	3/20/2015 12:28 PM
117	MA.	3/20/2015 12:23 PM
118	Oregon	3/20/2015 12:15 PM
119	California	3/20/2015 12:11 PM
120	NC	3/20/2015 12:11 PM
121	AZ	3/20/2015 12:08 PM
122	WI	3/20/2015 12:04 PM
123	Texas	3/20/2015 12:03 PM
124	Colorado	3/20/2015 12:02 PM
125	TN	3/20/2015 12:02 PM
126	New Jersey	3/20/2015 12:00 PM
127	Oregon	3/20/2015 11:59 AM
128	Utah	3/20/2015 11:58 AM
129	IL	3/20/2015 11:54 AM
130	CA	3/20/2015 11:53 AM
131	Texas	3/20/2015 11:52 AM
132	Texas	3/20/2015 11:51 AM
133	Michigan	3/20/2015 11:51 AM
134	NC	3/20/2015 11:49 AM
135	Arizona	3/20/2015 11:48 AM
136	georgia	3/20/2015 11:46 AM
137	NY	3/20/2015 11:45 AM
138	PA	3/20/2015 11:44 AM
139	Wisconsin	3/20/2015 11:43 AM
140	VA	3/20/2015 11:42 AM
141	Texas	3/20/2015 11:42 AM
142	PA	3/20/2015 11:41 AM
143	State	3/20/2015 11:40 AM
144	TN	3/20/2015 11:36 AM
145	WA	3/20/2015 11:34 AM
146	Arkansas	3/20/2015 11:32 AM
147	Alabama	3/20/2015 11:31 AM

Task Force on Inclusiveness Survey

148	Kansas	3/20/2015 11:30 AM
149	Delaware	3/20/2015 11:29 AM
150	IL	3/20/2015 11:29 AM
151	Michigan	3/20/2015 11:25 AM
152	Michigan	3/20/2015 11:25 AM
153	MN	3/20/2015 11:24 AM
154	Texas	3/20/2015 11:24 AM
155	Arizona	3/20/2015 11:24 AM
156	NY	3/20/2015 11:24 AM
157	MA	3/20/2015 11:24 AM
158	Tx	3/20/2015 11:24 AM
159	NC	3/20/2015 11:23 AM
160	Kansas	3/20/2015 11:22 AM
161	Kansas	3/20/2015 11:21 AM
162	Florida	3/20/2015 11:21 AM
163	CA	3/20/2015 11:20 AM
164	Texas	3/20/2015 11:19 AM
165	Vermont	3/20/2015 11:18 AM
166	New Hampshire	3/20/2015 11:17 AM
167	Florida	3/20/2015 11:17 AM
168	Illinois	3/20/2015 11:17 AM
169	CA	3/20/2015 11:16 AM
170	MO	3/20/2015 11:15 AM
171	Illinois	3/20/2015 11:15 AM
172	IL	3/20/2015 11:15 AM
173	CT	3/20/2015 11:14 AM
174	Ohio	3/20/2015 11:14 AM
175	AZ	3/20/2015 11:13 AM
176	NC	3/20/2015 11:10 AM
177	Texas	3/20/2015 11:08 AM
178	Ohio	3/20/2015 10:42 AM
179	Michigan	3/20/2015 9:47 AM
180	PA	3/18/2015 9:40 PM
181	Texas	3/17/2015 2:37 PM
182	Florida	3/17/2015 1:51 PM
183	CA	3/17/2015 11:33 AM
184	CA	3/16/2015 7:23 PM
185	Missouri	3/16/2015 6:02 PM
186	WA	3/16/2015 5:21 PM
187	VA	3/16/2015 4:21 PM
188	AZ	3/16/2015 2:35 PM

Task Force on Inclusiveness Survey

189	Minnesota	3/16/2015 1:44 PM
190	Virginia	3/16/2015 11:47 AM
191	Georgia	3/16/2015 11:29 AM
192	MN	3/16/2015 11:26 AM
193	CA	3/16/2015 11:18 AM
194	KY	3/16/2015 11:15 AM
195	Pennsylvania	3/16/2015 10:58 AM
196	kansas	3/16/2015 9:16 AM
197	Maine	3/14/2015 5:17 PM
198	Michigan	3/14/2015 2:31 PM
199	pa	3/14/2015 1:43 PM
200	CA	3/13/2015 9:13 PM
201	NC	3/13/2015 8:27 PM
202	CO	3/13/2015 6:25 PM
203	MI	3/13/2015 5:00 PM
#	(no label)	Date
	There are no responses.	
#	ZIP:	Date
	There are no responses.	
#	Country:	Date
	There are no responses.	
#	Email Address:	Date
	There are no responses.	
#	Phone Number:	Date
	There are no responses.	