

Task Force on Strengthening Inclusiveness in the Profession

September 24

2015

The Task Force on Strengthening Inclusiveness in the Profession began its work in the Fall of 2014 at the ICMA Annual Conference in Charlotte, NC. This report includes recommendations along with supportive data analysis to depict the state of Association.

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September 18, 2015

Dear International City/ County Management Association Executive Board,

The Task Force on Inclusiveness is pleased to present its final recommendations. The work of the Task Force is the culmination of 12 months of work that encapsulates the work of 30 ICMA members represented from each of ICMA's 5 U.S. regions.

The purpose of the Task Force is ground in the ICMA 2008 Strategic Plan that outlines the profession's commitment to diversity as a Core Belief: "Ensuring that local governments and the association reflect the diversity of the communities we serve." Over the past several years, ICMA members have participated in a variety of efforts intended to help identify how the profession can work toward better reflecting the communities we serve. We appreciate President Jim Bennett and the ICMA Executive Board's leadership to recognize the need to create a more specific action plan for the association. The Task Force's effort resulted in a series of short- and long-term recommendations for the ICMA Executive Board's consideration and is designed to help achieve the membership's core value of being an inclusive association and profession.

The success of the effort achieved by the Task Force involved many individuals due to the broad range of expertise and resources required to move this effort forward. Julie Nelson, Director, Government Alliance on Race and Equity provided the Task Force on Inclusiveness relevant data around issues of racial, socioeconomic, gender, education levels as they relate to equality in the United States. Ms. Nelson was present at the Task Force on Inclusiveness' kickoff September 2014 meeting in Charlotte, NC and was integral in framing this important topic.

Mark McDaniel, ICMA Executive Board Member and Assistant City Manager of Dallas, Texas went above and beyond in securing Freese and Nichols, Inc. as a sponsor for an in-person meeting that was held in Dallas, TX in March 2015. A special recognition is in order for Mr. McDaniel and Freese and Nichols for their willingness to contribute to this important endeavor. In addition, the Task Force was overwhelmed by the welcome and support that it received both from the City of Dallas and the North Texas City Management Association.

Jim Malloy, ICMA Executive Board Member, was the board liaison to the Task Force and provided leadership and support throughout the process. Mr. Malloy's presence legitimized the process and added tremendous value by maintaining a connection between the Task Force and the ICMA Executive Board.

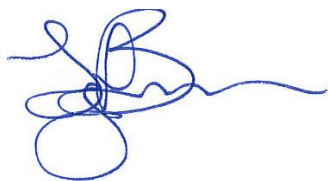
Betsy Sherman, ICMA Senior Associate, was the assigned staff member for the Task Force. Ms. Sherman was responsive to all requests and was glue that kept the task force together. Ms. Sherman's extensive knowledge of ICMA, coupled with her unparalleled work ethic made her the most valuable resource of the Task Force on Inclusiveness.

While we believe the recommendations outlined in this report have consensus support of the full Task Force, much of the recommendations were developed by subgroups. We'd like to thank the Chairpersons of the subgroups: Terrence Arrington, County Administrator of Darlington Co, SC; Eric Campbell, Assistant City Manager in Dallas, TX; Melissa Mundt, Assistant County Manager in Unified Government of Wyandotte Co-Kansas City, KS; Tony Ojeda, President of CivicTech and Associates; and, Mary Van Milligen, Streets Superintendent in Woodbury, MN for keeping each group on task, and completing the work in a cohesive manner. Each should be commended for their work in facilitating a difficult dialogue in an efficient and incredibly professional manner.

Members of the Task Force are recognized on page eight of this report. We'd like to thank all of the members of the Task Force for their service and insight. Participants were generous with sharing personal experience, learning from others, and working to create recommendations that balanced being aggressive and practical.

Lastly, we are appreciative for having the opportunity to serve ICMA in addressing this important issue facing the association and the membership. This process created a forum that has fostered a critical dialogue to take place around the topic of inclusiveness and served to strengthen the association, and the membership into the future. Again, we sincerely thank the Executive Board for their vision in addressing this relevant topic.

Sincerely,

A blue ink handwritten signature, appearing to be 'Troy Brown', with a stylized, cursive script.

Troy Brown, Co-Chair

City Manager, City of Tracy, CA

A blue ink handwritten signature, appearing to be 'Tansy Hayward', with a stylized, cursive script.

Tansy Hayward, Co-Chair

Assistant City Manager, City of Raleigh, NC

Background and Task Force Scope

The International City/County Management Association (ICMA) was established in 1914 and is the premier professional association for local government professionals around the world. The organization's mission is to create excellence in local governance by developing and fostering professional management to build better communities. ICMA constantly strives to meet the needs of communities and its members through a strategic approach of analyzing trends facing local government professionals and advances the development of its members by providing best practices to address issues and challenges in local government management.

The September 2013 ICMA Membership Diversity Strategic Plan, which is included as an appendix to this report, reiterated many excerpts from the 2008 ICMA Strategic Plan including environmental forces facing the local government profession and ICMA: "Impending Generational Change According to ICMA's records, more than 50 percent of the city/county managers in the United States are over the age of 50. Many will plan to leave the profession over the next decade. The next generation of managers will likely come from Generations X and Y and from those over 50 who look to public service as a second or third career. Although our communities have become more diverse, the ethnic, racial, and gender composition of the profession has not kept pace."

ICMA has implemented numerous strategies to advance racial, ethnic and gender inclusiveness throughout all levels of the association. Some of the strategies have included: new dues strategies; student chapters; relationships with the National Forum for Black Public Administrators (NFBPA) the International Hispanic Network and other groups through Affiliate Agreements that capitalized on and embodied mission-pollination of ICMA and other member groups; and review of the board selection process, including revised and adopted guidelines and processes for selection to the Executive Board. The Board approved a diversity statement in 2013 which includes language, "Our goal of increased Board diversity should be clearly communicated to the regions and affiliate organizations. The Board selection process should always ensure that board members are highly qualified and no process or pressure to achieve specific diversity targets should unfairly disadvantage any candidate in any region."

Despite the efforts of the association to increase inclusiveness, women and minorities continue to be under-represented in professional local management, ICMA membership and on the ICMA Executive Board. In September 2014, ICMA President Jim Bennett formed the Task Force on Strengthening Inclusiveness for the purpose of addressing strategies to enhance inclusiveness in ICMA.

Two events launched planning for this report at the Annual Conference in Charlotte North Carolina. First, the Task Force on Strengthening Inclusiveness had its kick off on September 14, 2014. While a longer summary of this meeting is included at the end of the report, most importantly, members of the task force finalized three key questions that the task force would concentrate its analysis and recommendations and created work teams around:

- What can ICMA do to increase the diversity and inclusivity of the association?
- What structural and institutional barriers to inclusion exist within ICMA and state and other affiliates and what are some strategies to address?
- How can ICMA encourage and equip managers to increase equity in employment and services in their organizations?

Second, conference attendees were invited to participate in a conference session titled, “Inspiring the “I” in Inclusive.” A [video](#) created to capture the feedback was shared with the members of the Task Force and the membership. Additionally a written summary of the suggestions from the session was used in the development of recommendations and is included as an appendix to this report.

These events led to a full task force site meeting April 17-18, 2015 in Dallas, TX. Working groups worked to analyze data and to further develop initial concepts brainstormed at the kick-off meeting. The sub-groups also worked collectively to develop a survey that was provided to IHN, NFPBA and ICMA for distribution. While the survey fell slightly short of receiving a response that would have allowed the survey results to be considered statistically significant, the responses of the 360 survey respondents were helpful to the Task Force in evaluating draft recommendations and addressing gaps.

Prior to the April meeting, each sub-group created a status report for the consideration of the full task force to try to ensure that the final report was cohesive and had the consensus support of the full task force. These status updates are included in the appendix information for that meeting. Work at the April meeting allowed further development of recommendations and provided direction to subgroups for the completion of findings and recommendations included in this report.

Draft recommendations were reviewed with the Membership Committee of the Executive Board on August 28, 2015 to identify areas for additional clarity. The co-chairs then solicited level of agreement and priority-setting from the full Task Force on draft recommendations. These were discussed and agreed upon in a final conference call September 4th.

Task Force Members

ICMA Board Liaison:

Jim Malloy, Town Manager of Westborough, MA

Task Force Chairs:

Troy Brown, City Manager of Tracy, CA

Tansy Hayward, Assistant City Manager in Raleigh, NC

Sub Work Group Chairs:

Terrence Arrington, County Administrator of Darlington Co, SC

Eric Campbell, Assistant City Manager in Dallas, TX

Melissa Mundt, Assistant County Manager in Wyandotte Co, KS

Tony Ojeda, President of CivicTech and Associates

Mary Van Milligen, Streets Superintendent in Woodbury, MN

Task Force Members

Jonathan Allen, City Manager of Lauderdale Lakes, FL

Susan MH Arntz, City Administrator of Waconia, MN

Kimiko Capri Black Gilmore, Assistant City Manager in Kansas City, KS

Norton Bonaparte, City Manager of Sanford, FL

Tanisha Briley, City Manager of Cleveland Heights, OH

Shanette Brown, Property Standards Manager in Plano, TX

Amber Cameron, Strategic Operations Manager in Palo Alto, CA

Dave Childs, City Manager of Palmdale, CA

Christopher Coleman, Assistant Town Manager in Needham, MA

Cameron Davis, Village Manager in Homer Glen, IL

Manuel Esquibel, City Manager in Brighton, CO

Magda Gonzalez, City Manager in Half Moon Bay, CA

Ron Holifield, CEO of Strategic Government Resources, Inc.

Mary Jacobs, Assistant City Manager in Sierra Vista, AZ

Maria Lasday, Village Manager in Bannockburn, IL

Tammy Letourneau, Assistant Chief Executive Officer in Costa Mesa, CA

Bert Lumbreras, Assistant City Manager in Austin, TX

Theogene Melancon, Eldorado, TX

Bruce Moore, City Manager of Little Rock, AR

Albert Riley, Student DePaul University

William Senande, Business Administrator of Borough of Bergenfield

Rochelle Denise Small-Toney, Deputy City Manager in Fayetteville, NC

Adriana Trujillo-Villa, Regional Impact Coordinator in Sarasota County

Erik Walsh, Deputy City Manager in the City of San Antonio

Analysis of the State of the Profession and Association

As was stated in the “Background and Scope” section of this report, women and minorities continue to be under-represented in professional local management, ICMA membership and on the ICMA Executive Board. A comprehensive review of data can be found in the appendix devoted to the Task Force’s September 14th Kick Off meeting. In addition, Section 1 below includes a few key tables that helped the Task Force develop recommendations for the key questions, “What can ICMA do to increase the diversity and inclusivity of the association?” and “What structural and institutional barriers to inclusion exist within ICMA and state and other affiliates and what are some strategies to address?”

The Task Force also worked to assess current knowledge and efforts around diversity and inclusion to address the question, “How can ICMA encourage and equip managers to increase equity in employment and services in their organizations?” Section 2 below includes some of the information identified in the Task Force’s survey that may suggest a knowledge gap around information and strategies related to inclusion and diversity. More expansive data is available in the survey summary included with the appendix devoted to the April meeting of the Task Force.

Section 1: ICMA Membership and Participation Data

Table 1. ICMA Full Membership Racial Demographics

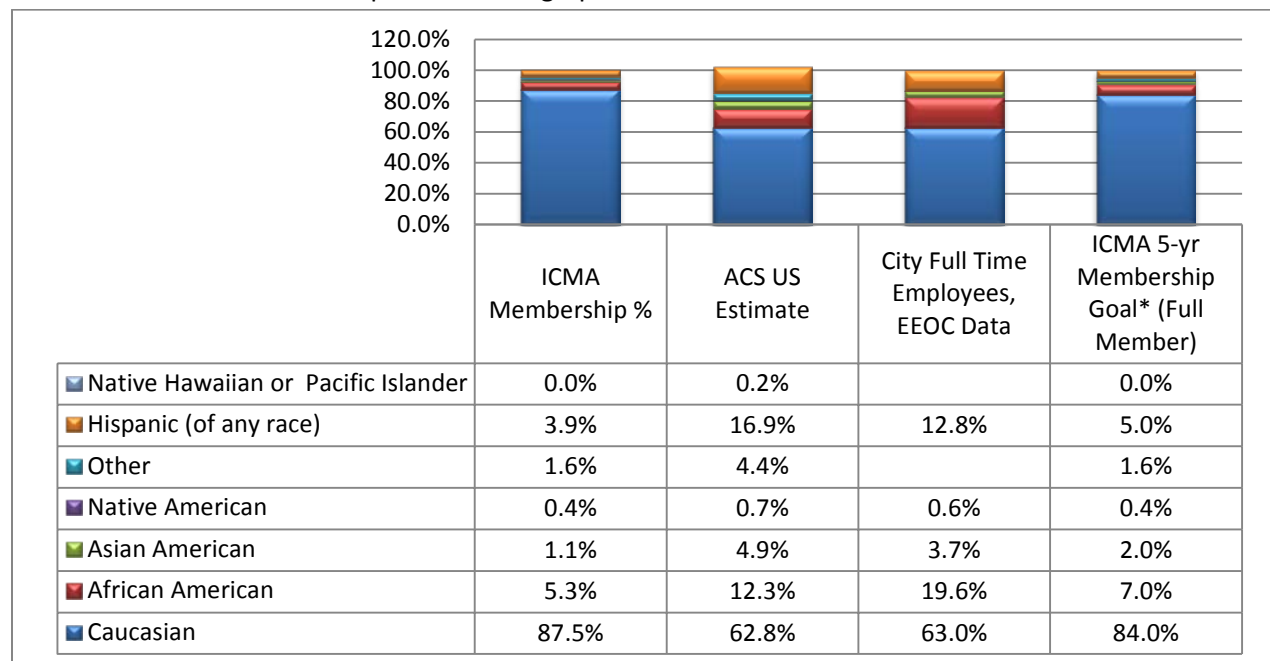


Table 2. ICMA Full Membership Gender Demographics

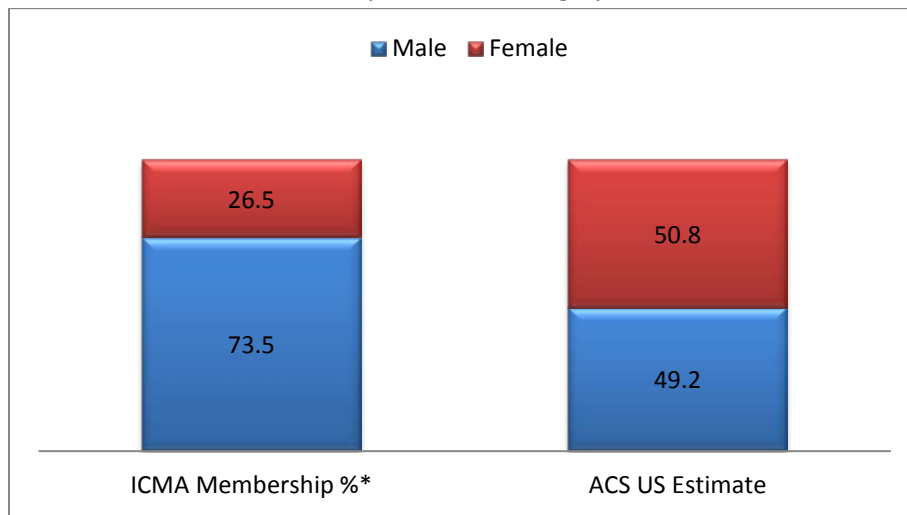


Table 3. ICMA Staff Analysis: Diversity Profile of the Executive Board

Diversity Profile of Executive Board, 2006-2016

		2015-2016	2014-2015	2013-2014	2012-2013	2011-2012	2010-2011	2009-2010	2008-2009	2007-2008	2006-2007
Gender	Female	5	6	5	5	8	8	6	4	4	5
Race	African American	1	0	2	2	3	3	2	2	0	0
	Asian American	0	0	0	0	0	0	0	0	1	1
	Native American	0	0	0	0	0	0	0	0	0	0
Ethnicity	Hispanic	4	2	0	0	1	2	2	2	1	1
Population	Under 10,000	2	3	1	2	1	1	0	1	1	3
	10,000-24,999	2	2	3	3	5	5	5	6	5	4
	25,000-49,999	6	2	3	3	3	4	5	4	3	2
	50,000-99,999	2	6	7	6	4	4	3	4	3	4
	100,000+	5	4	1	3	5	4	4	2	5	5
Type of Government	County	3	3	2	1	1	1	1	0	2	3
	COG	0	0	0	0	0	0	0	0	0	0
	Municipal League	0	0	0	0	0	0	1	1	1	0

Table 4. ICMA Staff Analysis: Diversity Profile of voting and non-voting membership

	1989		1998		2/2011		12/2014	
Total Members	7,354		8,020		8,983		9404	
Voting	4,958		5,752		6,480		6592	
Non-voting	2,396		2,268		2,503		2812	
Female	844	11.5%	1,073	13.4%	2,017	22.5%	2420	25.7%
voting	336	6.8%	636	11%	1,076	16.6%	1180	17.9%
non-voting	508	21%	437	19.3%	941	37.6%	1240	44%
Hispanic	147	2%	156	2%	293	3.3%	334	3.6%
voting	90	1.8%	118	2%	174	2.7%	186	2.8%
non-voting	57	2.4%	38	1.7%	119	4.8%	148	5.3%
African/American	256	3.5%	318	4%	427	4.8%	494	5.2%
voting	133	2.7%	195	3.4%	231	3.6%	256	3.9%
non-voting	123	5%	123	5.4%	196	7.8%	238	8.5%

Table 5. Participation, by Gender, in ICMA Student Chapters

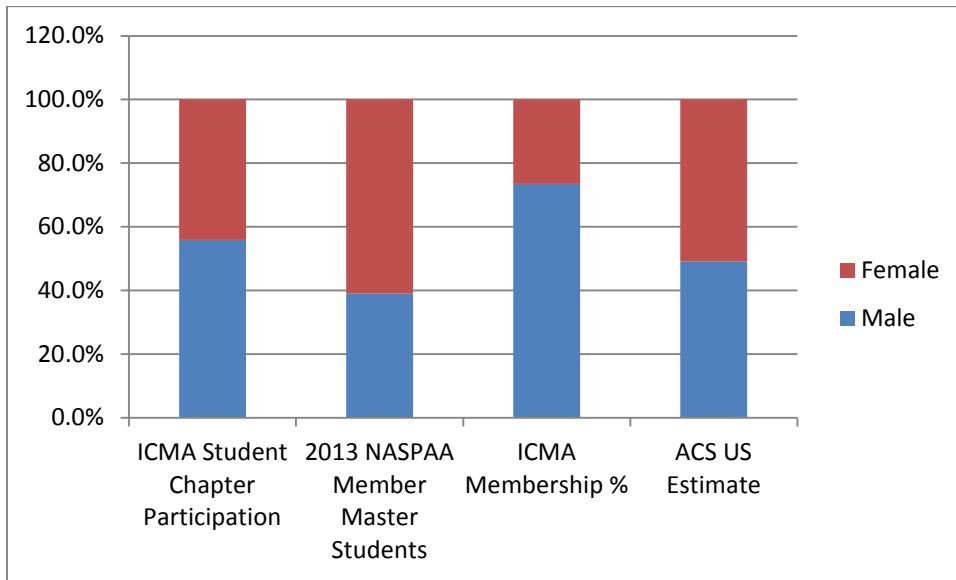


Table 6. Participation, by Race, in ICMA Student Chapters

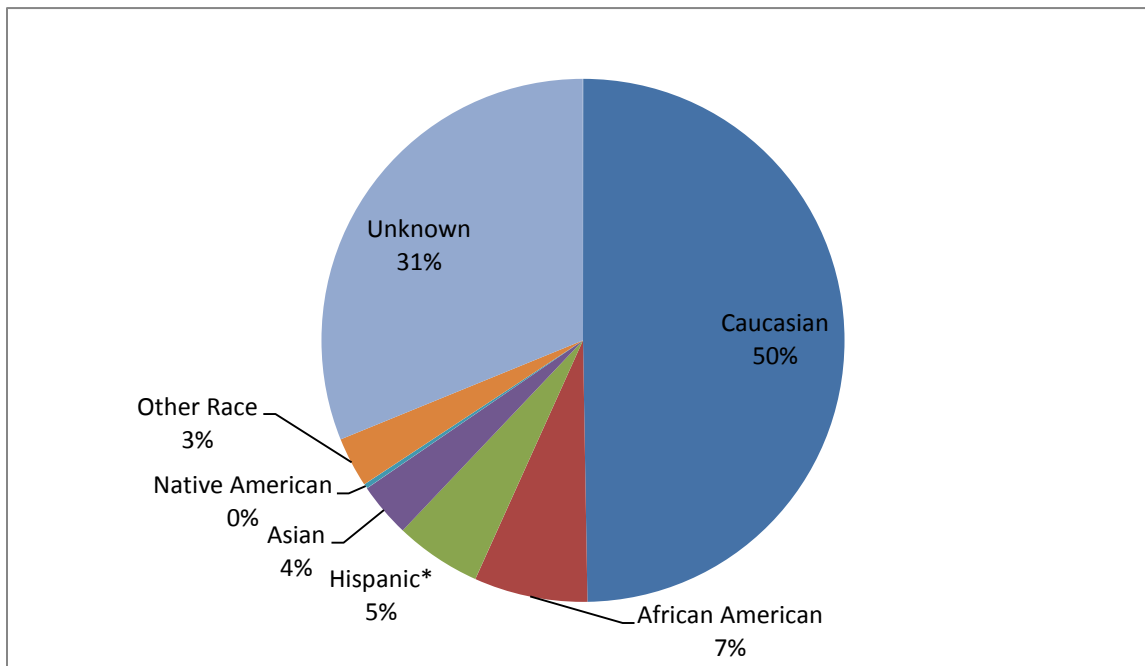


Table 7. Survey: Perceived Success of ICMA or state association in different objectives

Perceived State Association Success in:	Very/Some-what Successful	Some-what / Very Unsuccessful	Perceived ICMA Success in:	Very/Some-what Successful	Some-what / Very Unsuccessful
Networking	91.9%	8.1%	Skill, Knowledge Building	96.5%	3.5%
Skill, Knowledge Building	91.8%	8.2%	Council /Manager Plan Support	95.4%	4.6%
Council /Manager Plan Support	90%	10%	Professional Support	93.2%	6.8%
Professional Support	88.5%	11.5%	Networking	88.3%	11.7%
Job Placement Assistance	54.2%	45.8%	Job Placement Assistance	81.7%	18.3%
Increasing Association Diversity	48.3%	51.7%	Increasing Association Diversity	67.4%	32.6%
Increasing Profession Diversity	44.5%	55.5%	Increasing Profession Diversity	66.3%	33.7%

Section 2: Knowledge and Strategy Implementation-Diversity/ Inclusion Data

Table 8. Survey: Definitions of Equity and Inclusiveness

	To me	To my organization	Total Respondents
Being open minded	99.19% 244	69.82% 172	248
Not discriminating	92.87% 238	92.19% 236	258
Seeking out other points of view	97.80% 228	69.10% 161	233
Seeking out others that are different from you	97.74% 218	57.01% 128	221
Embracing differences in individuals	97.84% 238	65.84% 160	243
Customizing services/ policies to meet specific needs of underrepresented populations	90.80% 162	61.87% 111	180

Table 9. Survey: Local Government Efforts re: Diversity/ Inclusiveness

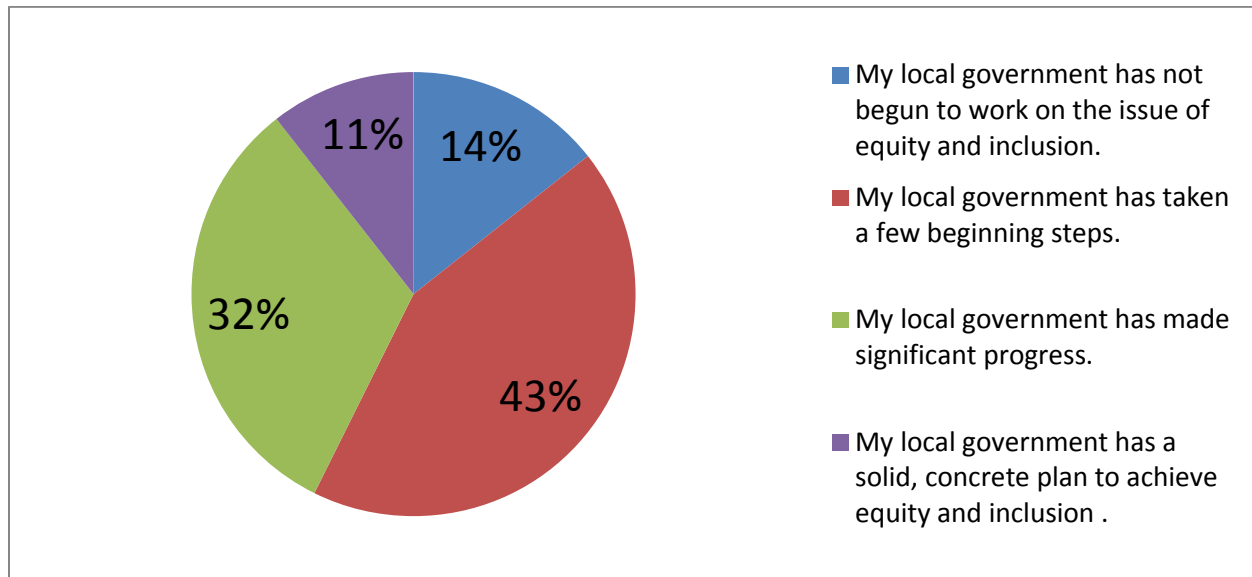
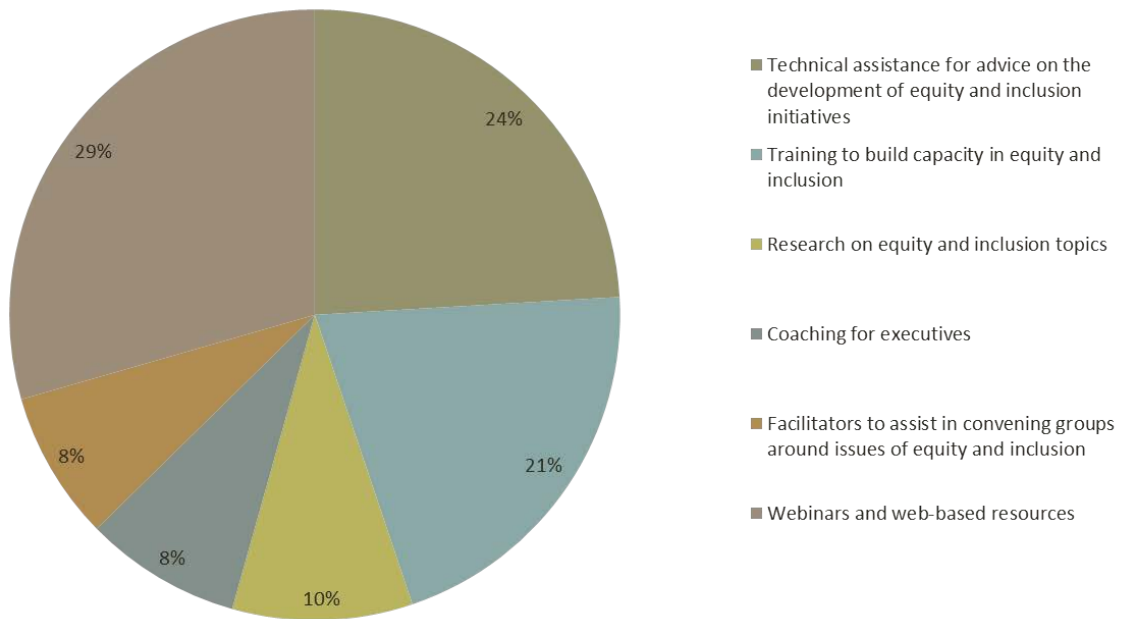


Table 10. Survey: Current Use of Diversity and Inclusion Strategies

Top 5 Strategies- Respondents report in use or planned implementation	
Strategy	Response #
Formal policies related to discrimination, diversity, equity or inclusion	221
Local government staff training or programs to discuss and raise awareness about diversity and inclusiveness in your city and or county	145
Personal Goals/ Expectations to diversity, equity or inclusion	134
Executive/ Senior Management training related to inclusion and equity including topics such as cultural competency or institutional or structural bias	126
Community Celebrations to diversity, equity or inclusion	112

Lowest 5 Strategies- Respondents report in use or planned	
Strategy	Response #
Governing body training related to inclusion and equity including topics such as cultural competency or institutional or structural bias	60
Organizational celebrations related to diversity, equity or inclusion	61
Citizen board/ commission to advance to diversity, equity or inclusion	74
Community training or programs to discuss and raise awareness about diversity and inclusiveness in your city and/or county	77
Programs to increase diversity of local government workforce	102

Table 11. Survey: 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?



A. Recommendations to Increase Diversity and Inclusivity of ICMA

This subgroup worked to identify opportunities to address the question, “What can ICMA do to increase the diversity of the association?”

ICMA is a leader in the city management profession across the world and is considered to be a premier organization representing public service professionals. As such, ICMA has a long standing commitment to diversity as a Core Belief: “Ensuring that local governments and the association reflect the diversity of the communities we serve.”

Over the past several years, ICMA and its membership have recognized the tremendous need to participate in a variety of game changing efforts intended to help identify how the association and profession can move the needle to better reflect, represent and serve our diverse and inclusive communities. In that respect, ICMA must be an example and a beacon of change in public service. While efforts certainly need to be made to ensure that the leadership is reflective of the membership, it is equally important that the local government profession and ICMA become more reflective of our population.

Our focus needs to be centered on:

- *Developing diverse leadership opportunities;*
- *Attracting more students and emerging leaders;*
- *Eliminating barriers to entering into the profession; and*
- *Placing a strong emphasis on showcasing our diverse communities.*

The table below outlines the Task Force’s key findings and recommendations related to Diversity and Inclusion of ICMA:

Findings

A.1 The demographics of ICMA members do not reflect the demographics of those in local government. ICMA should do what it can to remove barriers to participation by under-represented groups.

Evidence/ Support Responses:

While the bulk of survey respondents were members of ICMA, those that were not members did not join based on cost.

- ***Nearly 88% of ICMA Members are Caucasian, as compared to only 63% of City full time employees from EEOC***

Recommendations

A.1 (a) Engage in a proactive campaign and marketing to promote the tiered membership construct to increase membership in the association and work to identify partnerships that would help to reach underrepresented populations including students groups, affiliate members, and those new to the profession.

A.1 (b) Research opportunities and provide an avenue for joint memberships between ICMA and affiliate groups. As an example, ICMA could develop agreements to establish dual rate membership for ICMA and for the International Hispanic Network

Data. Similarly, 26% of ICMA are female as compared to 30% representation in City service.

- **179 of the 360 survey respondents (50%) indicated lowers dues for three years for all young professionals would encourage participation in ICMA.**
- **101 of the 360 survey respondents (28%) indicated a joint membership with the affiliate associations would encourage participation in ICMA.**
- **132 of the 360 survey respondent (37%) indicated that the “dues scholarships” would encourage increased participation.**
- **34.47% of respondents, 101 individuals, indicated support for creating a joint membership discount for the International Hispanic Network (IHN) and for the National Forum of Black Public Administrators (NFBPA).**

(IHN) and/or the National Forum for Black Public Administrators (NFBPA) instead of applying for and paying for membership separately.

A.1 (c) Identify funding partners to assist with dues payments/ “dues scholarships”

A.2 Of choices given, participants in the survey felt that ICMA is second-most successful in building skill and knowledge: ICMA can use this to celebrate and showcase efforts to increase inclusion in communities. This would also reinforce ICMA’s value of inclusion to the membership.

A.2 (a) ICMA should find ways to highlight and recognize communities that celebrate workforce and community diversity and inclusiveness by showcasing a community during the ICMA Conference starting in 2017. This could include adding an award at the ICMA Conference that recognizes organizational achievements building or celebrating diversity and inclusiveness.

Evidence/ Support:

- **91.8% of Survey respondents felt that ICMA is some-what or very successful in building skills and knowledge.**
- In its 2008 Strategic Plan, ICMA recognized the increasing diversity and multicultural make up of communities as an environmental force.**
- **32% of Survey respondents feel that their local government has made significant progress in diversity and inclusiveness efforts.**
 - **Nearly 10% of Survey respondents do not attend State Association conferences because they do not believe they fit in: only two respondents offered the same**

A.2 (b) ICMA should find ways to recognize individuals that make significant contributions in improving inclusiveness in local governance, the profession and the association. This could include adding an award at the ICMA Conference.

barrier to ICMA conference participation.

A.3 There is not consistent attention to issues of diversity and inclusion when collecting data on membership for ICMA.

Evidence/ Support:

According to an ICMA analysis conducted December 2014, there were 8997 U.S. members—corporate in service, non-corporate in service, and students. Of those staff was unable to identify race for 1039 members and ethnicity for 1427 members.

A.3 (a) Establish a standing committee of the Executive Board to champion task force recommendations, the implementation of the Diversity Strategic Plan, and annual assessment of performance of ICMA in meeting diversity and inclusion objectives

A.3 (b) ICMA should revisit membership application process to ensure that new and renewing members are fully encouraged to provide gender, ethnicity and race information to allow ICMA to fully assess its success in meeting diversity and inclusion goals

A.3 (c) No less frequently than every five years, convene a small working group of current and former board members and representatives of groups that serve under-represented populations to ensure progress and alignment including tasks such as: evaluate: the current Board nominating process, success in diversity and inclusion over the same period and if notable improvements have not transpired, success in implementing this report and the recommendations of the Task Force on Women in the profession.

A.4 ICMA currently has over 40 student chapters that serve to introduce and integrate students into local government and the management profession: the diversity of this program suggests that it could be an effective membership strategy.

Evidence/Support

Based on evaluation by NASPAA, the demographics of students pursuing a MPA or MPP from 2007-2013 better reflect the demographics of the population. Efforts should continue at every level to ensure that students are being exposed to careers in local government management. Based on the NASPAA Diversity Report 2013, from 2007-2013, 51% of students were Caucasian and 39% were Male.

A.4 (a) ICMA should engage the student chapters in promoting the importance of diversity and inclusion within the profession.

A.4 (b) ICMA, State Associations and members of both organizations should continue to promote ICMA student chapters and identify opportunities to expose students to the profession through lectures, projects, and internships.

A.4 (c) ICMA should find some way to incentivize or require members through credentialing or other tools to invest in students or young professionals through mentoring or other means of exposure and development.

B. Recommendations to Addressing Structural and Institutional Barriers within ICMA, State Organizations and other Affiliate Organizations

The workgroup addressed the question of “What structural and institutional barriers to inclusion exist within ICMA and states and other affiliates; and what are the strategies needed to address this situation?”

The workgroup reviewed data that indicated minorities and women have been traditionally under-represented in the ICMA Board, in ICMA Committees and Task Forces as well as in State associations. In reviewing membership data we noted that gender and ethnicity are not normally required of new members thus making it more difficult to exactly determine the ethnic and gender composition of the membership, and we determined via the member survey that most members are not fully aware of the requirements for nominations to the ICMA Board and that the current nomination process is too cumbersome. The workgroup also noted that more efforts need to be undertaken to ensure young professionals have better opportunities to participate and become involved in the ICMA conference as well as its committees and task forces.

The table below outlines the Task Force’s key findings and recommendations related to Diversity and Inclusion of ICMA:

Findings

B.1 The current 2015 ICMA Board is not representative of membership and even less representative of the country’s demographics. A lack of understanding of the nominating process and criteria create a barrier for service.

Evidence/Support:

Table 1, included in the “State of the Association and Profession” demonstrates the demographic composition of the board over the last ten-years.

- **260 of the 360 survey respondents (72%) indicated support for at large seats to attempt to increase the inclusiveness of the ICMA Board selection process.**

Recommendations

B.1 (a) Continue to seek new ways to strengthen the selection process for the ICMA Executive Board to encourage diversity and inclusion. Given that many of the recommendations would require a formal vote by the membership, the Task Force is providing short-term and long-term recommendations.

Short-term

(a.i) Review rotations of appointments to identify impacts to diversity and inclusion (for example TX and CA are represented in the same year) Establish a rotational process to broaden spread of those States with high population diversity to increase eligibility for ICMA Board election, so that representation may become more consistent.

(a.ii) Continue to provide opportunities for affiliates

- ***49% of respondents to the Task Force Survey (Survey) indicated that lack of understanding of the ICMA nominating process was a barrier to service on the Board.***
- ***18.5% of respondents to the Survey indicated that the evaluation criteria for board nomination were a barrier to service on the Board, and 31.77% indicated getting nominated through State associations also represented barriers to service on the Board***

to identify candidates to compete for positions in existing nominating process and seek ways to enhance the communications with affiliates.

(a.iii) Identify opportunities for board members and affiliate organizations to identify interested parties for potential board membership and develop/ offer mentoring opportunities. This could potentially be reinforced through the credentialing process.

Long-term/ Alternative

(a.iv.) If the prior recommendations included in the report do not improve diversity, consider the creation of at-large V.P. position(s) to provide more opportunities to increase the diversity of the board by mitigating regional or geographic barriers to diversity.

B.2 There appears to be a lack of understanding of the nominating process. Additionally, criteria may create a barrier for service.

B.2 (a) Increase transparency in ICMA Board selection process by publishing explicit formal eligibility and informal evaluation criteria for Board membership.

Evidence/ Support

- ***49% of respondents to the Task Force Survey (Survey) indicated that lack of understanding of the ICMA nominating process was a barrier to service on the Board.***
- ***18.5% of respondents to the Survey indicated that the evaluation criteria for board nomination were a barrier to service on the Board, and 31.77% indicated getting nominated through State associations also represented barriers to service on the Board***

B.2 (b) Provide further analysis of formal eligibility criteria and informal evaluation criteria to identify any unintentional disparate impact to under-represented groups

B.3 While the entire ICMA Membership is under-representative of females and minorities, those that are eligible to vote is even less so, which could further contribute to institutional bias.

B.3 (a) The membership committee should further study whether the voting eligibility criteria creates an unintended bias in elections.

B. 3 (b) The membership committee should look to opportunities to increase voting participation, particularly among under-represented groups. IHN and NFPBA could be helpful partners to encourage participation in nominating and voting processes.

B.3 (c) If ICMA ever reconsiders voting eligibility, it should undertake an extensive education effort to ensure eligibility is understood- again NFPBA and IHN

Evidence/ Support

- ***87.5% of the ICMA membership is Caucasian and 90.3 % of those eligible to vote in 2014 were Caucasian.***

- ***Males represent 73.5% of the ICMA membership and 80.1% of the Membership eligible to vote.*** could assist to ensure that under-represented groups get information.

B.4 Females and minorities are participating in Committees and Task Forces at a higher rate than their representation in the ICMA membership, though lower than the demographics of the US. Committee and Task Force Participants appear to be an appropriate audience for Board participation, recruitment, and influence of ICMA policies and programs.

Evidence/Support

- ***Only 28% of survey respondents had spoken at an ICMA conference. The biggest barrier identified was not knowing how to be selected by approximately 41% of respondents.***
- ***73.9% of Committee and Task Force Participants in 2012-13 were Caucasian and 57.1% were male.***

B.4 (a) It appears that the Board is taking care in ensuring appointments to boards and committees given that representation is slightly higher than membership statistics, however the board should keep that focus given that participation still underrepresents the broader population.

B.4 (b) Diversity in appointments should be a high priority for the Conference Planning Committee as the Conference Planning Committee evaluates potential speakers. Diversity on the Conference Planning Committee could encourage more diversity in speakers and presenters.

B.4 (c) ICMA should publish statistical demographics of our membership and report out when announcements are made on who is appointed to committees, boards and advisory groups.

B.5 46% of survey participants do not regularly attend the ICMA conference. Based on ICMA statistics. Data is not currently available about the demographic participation in the ICMA conference. ICMA should try to eliminate barriers for participations by under-represented groups at the ICMA conference.

Evidence/Support

- **The largest barrier identified (68% response) was cost.**
- **The second largest barrier identified by the survey was time away from work (26%)**
- **The third largest barrier identified by the survey was the focus of content was not helpful (4%)**

B.5 (a) ICMA should expand its conference assistance/scholarship programs to promote more diverse participation within the Association.

B.5 (b) Establish a formal mechanism to invite NFPBA and IHN to host a session for their members and members of ICMA each year during the annual conference to broaden perspectives in development of content for the conference.

Recommendations to Create Knowledge and Skills to Increase Equity in Local Government Operations and Public Interactions

How can ICMA encourage and equip managers to increase equity in employment and services in their organizations?

Over our 100 years, ICMA has grown to become an Association with strong ethics and addresses issues rather than running from them. We are proud to be part of such a fine Association and feel we should continue with our focus on ethics and include in that focus leadership strengthening/development and within our planning being more inclusive with our members. Any Association is only as strong as its members and while we are leaders in our communities, many of the processes used in our daily workplaces can extend to our Association. An underlying assumption of the recommendations included in this section is that when people in good faith and good intent connect in a meaningful way and get to know each other as people, good things happen.

One of the report's appendixes speaks to some of the efforts that task force members were able to identify. The identified strategies only scratch the surface and one of the recommendations of the Task Force is for local government professionals to participate in skills and knowledge trainings. It would be beneficial if many of these trainings came from local and national experts. The discussion of how to increase equity and inclusion is still developing and relying on the knowledge of topic experts will help local government professionals not fall behind. To aid in this, Appendix D lists some organizations that are making strides in the areas of diversity and inclusion.

Findings

C.1 Both the ICMA's Diversity Strategic Plan and members recognize the importance of diversity and inclusion, however ICMA needs to provide specific guidance to ICMA members

Evidence/Support:

- **According to US statistics, minorities**

Recommendations

C.1 (a) Propose changes to the ICMA Code of Ethics, Tenets 9 and 11 to address diversity and inclusion, including:

Tenet 9. Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public

make up 37% of our population.

In its 2008 Strategic Plan, ICMA recognized the increasing diversity and multicultural make up of communities that members serve and lead.

Table 8 on page 11, which is graphically depicted on page 30 of Appendix E, demonstrates that most respondents have a broad personal definition of what it means to be equitable and inclusive. Almost universally, they believe their own understanding is broader than the organizations that they work for.

Per Table 9. On page 12, a large majority of organizations are taking some level of effort related to policies that advance diversity and/or inclusiveness. However, there 38 respondents who reported that their organizations have not begun to work on the issue and only 28 respondents indicated that their organizations had a solid concrete plan to achieve equity and inclusion.

service.

GUIDELINE

Members have the duty to ensure that all matters of communication are provided in a manner that is accessible to all residents and businesses of their communities; insuring bias are considered in the methods that are chosen and negative impacts are minimized or avoided to the extent possible.

Members have the duty to ensure services are provided in a fair and equitable manner, showing no favoritism based on race, color, religion, sex, sexual orientation or identity, national origin, political affiliation, disability, age or marital status. Additionally, no favoritism should be based on other delineators, such as geographic and political boundaries and or social economics status that would undermine the public trust of our profession.

Tenet 11. Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions, and discipline.

GUIDELINE

Equal Opportunity. All decisions pertaining to appointments, pay adjustments, promotions, and discipline should prohibit discrimination because of race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status.

It should be the members' personal and professional responsibility to actively strive to recruit and hire qualified personnel throughout their organizations that reflect the diversity of the community they serve.

Members also have a duty to ensure that their organization has the knowledge, skills, and abilities to ensure inclusive processes not only in hiring and promotion, but also in working on developing policies and programs that impact staff and the public to help avoiding bias and exclusion of any protected class or group of individuals. Members should ensure staff is aware of other bias such as such as geographic and political boundaries and or social economic biases that might impact our organizations and communities.

C.2 ICMA Members look to ICMA, most significantly, to provide skills training.

Evidence/Support:

Per table 7 on page 11, nearly 97% of respondents believe that ICMA is very or somewhat successful in building skills and knowledge.

Table 11 on page 13 demonstrates that a large majority of respondents look to ICMA to help in building capacity: 29% looked to webinars and web-based resources; 24% would seek technical assistance or advice; and 21% would prioritize training.

C.2 (a) Identify inclusion as a core leadership and professional competency, separate inclusion from other competencies already identified by ICMA. As an alternative, the current Diversity competency could be modified and strengthened.

Current language:

9. Diversity: Understanding and valuing the differences among individuals and fostering these values throughout the organization and the community

This language has the beginnings of what should be expected but needs to be expanded upon to provide better definition and language around what is expected. The language used begins to explain inclusion, not diversity. Diversity is simply the quality or state of having differences. Inclusion invokes actions of understanding and valuing. Inclusion starts to involve bringing together and harnessing the diverse, unique talents, resources, and forces toward a more beneficial outcome. It's the evolution of the current ICMA competency of diversity. Inclusion puts the value of our diversity into action by creating the environment of involvement, respect, and connection that is brewing with the wealth of ideas, backgrounds, and perspectives. ICMA and its members need both diversity and inclusion to be a success.

ICMA should update this competency. Suggested language might be:

9. Inclusion: Understand and harness the ability to create an environment of involvement, respect and connection of diverse ideas, backgrounds, and talent in throughout the organization and the community. Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power.

C.2 (b) ICMA should include the following key skills that support inclusive behavior into existing ICMA training and development portfolio (consistent with recommendation C.2 (c) and in specific Inclusion training). Based on the research of the group, some of the key skills should include:

Communication Skills:

- Conflict Resolution and Facilitation
- Active listening

Emotional and Social Competence

Emotional intelligence is the capacity for recognizing our own feelings and those of others, for motivating ourselves and for managing emotions effectively in ourselves and others. An emotional competence is a learned capacity based on emotional intelligence that contributes to effective performance at work.

Self-Awareness concerns knowing one's internal states, preferences, resources, and intuitions. The Self-Awareness cluster contains three competencies:

- Emotional Awareness: Recognizing one's emotions and their effects
- Accurate Self-Assessment: Knowing one's strengths and limits
- Self-Confidence: A strong sense of one's self-worth and capabilities

Self-Management refers to managing one's internal states, impulses, and resources. The Self-Management cluster contains six competencies:

- Emotional Self-Control: Keeping disruptive emotions and impulses in check
- Transparency: Maintaining integrity, acting congruently with one's values
- Adaptability: Flexibility in handling change
- Achievement: Striving to improve or meeting a standard of excellence
- Initiative: Readiness to act on opportunities
- Optimism: Persistence in pursuing goals despite obstacles and setbacks

Social Awareness refers to how people handle relationships and awareness of others' feelings, needs, and concerns. The Social Awareness cluster contains three competencies:

- Empathy: Sensing others' feelings and perspectives, and taking an active interest in their concerns

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- Organizational Awareness: Reading a group's emotional currents and power relationships
 - Service Orientation: Anticipating, recognizing, and meeting customers' needs

Relationship Management concerns the skill or adeptness at inducing desirable responses in others. The Relationship Management cluster contains six competencies:

- Developing Others: Sensing others' development needs and bolstering their abilities
- Inspirational Leadership: Inspiring and guiding individuals and groups
- Change Catalyst: Initiating or managing change
- Influence: Wielding effective tactics for persuasion
- Conflict Management: Negotiating and resolving disagreements
- Teamwork & Collaboration: Working with others toward shared goals. Creating group synergy in pursuing collective goals.

C.2 (c) Integrate inclusion and diversity into already available ICMA Leadership training. An inventory of many of the ICMA programs that could have inclusion training are listed below:

- Credentialing Program skill/knowledge assessment should seek to see if the individual has the competencies related to inclusion as identified
- Leadership ICMA plans
- Mid-career institute programming
- ICMA Fellows work plans
- ICMA University Workshops
- Student Chapters Meetings
- International Committee
- ICMA and State Conference sessions - Develop communication plan to encourage planning committee chairs to include content about how their topic impacts inclusion, etc. (for example could the key note use it in their

follow-up mini keynote?)

- PM Magazine articles
- Section in Knowledge Network & Alliance for Innovation Group – Evolve the Community Diversity Group to Focus on more inclusionary language
- Cal-ICMA Webinar Series
- ICMA E-Book
- Emerging Local Government Leaders
- Emerging Professionals Leadership Institute
- Legacy Leaders
- Leading Ideas Series – Sharing thoughts about this from innovative thinkers
- Midwest Leadership Institute Session
- ICMA SEI Leadership Institute

C.3 ICMA Members and communities need new tools and resources to meet the needs of their communities with regard to diversity and inclusion.

Evidence/Support

The survey suggests that majority of communities may be focusing on traditional “compliance training” regarding sexual harassment and diversity with little beyond that. Per table 10 on page 12, the largest response regarding strategies being used to increase equity and inclusion, 221 individuals indicated having formal policies. By contrast, only 60 respondents indicated that they are conducting training with their governing bodies about structural and institutional bias.

Question 27 on page 40 of Appendix E asked about services priorities- in many cases respondents did not know if it was a priority or didn’t understand the term- the following had more than 25 responses of “don’t know” or “don’t understand”: cultural competency (26), structural bias (53), institutional bias (44), equity tool (35), food dessert (37), gentrification (34), achievement gap (34), disparate impact (27), universal design (47), and reducing request-reliant services (68).

C.3 (a) Encourage the use of Tool Kits within organizations and communities to build skills and common practices around diversity and inclusion.

While based on the survey and the presentation by a representative of the Local and Regional Government Alliance on Race and Equity, it appears that Cities are beginning to develop tools to assist in building competencies and policies around diversity and inclusion. While ICMA should be careful not to duplicate existing efforts, the goal of this project item would be to identify items that need to be included in a tool kit that can be provided to organizations who want to encourage conversations across various demographic and cultural lines within the organizations, as well as in the community.

Several specific items that could be included in a tool kit for inclusiveness conversations are attached in an Appendix to this report.

C.3 (b) Provide common language for members to use when discussing inclusion. Familiarity and comfort with language that promotes inclusion will help members to have courageous discussions around race and ethnicity. A glossary of helpful definitions is included as an appendix.

C.4 The investments in communities and organizations to address issues of diversity and inclusion must be comprehensive and multi-disciplinary.

Evidence/ Support

According to the Task Force survey results, per table 7 on page 11 (55%) of the respondents perceive State Association success in increasing professional diversity as somewhat/very unsuccessful.

Question 4 on page 4 identifies that 189 or 61.76% of respondents believe applicants should be asked to voluntarily indicate gender and race on state association membership applications.

C.4 (a) Both the recommendations of the Task Force on Women and the Task Force on Leadership included recommendations that complement and append the recommendations included in this report. The Task Force supports the ongoing implementation of work plans associated with the reports. Per recommendation A3. (a), a standing committee could monitor action on the work plans and revisit recommendations not currently adopted in work plans to identify additional future actions.

(b) The Task Force was aware that some State Associations have begun diversity or inclusion efforts, but these appear inconsistent based on the results of the survey. **At a minimum, ICMA should encourage identification and sharing of best practices across the state associations.** However, the Task Force would recommend some level of threshold in the partnership agreements between ICMA and the state associations including: commitment to collect the same demographic data as ICMA, to set membership recruitment goals that would welcome participation from under-represented groups, and a commitment to provide cultural competency or inclusion training either in state conferences or to board members.

(c) More research about potential partnerships with other organizations is appropriate, but research of the work group identified resources and opportunities for partnership in Appendix A

Task Force on Strengthening Inclusiveness in the Profession
Quick Summary Table of Recommendations

Task Force Priority	Recommendation Objective	Recommendation Summary, in Order of Priority	Page
High	Increase Diversity and Inclusivity of ICMA	A.3 (a) Establish a standing committee of the Executive Board to champion task force recommendations, the implementation of the Diversity Strategic Plan, and annual assessment of performance in meeting diversity and inclusion objectives.	16
High	Address Structural and Institutional Barriers	<p>1 (a) Continue to seek new ways to strengthen the selection process for the ICMA Executive Board to encourage diversity and inclusion. Given that many of the recommendations would require a formal vote by the membership, the Task Force is providing a short-term and long-term recommendations.</p> <p><u>Short-term</u></p> <p>(a.i) Review rotations of appointments to identify impacts to diversity and inclusion (for example TX and CA are represented in the same year) Establish a rotational process to broaden spread of those States with high membership diversity to increase eligibility for ICMA Board election, so that representation may become more consistent.</p> <p>(a.ii) Continue to provide opportunities for affiliates to identify candidates to compete for positions in existing nominating process and seek ways to enhance the communications with affiliates.</p> <p>(a.iii) Identify opportunities for board members and affiliate organizations to identify interested parties for potential board membership and develop/ offer mentoring opportunities.</p> <p><u>Long-term/ Alternative</u></p> <p>(a.iv.) If the prior recommendations included in the report do not improve diversity, consider the creation of at-large V.P. position(s) to provide more opportunities to increase the diversity of the board by mitigating regional or geographic barriers to diversity.</p>	17
High	Increase Diversity and Inclusivity of ICMA	A.3 (b) ICMA should revisit membership application process to ensure that new and renewing members are fully encouraged to provide gender, ethnicity and race information to allow ICMA to fully assess its success in meeting diversity and inclusion goals.	16
High	Knowledge and Skills to Increase Equity in Local Government Operations and Interactions	C.1 (a) Propose changes to the ICMA Code of Ethics, Tenets 9 and 11 to address diversity and inclusion.	20
High	Knowledge and Skills to Increase Equity in Local Government Operations and Interactions	C.2 (a) Identify inclusion as a core leadership and professional competency, separate inclusion from other competencies already identified by ICMA. As an alternative, the current Diversity competency could be modified and strengthened.	21
High	Knowledge and Skills to Increase Equity in Local Government Operations and Interactions	C.4 (a) Both the recommendations of the Task Force on Women and the Task Force on Leadership included recommendations that complement and append the recommendations included in this report.	25
High	Increase Diversity and Inclusivity of ICMA	A.3 (c) No less frequently than every five years, convene a small working group of current and former board members and representatives of groups that serve under-represented populations to ensure progress and alignment.	16
High	Increase Diversity and Inclusivity of ICMA	A.4 (b) ICMA, State Associations and members of both organizations should continue to promote ICMA student chapters and identify opportunities to expose students to the profession through lectures, projects, and internships.	16
High	Address Structural and Institutional Barriers	B.4 (a) It appears that the Board is taking care in ensuring appointments to boards and committees given that representation is slightly higher than membership statistics, however the board should keep that focus given that participation still underrepresents the broader population.	20
High	Increase Diversity and Inclusivity of ICMA	A.1 (a) Engage in a proactive campaign and marketing to promote the tiered membership construct to increase membership in the association and work to identify partnerships that would help to reach underrepresented populations including students groups, affiliate members, and those new to the profession.	14
High	Increase Diversity and Inclusivity of ICMA	A.2 (b) ICMA should find ways recognize individuals that make significant contributions in improving inclusiveness in local governance, the profession and the association. This could include adding an award at the ICMA Conference.	15
High	Address Structural and Institutional Barriers	B.4 (b) Diversity in appointments should be a high priority for the Conference Planning Committee as the Conference Planning Committee evaluates potential speakers.	20

Task Force on Strengthening Inclusiveness in the Profession
Quick Summary Table of Recommendations

High	Address Structural and Institutional Barriers	B.5 (b) Establish a formal mechanism to invite NFPBA and IHN to host a session for their members and members of ICMA each year during the annual conference to broaden perspectives in development of content for the conference.	19
High	Knowledge and Skills to Increase Equity in Local Government Operations and Interactions	C.4 (b) At minimum, ICMA should encourage identification and sharing of best practices across the state associations. However, the Task Force would recommend some level of threshold in the partnership agreements between ICMA and the state associations including: commitment to collect the same demographic data as ICMA, to set membership recruitment goals that would welcome participation from under-represented groups, and a commitment to provide cultural competency or inclusion training either in state conferences or to board members.	27
Medium	Increase Diversity and Inclusivity of ICMA	A.1 (b) Research opportunities and avenues for joint memberships between ICMA and affiliate groups.	14
Medium	Address Structural and Institutional Barriers	B.5 (a) ICMA should expand its conference assistance/scholarship programs to promote more diverse participation within the Association.	19
Medium	Increase Diversity and Inclusivity of ICMA	A.4 (a) ICMA should engage the student chapters in promoting the importance of diversity and inclusion within the profession.	17
Medium	Knowledge and Skills to Increase Equity in Local Government Operations and Interactions	C.2 (b) ICMA should include key skills that support inclusive behavior into existing ICMA training and development portfolio (consistent with recommendation C.2 (c) and in specific Inclusion training)	22
Medium	Knowledge and Skills to Increase Equity in Local Government Operations and Interactions	C.2 (c) Integrate inclusion and diversity into already available ICMA Leadership training	24
Medium	Increase Diversity and Inclusivity of ICMA	A.2 (a) ICMA should find ways to highlight and recognize communities that celebrate diversity and inclusiveness by showcasing a community during the ICMA Conference starting in 2017. This could include adding an award at the ICMA Conference that recognizes organizational achievements building or celebrating diversity and inclusiveness.	16
Low	Increase Diversity and Inclusivity of ICMA	A.1 (c) Identify funding partners to assist with dues payments/ "dues scholarships."	16
Low	Address Structural and Institutional Barriers	B. 3 (b) The membership committee should look to opportunities to increase voting participation, particularly among under-represented groups. IHN and NFPBA could be helpful partners to encourage participation in nominating and voting processes.	18
Low	Address Structural and Institutional Barriers	B.3 (c) If ICMA ever reconsiders voting eligibility, it should undertake an extensive education effort to ensure eligibility is understood- again NFPBA and IHN could assist to ensure that under-represented groups get information.	19
Low	Knowledge and Skills to Increase Equity in Local Government Operations and Interactions	C.3 (a) Encourage the use of Tool Kits within organizations and communities to build skills and common practices around diversity and inclusion.	26
Low	Address Structural and Institutional Barriers	B.3 (a) The membership committee should further study whether the voting eligibility criteria create an unintended bias in elections.	19
Low	Address Structural and Institutional Barriers	B.2 (a) Increase transparency in ICMA Board selection process by publishing explicit formal eligibility and informal evaluation criteria for Board membership.	19
Low	Address Structural and Institutional Barriers	B.2 (b) Provide further analysis of formal eligibility criteria and informal evaluation criteria to identify any unintentional disparate impact to under-represented groups.	19
Low	Address Structural and Institutional Barriers	B.4 (c) ICMA should publish statistical demographics of our membership and report out when announcements are made on who is appointed to committees, boards and advisory groups.	20
Low	Knowledge and Skills to Increase Equity in Local Government Operations and Interactions	C.4 (c) More research about potential partnerships with other organizations is appropriate. Some initial research is attached to this report as an appendix.	27
Low	Increase Diversity and Inclusivity of ICMA	A.4 (c) ICMA should find some way to incentivize or require members through credentialing or other tools to invest in students or young professionals through mentoring or other means of exposure and development.	16