

## Question 1

Considering the national, state, and local discussions involving diversity, equity and inclusion, what do you believe the role of the City Manager and local government should be in addressing those issues?

Easel Post-It Pg. 1

- Varying community size diversity small community
- Small community focus on basics
- Role of Manager- Options Take direction Quiet leader, not front person- Help corral community understand
- What does the community value?
- Does something like parks compete with DEI?
- Parks incl. DEI issues- amenities for all people
- Generational difference on council – \* 40 & under \*60 Plus
- Sending message to staff
- Culture of organization, values-importance of diversity – maybe ahead of council
- Aware of Disparities in investment -capital, historical
- Create, promote equity= “curb & gutter” example
  - Advocate, so it gets on the agenda
- Understand community, incl. directors & staff
- Seize opportunities
- Hold professional orgs. Responsible
- Take steps to diversify boards/comms – challenging – varying perspectives
  - Ask, don’t expect new people to come to you
- In non- or less diverse communities, what to do?
  - Don’t quit-be prepared to be challenged and find a way to help people understand the full community
- Facilitative role =some “not on the same planet”

Easel Post-It Pg. 2

- Values-driven leadership
  - Not just a manager = a leader (quiet leader) “Why?”
  - Empower staff, give voice
  - Values->Priorities ->Resources allocation
  - Take a risk
  - Accountability to elected body, facilitative leaders
- Community Sensitivity
  - Understand mistakes, issues, opportunities looks different in each community (values)
  - Prepare for push-back

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- Help people understand the full community
- Be Strategic
  - DEI is econ dev issue
  - Willingness to make people engage w uncomfortable issues but save most divisive for another day
  - Remove barriers-affordable housing, transportation
  - Continuous Improvement
  - Part of a world-class city
  - Start small, be persistent
  - Diversity Board/Comms. Mgmt.

### Easel Post-It Pg. 3

- Remove barriers
  - Lead w/Values, empower staff
    - Looks different, mistakes don't repeat
  - Empower staff
  - Housing (affordable)
  - Transportation
- Whose Values? 

Staff	Tension	Collaborate
Elected Officials		
Community		
- Whose Priorities?
  - Allocation of resources set goals, actionable
- Take a risk, courageous conversion, lead
  - Support those who do this work, cheerlead
  - Business imperative -Econ Dev
- Council needs ownership
- Exercise authority-personnel policy
- City Mgr. give voice – bring disenfranchised voices
  - Have their back
  - Pay attn. to comm.
- Prepare for push back
- Have to carry out policy, evaluate fit

### Easel Post-It Pg. 4

- Police Dept. -refunding, re-focusing on crime (vs. many social problems)
  - Training to recognize & respond
- Sustainability, go through every dept. looking for opportunities

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- Continuous improvement
  - Ongoing change
  - Always trying to get better
- Ask questions, get data from multiple partners, perspectives
- CM as a credible source
- Community, leader-Answer the question “Why?” otherwise won’t stick
- Represent the community
- Endless effort
- Macro-Community wealth building, measure of success
- Defines a world-class city, but not on its own one factor
- Be strategic and smart in answering “why?”
  - Not making progress jeopardize prosperity
  - Talent issue-important to business leaders
  - Can answer the question in a way that unites
  - Can save more divisive answers for another day, but willing to make people a little uncomfortable
- City Manager are more than managers-leaders
- Work, be persistent
- Fear- overcome by starting small, supporting staff, recruiting