



INFORMATION PACKET MEMORANDUM

To: Mayor and Members of Council

From: Jane S. Brautigam, City Manager
Tanya Ange, Deputy City Manager
Abbie Poniatowski, Human Resources Director

Date: June 7, 2018

Subject: Update on Equity Initiative

EXECUTIVE SUMMARY

This information packet is to provide an update on the city's equity initiative (also known as diversity, inclusion and equity). Since 2005, the city has been committed to advancing equity within our organization and community. Organizational efforts to date include surveying and assessing organizational awareness of equity; establishing an Inclusiveness and Diversity Plan and Toolkit; and providing training and resources on equity-related topics. Staff also has formed partnerships with entities focusing on similar efforts to understand issues being experienced locally and to inform the city's work. We are becoming more strategic and leveraging more resources to operationalize and further advance equity into our culture.

FISCAL IMPACT

The fiscal impacts of the city's equity initiative include budgeted personnel expenses for staff to support this effort, as well as costs for training, membership, certification and participation with related organizations such as the [Government Alliance on Race and Equity](#) (GARE) and [IDI, LLC](#), which manages the Intercultural Development Inventory (IDI). Our next phase of work will expand our partnership with GARE to evaluate the city's progress and recommend best practices and strategies for further integration of equity work into our organization. The current scope is estimated to cost \$60,000. This is budgeted in the City Manager's Office and Human Resources Department budgets.

COMMUNITY SUSTAINABILITY ASSESSMENTS AND IMPACTS

- Economic: The current efforts are part of the city's operating budget.
- Environmental: N/A

- **Social:** The city has the responsibility to provide services and programs to support all community members. By working with GARE during the next phase of work, we will continue to refine this focus.

BACKGROUND

The City of Boulder has a strong history, commitment and intention of improving our ability to welcome, support and serve people of diverse backgrounds within our community and the city organization. The city's first diversity policy was developed more than two decades ago and our efforts have continued as we have furthered our commitment to an inclusive and welcoming community where people can live, work and visit in a place of social equity.

The following is a brief chronology of key equity-related milestones to date:

In response to a series of hate-motivated incidents that occurred in Boulder in 2005, then-city manager Frank Bruno established a commitment to developing mechanisms to ensure rapid response to hate incidents as well as ongoing effective engagement with community groups.

In 2006, the city established an Inclusiveness and Diversity Team (IDT) to further a City Council initiative ensuring our organization models the ideals of inclusion and diversity. The IDT explored employee training options, tools, resources, creative ideas and solutions to inform our Inclusiveness and Diversity (ID) efforts for years to come.

In 2008, the city partnered with CU's Office of Diversity, Equity and Community Engagement on the CU Diversity Summit. We continue to co-sponsor and participate in events, presenting informative, challenging and interactive sessions to foster a joint vision for a diverse city and campus.

In 2009, city manager and IDT member Jane Brautigam emphasized the team's focus on compiling resources for departments to use in developing goals and training plans. The IDT published an ID plan and toolkit (Attachment A) as a resource to assist departments with creating their own tailored plans to further equity. This approach had varied success, depending on the departmental priority that was given to this work.

For the next several years, equity efforts focused on encouraging internal teams to generate more awareness around equity issues and creating opportunities to act. Training and other resources were provided on topics such as socio-economic diversity, invisible disabilities, and lesbian, gay, bisexual and transgender (LGBT) issues. Additionally, the city embarked on its vision and values initiative to align all employees in a shared sense of purpose and commitment to each other and the community. In an effort to emphasize our organizational commitment to equity, the value of "Respect" is described as "We champion diversity and welcome individual perspectives, backgrounds and opinions. We are open-minded and treat all individuals with respect and dignity."

In 2016, there was an organizational refocus on equity. The city's first Employee Engagement survey provided a baseline for understanding the level at which employees value and support diversity and inclusion. The city's department directors completed the IDI to assess their overall capability to shift cultural perspectives and appropriately adapt behavior to cultural differences and commonalities. Civil Treatment training was introduced to align all employees by working together to create a respectful workplace.

In early 2017, the City Council added Chapter 12-5 “Undocumented Persons” to the Boulder Revised Code declaring the City of Boulder a Sanctuary City, establishing city policy regarding undocumented persons and setting forth related details. The adopted ordinance includes strong statements of the city’s intent to be inclusive and to recognize the important contributions of undocumented persons in the community regardless of immigration status.

Efforts continued to evolve in 2017 with the city’s Community Perception Assessment issued in partnership by the City Manager’s Office, Human Services Department and Police Department to understand issues and trends around safety, equity, diversity and inclusivity in an effort to strengthen quality of life for all residents. The survey found a small but persistent lack of inclusion, particularly by non-majority community members and newcomers. Many attributed this to a local lack of exposure to diversity, microaggressions and unaffordability. Some also expressed feeling unwelcome because of their political and/or religious beliefs. Additionally, there was a consistent theme that many in the Boulder community lacked awareness that some of their fellow residents consistently experience discrimination and exclusion.

Results of this assessment then informed the Human Relations Commission’s 2017 work plan that includes year-round activities to address a range of issues tied to inclusiveness and diversity, including civil rights, immigration, cultural competency and gender equity. Related strategies identified and included in the work plan are: expanding community outreach and education to increase visibility of and dialogue about issues that are barriers to a welcoming and inclusive community; expanding public participation by scheduling events at times and locations convenient to all members of the public; and supporting community awareness and education activities of local organizations.

To promote the evolving work, the city added a staff position in the Human Resources Department, where culture and values work is led and organized, to take initiative in seeking out and creating opportunities to cultivate a more equitable work environment. An internal team was formed to start development on an equity strategy and program, as well as connect with local partners striving to make progress on similar initiatives.

Staff work on strategy development commenced in January 2018, which was timely considering national politics and conversations. Deferred Action for Childhood Arrivals (DACA), #metoo and Black Lives Matter are among the many examples that demonstrate the need to focus on equity and address the divisive culture permeating society today. In the City of Boulder organization, we often engage in tough conversations about polarizing issues. Doing so successfully requires recognizing our unconscious biases, stepping out of ourselves to recognize how words and actions may be perceived differently than the way in which they were intended. Welcoming and embracing different perspectives builds common ground and creates a strong, respectful and innovative culture.

ANALYSIS

Focusing on equity so that everyone is valued, respected and heard can offer many benefits, both internally and externally. Our organizational approach to date has primarily focused on administering surveys and assessments to gauge awareness, strengths and opportunities; providing resources and training on related topics; and requiring performance management goals

focused on equity. Our actions have been emergent, resource-related and task-driven, and should shift to become more strategic, operationalized and focused on equity as a value integrated into our culture. Equity is aligned with and connected to the city's values and leadership philosophy.

We have potential to be most successful when we lead with our values to address changing employee perceptions and behaviors first, and then rippling outward, extending the impact into the community. We also can assess the impacts of our internal policies, programs and budgeting, and seek to understand who benefits and is burdened by our decisions. Some of the potential benefits of this inward-first approach include:

- A more positive, respectful and inspirational workplace
- Stronger relationships
- Deeper collaboration
- Increased innovation
- More thoughtful approaches and responses to issues
- Increased retention
- A stronger and more enduring culture of respect
- A focus on outcomes, particularly in communities most impacted by inequities in the Boulder community.

Building upon prior equity work, recent assessments, and internal and local partnerships, staff developed a draft vision, mission and strategies. In addition, staff adopted a glossary (Attachment B) of current, related terms to assist with common understanding across the organization. This work supports normalization and “stage-setting” for continuation onto implementation.

Draft vision: We welcome, attract and celebrate all backgrounds, experiences and cultures. We strive to be better by bringing people together to recognize, examine and challenge biases, assumptions and perspectives. A foundation of diversity, inclusion and equity makes us stronger.

Draft mission, to achieve our vision, is:

- Build authentic relationships internally and externally by exploring outside of our comfort zones and taking risks.
- Foster growth by consciously exposing ourselves to new experiences and perspectives by actively listening, assessing, participating in training and sharing resources.
- Provide brave spaces for diversity-related events, activities, initiatives and discussions.
- Create opportunities for those who are or have been underrepresented to be heard.

Draft strategies:

FOSTER GROWTH

Objectives and Deliverables

- Increase awareness of equity.
- Develop tools to assess, measure and address equity gaps.

- Identify and address gaps through measured, repeatable assessments, trainings and community engagement.
- Attract, hire and retain more diverse employees.
 - Create meaningful opportunities and programs to recruit and create access for underrepresented individuals at all levels within the organization.
 - Enhance retention through mentorship programs or employee affinity groups.
 - Partner with CU to create City of Boulder internship opportunities for underrepresented students.

BUILD RELATIONSHIPS AND PARTNERSHIPS

Objectives and Deliverables

- Build upon competence and champion-base.
- Grow, develop and strengthen relationships with local and national thought leaders.
 - Create reputation for innovation in equity.
- Share on-going efforts within the city organization with all departments and the community.
 - Create systemic ways to communicate engagement opportunities and share resources.

CREATE BRAVE SPACES

Objectives and Deliverables

- Help staff to engage in and navigate meaningful conversations about equity-related topics.
 - Develop and introduce tools to facilitate opportunities to respectfully challenge each other's perspectives, share reflections and hear voices of underrepresented individuals.
 - Develop tools to identify and address structural and institutional intrinsic bias at work and improve outcomes for all.
 - Learn from conversations to enhance culture.
- Celebrate culture through events, gatherings, conferences and conversations.
 - Host, measure and evaluate interest and participation in purposeful cultural activities.

This staff work has created an opportunity to recognize and evaluate equity efforts, and use it as an expanded foundation to continue to create an equity value that is embraced and integrated within our organizational culture with intention and purpose, while continuing to learn and grow. Ongoing efforts will focus on what we can do from within our organization to improve our understanding of the government's role in addressing equity, integrating it into operations and creating accountability to make it sustainable.

NEXT STEPS

Equity work is evolutionary and ongoing. It is imperative to continuously evaluate our priorities and the most appropriate approaches to championing this initiative and embracing the value of equity within our culture.

In the next phase of work, we will partner with the [Government Alliance on Race and Equity](#) (GARE) to finalize a strategy and become more progressive in our integration. The GARE national membership network continues to expand with representation that spans geography, demography and political ideology. GARE now has 85 members in 22 states, creating additional opportunities to connect jurisdictions and create mutually reinforcing systems for institutional change.

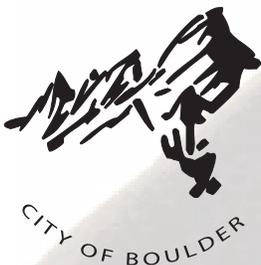
GARE is building a national movement for racial equity with a best practice approach to normalize it as a key value with common understanding; operationalize it via policy and culture transformation; and organize in partnership within the organization, other agencies and the community. Focusing on racial equity first has the potential to leverage significant change, setting the stage for the achievement of different dimensions of equity (e.g., age, gender, sexual orientation, socio-economic) in our community. In partnership with GARE, staff will:

- Evaluate progress and understand what foundational elements still need development.
- Identify our leaders and thought partners by re-establishing purpose and role clarity for our internal teams during the next phase of our equity work, as well as formalize the purpose and role of our relationships with local partners.
- Ensure connectivity with related efforts, such as the Human Relations Commission, Customer Experience, Employee Engagement and Recruitment/Retention.

Staff is committed to building upon the city's progress so far, incorporating learnings and best practices from many sources to achieve even greater success in our equity initiative.

City of Boulder Inclusiveness and Diversity Plan and Tool Kit

July 2009



City of Boulder
www.bouldercolorado.gov

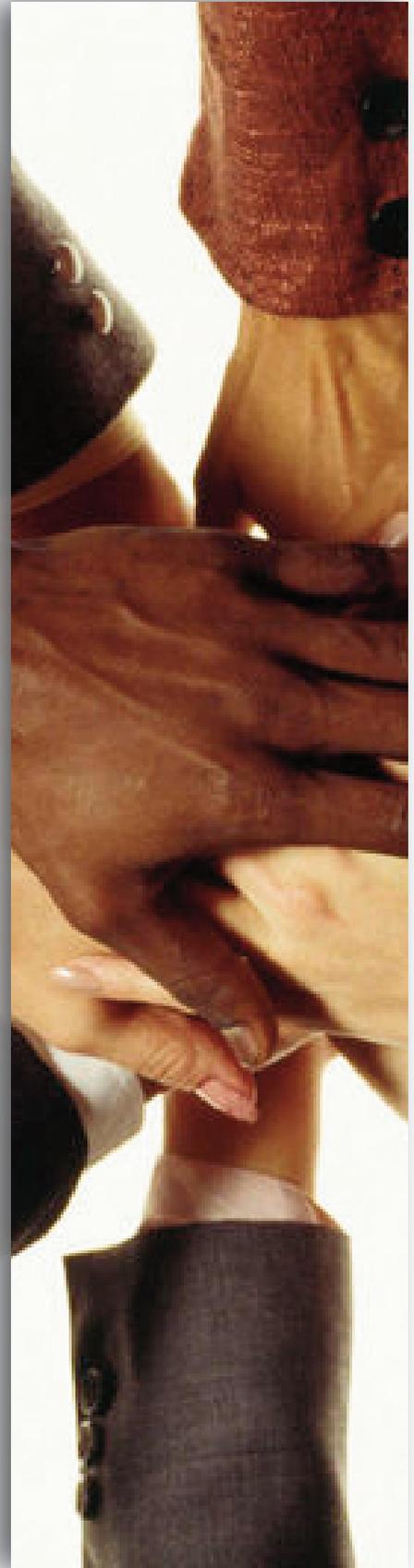




Table of Contents:

Introduction/ Purpose/ Background.....5

Part One: Why Citywide Inclusiveness and Diversity

Message from the City Manager..... 8
 City Policy..... 9
 Mission and Purpose of
 Inclusiveness and Diversity Initiative..... 9
 Road Map..... 10
 Definitions..... 11
 Benefits of an Inclusive Organization..... 11

Part Two: How to Develop a Plan

Assessment 14
 Goals
 Training 19
 Performance Management 21
 Resources 22
 Next Steps: Getting Started..... 23

Attachments:

- A. Demographic Comparative Data
- B. 2007 Community Dialogue Results
- C. 2009 Citywide Survey Results
- D. Performance Review Template
- E. 2009 Departmental Survey Results

Introduction/ Purpose/ Background

To foster diversity, Boulder has long promoted policies of inclusiveness and nondiscrimination. We have established and enforced policies and ordinances that further our commitment of a respectful and inclusive community where people can live with dignity.

The Inclusiveness and Diversity Team (IDT) was established in 2006 in response to the City Council's initiative to have city employees receive diversity training. The council initiative arose from some community hate/bias-related incidents, and a community group bringing up the incidents/issues to council. The IDT purpose is to serve as a catalyst and promoter of an environment that's welcoming and inclusive of all by facilitating training, tools, resources, ideas, and coaching.

In November 2007, then City Manager Frank Bruno issued a goal to departments to: create and implement two meaningful goals around inclusion and diversity in 2008 and ensure that all employees are to receive training on diversity. When Stephanie Grainger became Interim City Manager, she reiterated a commitment to this work and these goals. In February 2009, City Manager Jane Brautigam reaffirmed the commitment to this city-wide goal.

The purpose of this tool kit is to assist departments in creating their tailored diversity and inclusiveness plan. The goals are to have all pertinent city information regarding inclusiveness and diversity in one place, be a convenient reference guide, and promote consistency within the organization in terms of mission, purpose, and definitions.

Key Points:

- This is an organizational effort with the following goal: We want Boulder to be a welcoming city that is inclusive and respectful to all people.
- The focus of the inclusiveness and diversity effort is internal within the organization rather than external within the broader community. By being a more inclusive organization we will better serve our whole community.
- The effort is a journey, not a destination. The work of diversity and inclusiveness is evolutionary and ongoing.



"Be the change you
want to see in the world."

-Mahatma Gandhi



“The real voyage of discovery consists not in seeking new landscapes but in having new eyes.”

-Marcel Proust

Thanks

The Inclusiveness and Diversity Initiative is the result of the passion, hard work, commitment, and generosity of the city of Boulder’s current and former employees who have served on the citywide Inclusiveness and Diversity Team (IDT) since 2006.

- City Attorney’s Office:** Sherry Peng, Jim Martin
- City Manager’s Office:** Jen Korbelick, D. Madrid, Jane Brautigam
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- Finance:** Laurel Olsen-Horen, Juciene Azevedo-Wilk
- Fire:** Chris Benson, Frank Young
- Housing and Human Services:** Peggy Bunzli, Richard Johnson, Karen Rahn, Bobbie Watson, Carmen Atilano
- Human Resources:** Eileen Gomez, Denise Noe, Linda Rad, Lola Wilcox
- Information Technology:** Nestor Rizo-Patron
- Library and Arts:** Ghada Elturk, Diana Sherry
- Municipal Court:** James Cho, Kristi Nicholson
- Open Space and Mountain Parks:** Ronda Romero, Mary Lou Smith, Topher Downham
- Parks and Recreation:** Perry Brooks, Lenore Knox, Mary Kazlauskas
- Planning:** Brenda Dageforde, Jean Gatza
- Police:** Katie McEldowney, Tony DiGiovanni
- Public Works:** Cris Jones



Acknowledgements

- Contributors:** Peggy Bunzli, Sherry Peng, Jen Korbelik, D Madrid, Eileen Gomez, Linda Rad, Jean Gatza, Diana Sherry, Cris Jones, Molly Winer, Lola Wilcox
- Graphic Design:** Robin Woodsong



Part One

Why Citywide Inclusiveness and Diversity

- Message from the City Manager
- City Policy
- Mission and Purpose of Inclusiveness and Diversity Initiative
- Road Map
- Definitions
- Benefits of an Inclusive Organization

Message from the City Manager



"I embrace the commitment our organization has made to improving our ability to welcome, support, and serve people of diverse backgrounds."
-Jane Brautigam



Dear Colleagues,

As City Manager, I embrace the commitment our organization has made to improving our ability to welcome, support, and serve people of diverse backgrounds. Our commitment to diversity includes diversity of thought, experiences, beliefs, age, physical and mental capabilities, language abilities, race, ethnicity, religion, sexual orientation, and socioeconomic status.

As we strive to be a more diverse organization, it is important to understand and embrace both the concepts of diversity and inclusiveness. "Diversity" is about who we are as individuals and an organization. "Inclusiveness" is about how we operate every day. An inclusive organization is surely the foundation for building and maintaining a diverse organization.

The city's Inclusiveness and Diversity Team (IDT) was established in 2006 in response to a City Council initiative to ensure that our organization would model the ideals of inclusion and diversity that we strive to instill throughout the Boulder community. The council initiative arose in response to hate/bias-related incidents that had occurred in our community.

Our Team's purpose is to promote an organizational environment that is diverse, welcoming, and inclusive. As means to achieve this goal, the Team will develop employee training options; develop tools and resources for use by employees; generate creative ideas and solutions; and encourage coaching and mentoring.

I have joined the IDT and am a regular participant in the meetings. Our Team's current work is focused on compiling resources for departments to use in developing goals and training plans. The Team has been working to review existing training tools and develop new ones for use by the entire organization. We will have a menu of options for departments to choose from depending on their needs. Some of the tools are already in use and others will be available very soon.

Please look for and support your employees taking an organization-wide diversity survey during the month of February. The ID Team recreated the diversity survey that was administered in 2006 to better serve as a benchmark for the organization. The information from this survey will be compiled and the aggregate information will be available on a citywide basis and to individual departments by the end of March. This information can be used to help your department assess its strengths and the opportunities for improvement.

For 2009, the IDT has developed the following organizational goals:

Each department shall develop a plan that, at a minimum, includes:

1. **Employee Training:** Every employee will participate in inclusiveness and diversity training; and
2. **Performance Management:** Every employee will develop a performance goal that addresses inclusiveness and diversity.

I am committed to this work as I believe it is critical to the success of a healthy organization. I look forward to building on the progress that has already been made throughout our organization in support of inclusiveness and diversity, and I am excited to be a part of this next chapter.

I would like to thank the IDT members for the hard work and dedication they have demonstrated towards this effort. I am honored to be a part of the Team.

Jane Brautigam

City Policy

The city of Boulder believes that a diverse workforce adds quality and perspective to the services that we provide to the public and to the employee's work environment. Therefore, we strive to provide an inclusive work environment by developing and maintaining a diverse workforce, which values and is sensitive to the differences among employees and the public it serves. It is the ongoing policy and practice of the city to strive for equal opportunity in promotional opportunities to all employees and in employment for all applicants. No person shall be discriminated against in any term, condition, or privilege of employment because of race, national origin, religion, disability, pregnancy, age, military status, marital status, genetic characteristics, gender, gender identity, gender variance, or sexual orientation. (See also the Antidiscrimination/Harassment Policy.)

Mission and Purpose of Inclusiveness and Diversity Initiative

As an organization, to be responsible to and serve the needs of the city and community, we must be inclusive of and welcoming to all people. Diversity of thought, skills, and experiences bring the best creative solutions and service to the city. These differences bring richness to our community and our city organization. They present opportunities to broaden our view of the world, which helps all of us make better informed decisions. To be inclusive of diversity brings a broader wealth of skills and ability for better problem-solving, greater understanding of the organization and community we serve, and improved employee and community relations.

We are working and living in an increasingly regional and global environment, which requires a diverse work population that can better serve the needs of the city now and in the future. Diversity and inclusiveness in the workplace foster effective decision making, leadership, and improved morale. When everyone feels valued and included they are more able to contribute to better long-term outcomes.

Being proactive in the effort to develop a framework and a plan to become a richly diverse and inclusive organization is more effective and less costly than being reactive to issues as they arise. A planned, deliberate process leads to the best outcomes.

Being inclusive is an ongoing, dynamic process, therefore, our business case is a fluid and dynamic document – flexible to meet the changing needs of staff, the city, and the community. The city has endorsed policies that provide the framework and guidance for expanding diversity and inclusiveness efforts.

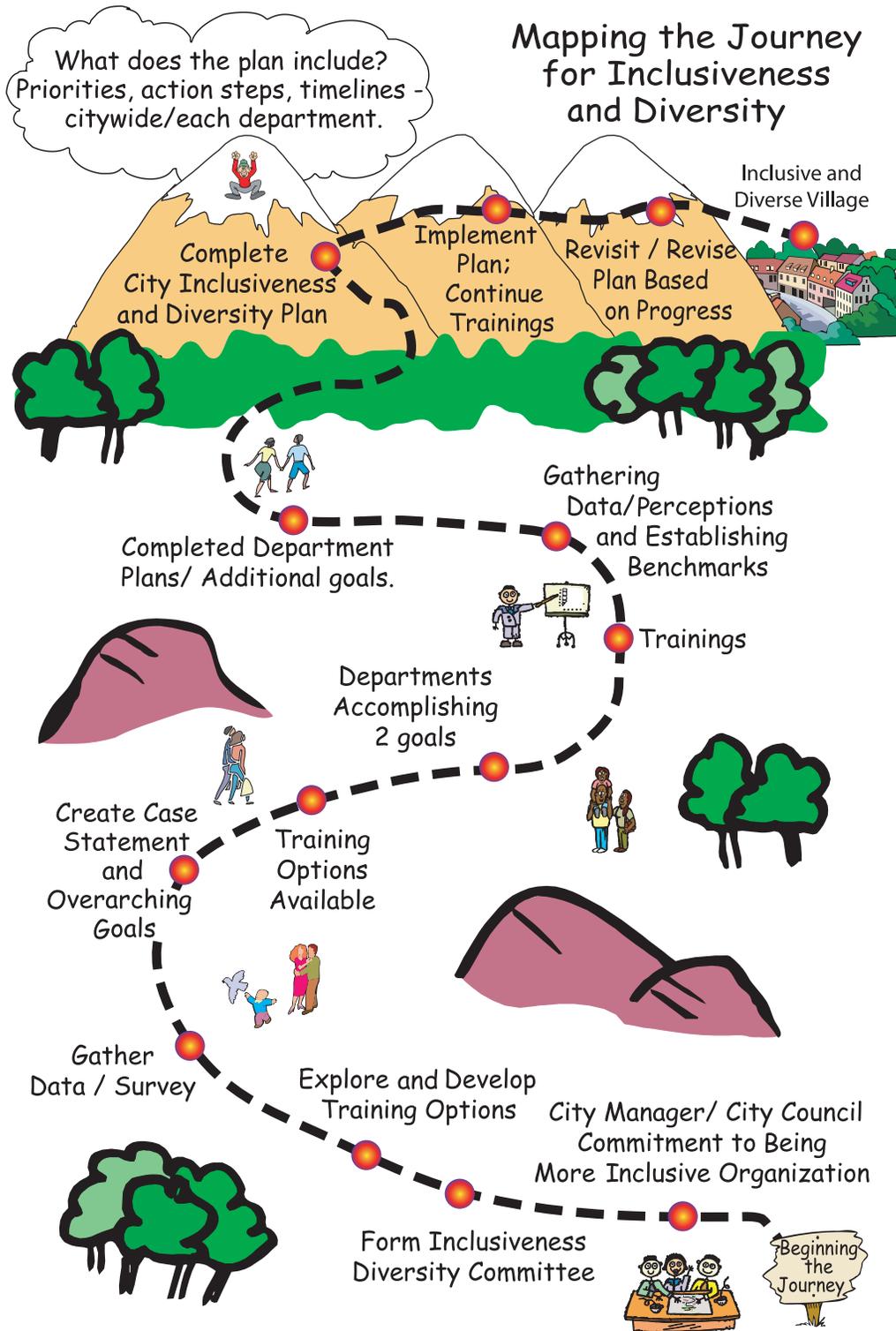


“If we are to achieve a richer culture, rich in contrasting values, we must recognize the whole gamut of human potentialities, and so weave a less arbitrary social fabric, one in which each diverse human gift will find a fitting place.”

- Margaret Mead

Road Map

The journey toward becoming a more inclusive and diverse organization does not come with a specific predetermined destination per se, but will lead us, rather, to a new realm of understanding and appreciation of the importance of the journey itself. As we reach major milestones along the way it will be important to consistently reevaluate our approach and measure its outcomes. Our quest to become a more inclusive and diverse organization will ultimately lead the ever-changing and evolving city organization to new, uncharted, horizons. Following is a “road map” of our current leg of this constant journey. It highlights specific milestones we’ve reached along with upcoming accomplishments we are working to achieve.



Definitions

The first step in understanding the need to embark on this journey is to understand what it is we're talking about when we say "Inclusiveness and Diversity." Following are definitions that were adapted from the Denver Foundation's "Inclusiveness at Work" workbook. These definitions are intended to help provide a foundation for the individual department blueprints and should be used consistently throughout the organization.

Diversity (who we are) includes everyone. Diversity spans culture, ethnic origin, race, age, gender, gender identity, physical ability, thought, experiences, and mental capacity, and includes religion, sexual orientation, marital status, political viewpoints, language abilities, and socioeconomic status.

Diversity describes one aspect of inclusiveness: the extent to which an organization has people from diverse backgrounds or communities involved as staff, volunteers, board and commission members, or elected officials.

Inclusiveness (how we operate) is the extent to which people are an important part of the organization; they are supported, respected, and welcomed; their participation and perspectives are included and valued in the design and implementation of programs and services and policy development.

Benefits of an Inclusive Organization

Given the broad range of work done at the city of Boulder, the specific benefits of becoming a more diverse and inclusive organization may differ amongst work groups. The benefits as a whole, however, can have lasting impacts on the entire organization and the community we serve. Following are a variety of benefits the IDT has identified as possible outcomes of this work along with some specific results experienced at other organizations that have already developed and implemented inclusiveness plans.

Business benefits to the city

- Better employee recruitment and retention rates result in reduced turnover and training costs
- Reduced use of sick time and absenteeism
- Greater breadth and depth of skills and human capital
- Expanded ability to better serve the community and organization
- Increased potential for creative problem-solving
- Can foster economic vitality, increased tax revenue, grants, and contracts
- Expanded business opportunities and access to new customers
- Increase in diverse products, markets, and services
- Enhanced resident confidence in the city's ability to serve the whole community
- Expanded view of the city of Boulder as being a welcoming place for local, state, national, and international visitors
- Expanded participation on boards and commissions



Example 1: Dublin Ireland Bus Company

After implementing a diversity management plan, labor turnover dropped to 3%, resulting in lower training costs and fewer accidents. Absenteeism also declined steadily. The diversity management program also became an alternative venue for conflict resolution, thus resulting in fewer grievances.

Source: European Monitoring Center on Change

Given that turnover costs at the city of Boulder average from 1.5 to 1.75 times annual salary, decreased turnover can result in reduced personnel expenses.

Example 2: Volvo

After implementing a diversity management plan, more women were appointed to top positions in the company as a result of focused activities related to gender in the company.

Source: European Monitoring Center on Change

Example 3: NH Hotels

More than 16,000 employees participated in 223 diversity training sessions. Afterward, levels of employee satisfaction increased significantly. Within a year, 12.4 percent of the staff was of a different nationality to the country where they work, a significant increase from 1.3 percent in 2000.

Source: European Monitoring Center on Change

Example 4: PepsiCo Leveraging Diverse Leadership for Business Growth

PepsiCo CEO Steve Reinemund said that initiatives in diversity and inclusion were the most important part of his legacy; in fact, he attributed 20 percent of the company's growth to these initiatives. As Reinemund explains, "Different perspectives brought to bear on unique business challenges capture the best of the best ideas... You cannot speak about growth and innovation and being a market segment leader without speaking about diversity and inclusion." Reinemund's commitment to diversity was mirrored throughout the senior management team of the company, as shown by the appointment of Indian-born Indra Nooyi who succeeded him as CEO. Prior to this appointment, Nooyi had been a six-year board member and the company president. She has identified diversity and inclusion as a key driver of PepsiCo's continued growth.

Source: Diversity Inc.

Individual benefits to city employees

- More welcoming environment; improved employee morale and productivity
- Greater sense of satisfaction with employment
- More opportunities for involvement
- Greater variety of resources to help make your job easier
- Helps employees provide a higher quality service to the community
- Workplace is more attractive to prospective employees
- Makes the workplace more interesting and fun

Social/Community benefits to the city

- Expanded access to city services for residents through greater understanding of community needs by city employees
- More effectively meets the needs of individual residents
- Uses resources more productively
- Improves community relations
- Reduces conflict
- Increases civic participation
- Serves as a model to expand inclusiveness throughout the community
- Creates an environment where the community feels more welcomed

PART TWO

HOW TO DEVELOP A PLAN

- Assessment
- Goals
- Resources
- Next Steps: Getting Started



Assessment



“We are no longer a melting pot;
we are a beautiful mosaic.”

- Jimmy Carter

The Inclusiveness and Diversity Team compiled information on the city organization and the community from the following sources:

- 2008 personnel diversity statistics compared to the community and region (see chart in Attachment A)
- 2007 Community Dialogue results (see Attachment B for summary of results related to inclusiveness and diversity in the organization and community).
- Results of 2009 Inclusiveness and Diversity Employee Survey (city-wide and departmental results are included in Attachment C and E).
The survey results are intended to serve as a benchmark to measure inclusiveness and diversity in the workplace, assess strengths and weaknesses, and help departments develop their diversity plans and training plans. The IDT conducted the first survey in 2009 and subsequently it is intended to be used by departments on an annual basis to gauge effectiveness of training and how each department is making progress.

Key Findings include:

Strengths

- A majority of people had positive answers on the 2009 survey for both their department and for the city organization.
- City Council Support - Council has provided direction that all employees should have training in diversity and inclusiveness.
- City Manager Support – Jane Brautigam has provided great support to the Inclusiveness and Diversity Team by endorsing the team’s efforts as well as for employee training.
- IDT was established and is committed to serving as a catalyst and promoter of an environment that’s welcoming and inclusive of all by facilitating training, tools, resources, ideas, and coaching. The committee was established in 2006, has representation from all departments and all levels, and generally meets two times per month. Its members have committee assignments as well.

Weaknesses

- Some work groups in the city lack cultural or other diversity.
- The Boulder community is not very diverse and limits the pool of potential employees.
- Results of the survey indicated that some people do not feel safe talking about these issues. Many people skipped the demographic questions or checked “choose not to answer.”

What do we know about the existing diversity within the organization?

- Comparing the data from 2008 on city employee gender and race/ethnicity with available census data (2000) for the Boulder community, overall, for the city’s population, the city averages around 11% for minority employees compared to the local city minority population of 20%. There are some indications that the minority population in the city has increased since the 2000 census. See Attachment A for compar-

ative data of city employees to the community and region.

- The city’s definition of diversity spans culture, ethnic origin, age, gender, physical ability, thought, experiences, and mental capacity, and includes religion, sexual orientation, marital status, political viewpoints, language abilities, and socioeconomic status.
- Respondents to the survey suggested many other aspects of diversity to include in future surveys.

What salient themes regarding work environment were identified by a majority of employees in the 2009 survey?

- A majority of people had positive answers on the 2009 survey for both their department and for the city organization.
- On the issue of people having opportunities for advancement (questions 11 and 27), the “disagree” or “strongly disagree” for “in my department” were 30% and for the city organization were 20%. Also comments suggested that some people feel that there are not opportunities for advancement, but this may be due to many factors and not necessarily related to inclusiveness and diversity.
- On questions about the department’s or city’s recruitment strategies and hiring decisions (questions 2, 6, 18, and 22) there were significantly more “I don’t know” responses than for other questions. This may indicate that the city needs to do some other things to emphasize that it is a priority to ensure that the organization is recruiting from a diverse pool of potential candidates. These questions also garnered some open-ended responses from people, raising concern about diversity in hiring over other qualifications.

What salient themes regarding the community and city employees were identified by community members in the 2007 Community Survey?

- “Quality of life in Boulder” rated 91-95 % as “good” or “very good” and “quality of neighborhoods” rated 82-90 % as “good” or “very good.”
- Ratings of “overall city government operations” had 71 % responding as “very good” or “good.” This is higher than survey results from previous years.
- 74% of survey respondents gave a “good” or “very good” rating of their impression of a phone or in-person interaction with Boulder city employees regarding “respect for people of diverse backgrounds” in the last year.
- Additional information from the 2007 Community Dialogue on inclusiveness and diversity is included in Attachment B.

Department Results On Inclusiveness and Diversity:

Each department’s survey results are included in Attachment E. In order to help departments interpret the survey results and formulate departmental goals, the IDT developed a method of assessment, called favorability ratings, to determine where each department is along the journey for reaching a diverse and inclusive work environment. Specific results for each department are included in Attachment E along with the survey results. Below are the questions from the survey that were used to determine favorability ratings for inclusiveness and diversity.



Colorado Population Projections:

White, Non-Hispanic

2005 74%

2035 Projected to be 68%

Hispanic Origin

2005 18%

2035 Projected to be 23%

Minorities

2005 26%

2035 32%

Inclusiveness



It is estimated that by 2020 the number of people in Colorado between the ages 55 and 64 will more than double from 2000 estimates: 342,000 to 745,000.

The inclusiveness favorability rating measures where a department is in terms of how well they include, involve, value, respect, and provide opportunities for department staff.

The survey questions to measure inclusion are:

1. I believe that my department includes diversity when making hiring decisions (including diversity on the hiring matrix when evaluating applicants).
2. I believe my department has a welcoming, safe, and inclusive environment.
3. I believe individuals in my department are recognized for their unique talents, capabilities, and perspectives they bring to the workplace.
4. I believe individuals in my department are involved in matters that affect them.
5. I believe individuals in my department have an opportunity to present their ideas in an environment that is respectful and welcoming, even if the ideas are outside the mainstream.
6. I believe with development, all individuals in my department have opportunities for advancement.
7. I believe people in my department are treated fairly, consistently, and respectfully regardless of their background.
8. I believe people in my department are accepting/sensitive to individual and cultural differences.
9. When there are differences, I believe my department engages in open, honest, and constructive communication in a way that is respectful and allows all to feel heard and respected.
10. I believe my department is making progress toward valuing diversity and being inclusive.

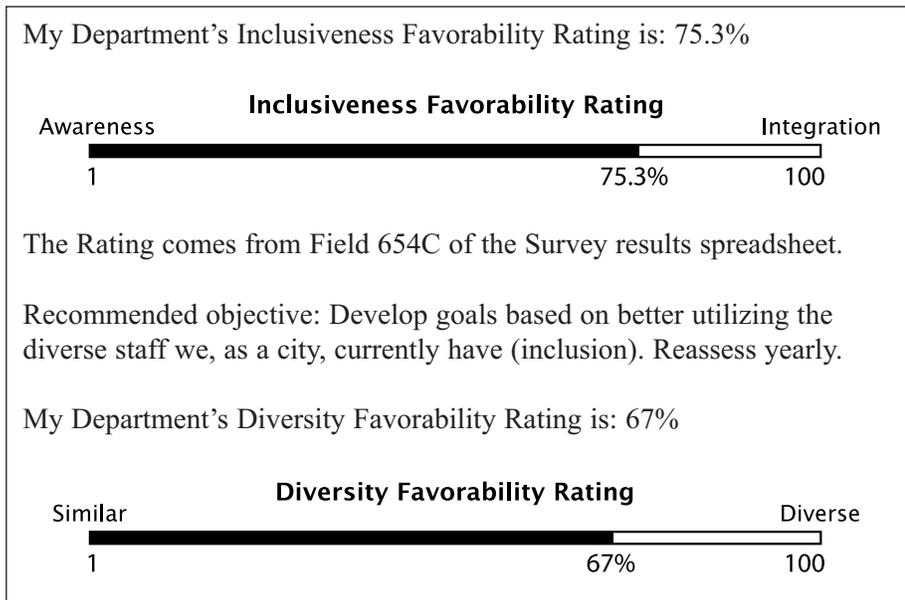
Diversity

The diversity favorability rating measures whom you have in your department and how different they are in terms of their background and perspective (Generation, Perspective, Ethnic/racial, Languages, Gender, Disability, GLBTQI(Gay, Lesbian, Bisexual, Transgender, Queer, Intersex), Education).

The survey questions to measure diversity are:

1. The makeup of staff in my department is diverse.
2. My department's recruitment strategies target people from diverse backgrounds.
3. In my department, diverse staff members occupy positions at multiple levels.
4. My department is successful in retaining staff from diverse backgrounds.
5. I would recommend my department as a workplace that is respectful of diversity.

The following is an example of a the favorability rating tool for a particular department:



Each department's favorability rating can be found in Attachment E.



"We all live with the objective of being happy; our lives are all different and yet the same."
-Anne Frank

Goals



"For those who have seen the Earth from space, and for the hundreds and perhaps thousands more who will, the experience most certainly changes your perspective. The things that we share in our world are far more valuable than those which divide us."
- Donald Williams

IDT's work focused on providing resources for developing departmental goals and training plans. One goal is that each department would create a plan for diversity and inclusiveness training by the end of 2009. The team has been working to review existing training tools and develop new ones for use by the entire organization, and developed a menu of options for departments to choose from depending on their needs. Some of the tools are already in use and others will be available. The other goal is that every employee would have "respect for diversity and inclusiveness" as one of their performance measures.

Organizational Goal:

Issue: Boulder could be seen as a more inclusive, welcoming, and diverse environment.

The Vision (overarching goal): We want Boulder to be a welcoming city that is inclusive and respectful of all people.

Departmental Goals:

Issue: Each department will use survey results to see how they will achieve movement on the continuum scales for inclusiveness and diversity, and will develop departmental goals including the following:

- Goal #1: City employees need to have a common understanding of inclusiveness and diversity, and an appropriate understanding of others.
- Goal #2: Each department will have a plan that moves them toward greater integration and diversity as measured by an annual departmental evaluation.

Individual Goals:

Issue: Each employee will increase their awareness and sensitivity to inclusiveness and diversity issues.

- Goal #1: Each employee will have a goal added to their performance evaluation at their next review.
- Goal #2: All employees will go through inclusiveness and diversity training.

Training Goal:

Training is an ongoing process throughout employment: every employee has some type of training once a year on Inclusion and Diversity topics, e.g.,

- 3-4 hours per standard employee per year; tracked in development goal in performance review
- 1 hour for seasonal employees per year

Purposes of Inclusion and Diversity Training:

- 1) To ensure employees display proper behavior: (short-term goal; standard and seasonal employees)
- 2) To create understanding and empathy: (long-term goal; standard employees)
- 3) Long-term goal that Inclusion and Diversity are part of everything we do – it's a way of life.

Inclusion and Diversity Training will:

- Explain the definitions of words such as Diversity and Inclusion. throughout the city so we use the words to mean the same thing.
- Focus of training will be specific to our Boulder experience.
- Have both external or internal experts; tap into city talent and dialogue.
- Use local resources when ever possible.
- Provide time to talk to each other; enable people to hear from individuals they know...diversity comes alive when others learn from the experiences and views of coworkers; the ability to dialogue and share history is important.
- Be a good investment for the money and time spent.
- Use a variety of training techniques, fun, be well-done and interesting.
- Desire to take the conversation a bit deeper – to be able to talk beyond a sound bite.
- Provide trainers who are a mix of content experts, internal staff, and skilled trainers of adult learners.
- Use a mix of training approaches.

If you have a provider or activity that you would like to suggest, contact a member of the IDT Team:

Chris Benson, Tony DiGiovanni, Gahda Elturk, Katherine McEldowney, Ronda Romero, Lola Wilcox



While many will remain in the labor force longer than the previous generation, between 2010 and 2015 the number of persons leaving the labor force will exceed those entering.

There are three Levels of Training:

Level 101: *To ensure people display proper behavior (required for standard and seasonal employees)*

Purpose:

To ensure people display respectful behavior

- How to serve residents without bias or injustice
- How to be a positive influence in own work group
- Know what is acceptable behavior and what is not

Training includes: (select link to read course description)

- New Employee Orientation segment on Inclusion and Diversity
 - ◆ Receive brochure, Web site address, contacts
 - ◆ City manager or lead facilitator goes over 2-3 slides – Purpose and Expectations, Boulder resident demographics and information
- Inclusion and Diversity-Based Employee Service
- Inclusion and Diversity Leadership (for managers of people) - TBD

There is no charge for any required training.

Level 201: *To create understanding and empathy (standard employees)*

Purpose:

To ensure people have empathy for coworkers and residents of the Boulder community

- Creates an enriched understanding of the diversity of the Boulder community
- Provides a range of experiences to help create empathy

To create excitement about diversity, our own and others

Training includes: (see intraweb for full description)

- Meeting in a Box
 - ◆ Work with IDT department team member to develop the meeting content
- Generational Training
- Katherine Pease Workshop
- European Americans—Culture, Privilege, and Partnership
- Action Learning: Exploration with various community members/groups who give their perspective of living in Boulder, to build relations, understand each other, and invest time in connecting



“Diversity of inputs makes for stronger outputs. Diversity has become a term for race and gender, but it also applies to career experience and background.

-Lee Epstein, Northwestern University law professor and authority on the Supreme Court”

Level 301: *Inclusion and Diversity are part of everything we do – it's a way of life.*

Purpose:

To encourage a respectful approach to one another and one's life
To provide coaching or a mentor for interested persons

Training includes: (select link to read course description)

- Emotional Intelligence and Diversity Institute – Four Booklet-Based Workshops
- “Passport” idea – develop and complete (see Human Resource model and Training Opportunities, below)
- Action Learning focus – a specific learning process that is outlined on the Action Learning Form

Web-site Training Opportunities:

- This section of the Web site has announcements of Inclusion and Diversity opportunities (e.g., Ghada Elturk's activities). An employee may choose to attend one or a combination of these activities.
- **Examples:**
 - ◆ Boulder YMCA ongoing discussions Roots and Race Book Club
 - ◆ Reading to End Racism
 - ◆ Dialogues on Immigrant Integration
 - ◆ Bias Incident hotline

Performance Management:

One of the citywide goals is that each department should create an inclusion and diversity performance goal for all employees that reflects that department's expectations. The city manager voiced her support for this 2009 department goal. It stated:

Performance Management: Every employee will develop a performance goal that addresses inclusiveness and diversity.

Each department can create its own customized goal that spells out the expectations for diversity and inclusion that's meaningful for their employees and department. A goal template has been created to assist departments with a goal that can be used and/or customized. (See Attachment D.) The individual department should determine the weighting for the goal. Each department is encouraged to work with their HR representative in developing their inclusiveness and diversity goal.

The template can be found on the city's Performance Management Process Web site under Examples and Tools, and on the city's Diversity website, under Resources, then tools. The goal is called “Respect for Diversity” and is one of the SPIRIT values.



"Differences challenge
assumptions."
-Anne Wilson Schaefer

Resources

The IDT developed a number of different tools and resources to assist the departments in implementing their inclusiveness and diversity plans.



"We do not grow absolutely, chronologically. We grow sometimes in one dimension, and not in another; unevenly. We grow partially. We are relative. We are mature in one realm, childish in another. The past, present, and future mingle and pull us backward, forward, or fix us in the present. We are made up of layers, cells, constellations."
-Anais Nin

- **IDT Members**

Each department has a staff member representative on the IDT. They are an available resource to assist with developing diversity plans, understanding survey results, and assisting in achieving the department's inclusiveness and diversity goals.

- **Meetings in a Box**

The Meeting in a Box is a tool developed by the Inclusiveness and Diversity Team (IDT) to be used as an initial training or conversation starter for city employees to get people talking about inclusiveness issues and begin some education efforts around the topic.

The purpose of having these dialogues is:

- To get employees talking about the value of being more inclusive;
- To provide a safe way to discuss inclusiveness and diversity at work;
- To provide an anonymous way for employees to tell about their experiences and make suggestions;
- To learn more about potential issues and opportunities around being more inclusive and welcoming.

- **IDT Web Site**

The city of Boulder's IntraWeb site, <http://inraweb.ci.boulder.co.us/>, is a resource for departments and individuals regarding inclusiveness and diversity. In addition to finding this tool kit, the site includes reading lists and useful Web links.

Next Steps: Getting Started

There are many approaches to beginning the exploration of inclusiveness and diversity and the development of a departmental plan. Here are some suggestions from the IDT that might help getting started:

- Work with department IDT member to understand the goals, purpose, and potential of the inclusiveness and diversity initiative.
- Decide on key takeaways of the departmental survey and the departmental assessment tool of the continuum scale.
- Consider Meetings in a Box as a way to engage employees and initiate conversations and discussions.
- Develop a training goal for employees. Contact the IDT training subcommittee for further information.
- Work with the departmental HR representative to create appropriate inclusiveness and diversity performance goals tailored to employees.
- Consider creating a departmental inclusiveness and diversity team consisting of your IDT member and representative staff to assist the director in developing a departmental plan.



"The best thing about America is its ethnic diversity. I see it and live it every day during baseball season, (with team mates and friends from around the world). Over the years, I've grown as a person, and I think a big part of that is because I've been surrounded by so many peers with different upbringings."
 -Derek Jeter, New York Yankees shortstop

Attachment A.

Demographic

Comparative

Data



Comparative Data -- Boulder, Boulder County, Denver CMSA, Colorado, US, City Employees

	Boulder City (2000 Census)	Boulder County (2006 Census Estimate)	Denver-Boulder- Greeley CMSA (2000 Census)	Colorado (2006 Census Estimate)	United States (2006 Census Estimate)	Boulder City Employees (2008)*
Male	51.6%	50.7%	50.1%	50.4%	49.2%	55.1%
Female	48.4%	49.3%	49.9%	49.6%	50.8%	44.9%
Black / African-American	1.2%	1.1%	4.6%	3.7%	12.4%	2.2%
American Indian / Alaska Native	0.5%	0.7%	0.9%	0.9%	0.8%	0.7%
Asian**	4.0%	3.9%	2.8%	2.8%	4.4%	1.4%
Native Hawaiian / Pacific Islander	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
Other Race	3.5%	NA	8.1%	7.1%	6.3%	NA
Two or More Races	2.4%	1.5%	2.9%	2.6%	2.0%	NA
Hispanic / Latino***	8.2%	13.1%	18.5%	19.7%	14.8%	7.1%
White, non-Hispanic / Latino***	80.1%	80.3%	62.1%	63.1%	59.1%	88.5%
Foreign Born	11.5%	9.4%	10.7%	10.3%	12.5%	NA

* City employee data do not include seasonal employees

** "Asian" for City Employee data includes Asian and Pacific Islander

*** "Latino" may be of any race in Census data. For this table, "White, non-Hispanic/Latino" Census data are derived by subtracting "Hispanic/Latino" from "White" for 2000 Census data, as non-White Hispanic Latino population is assumed to be negligible in this geographic area. While this works well for Boulder, Boulder County and Colorado, it is less accurate for US due to a larger proportion of Black/African American Latinos.



Attachment B.

2007

Community

Dialogue

Results

Key messages on inclusiveness and diversity from the 2007 Community Dialogue

In an effort to further the city’s social sustainability goals and outreach processes, the City Council initiated the 2007 Community Dialogue to become attuned to the opinions and needs of the community, including those who don’t typically participate in city government. The initiative was comprised of two parallel approaches and processes – a scientifically valid community survey and dialogue meetings (Meetings-in-a-Box – MIB). The meetings-in-a-box were small, self-directed group meetings targeted to groups may not usually participate public processes. The purpose of combining these efforts was to provide a complete picture of community values and issues.

Generally the results indicated that people are quite satisfied with the community and the work of the city government.

“Quality of life in Boulder” rated 91-95 percent as “good” or “very good” and “quality of neighborhoods” rated 82-90 percent as “good” or “very good.”

Ratings of “overall city government operations” had 71 percent responding at “very good” or “good.” This is higher than survey results from previous years.

74% of survey respondents gave a “good” or “very good” rating of their impression of a phone or in-person interaction with Boulder city employees regarding “respect for people of diverse backgrounds” in the last year.

The following tables include the results of questions related to diversity and inclusiveness from both the survey and Meetings in a box. Most of these results were from the survey, however where the same question was asked in both, the answers from both are provided.

	Very good	Good	Neither good nor bad	Bad	Very bad
Taking all things into consideration, how do you rate your overall quality of life in Boulder?					
Survey:	55%	38%	5%	1%	0%
MIB*	91-95%		4-9%	0-1%	
How do you rate the sense of community in Boulder?					
Survey:	17%	47%	29%	6%	1%
MIB*:	48-60%		27-28%	10-22%	
How do you rate race and ethnic relations in Boulder?					
Survey:	9%	28%	45%	13%	5%
MIB*:	16-21%		21-52%	32-55%	

**The Meetings in a Box results grouped “very good” and “good” responses together and “bad” and “very bad” responses together. The ranges represent the different groups responding.*

How important to you are each of the following factors in improving the quality of life in Boulder? (survey question only)	Very important	Somewhat important	A little important	Not at all important
Increasing diversity among residents (including racial/ethnic diversity, diversity in family structures, incomes, abilities, ages, etc.)	30%	28%	22%	20%
Adding more spaces for arts/cultural events	20%	33%	34%	13%

Circle the number that comes closest to your opinion for each item.	Far too much/many	Somewhat too much/many	Right amount	Somewhat too little/few	Far too little/few
Racial/ethnic diversity	1%	2%	23%	39%	34%
People of varied incomes	1%	2%	34%	39%	24%

Please rate to what extent you agree or disagree with the following statements	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
The Boulder community is respectful and accepting of people of different racial and ethnic backgrounds.	15%	43%	21%	18%	3%
The Boulder community is respectful and accepting of people with different political opinions.	7%	34%	26%	25%	9%
The Boulder community is respectful and accepting of people who have different religious and spiritual beliefs.	23%	52%	17%	6%	2%
The Boulder community is respectful and accepting of people of differing sexual orientations.	29%	48%	17%	4%	1%
The Boulder community is respectful and accepting of people with disabilities.	16%	51%	28%	4%	1%

Please rate how safe you feel from each of the following in Boulder:	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe
Discrimination due to your race/ethnic background	52%*	23%	17%	6%	3%
Discrimination due to other personal characteristics.	44%**	27%	20%	7%	3%

*For non-Hispanic White respondents, 79% reported feeling very or somewhat safe.

For other respondents (all other racial/ethnic responses), 52% reported feeling very or somewhat safe.

**For non-Hispanic White respondents, 74% reported feeling very or somewhat safe.

For other respondents (all other racial/ethnic responses), 54% reported feeling very or somewhat safe.

If you have had phone or in-person contact with any Boulder city employee in the last 12 months, what as your impression?	Very good	Good	Neither good nor bad	Bad	Very bad
Courteous and respectful	37%	45%	12%	5%	1%
Respect for people of diverse backgrounds	33%	41%	18%	8%	1%
Overall impression	30%	46%	15%	8%	1%

Please rate to what extent you agree or disagree with the following statements	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Most elected officials care what people like me think	3%	34%	36%	20%	7%
Government is really run for the benefit of all the people	5%	31%	34%	22%	7%
Boulder city government welcomes resident involvement	8%	41%	38%	10%	3%
I feel included as a part of the Boulder community	8%	41%	33%	14%	3%

(survey question only)

Please rate how well you think the city of Boulder does on each of the following:	Very well	Well	Neither well nor poorly	Poorly	Very poorly
Being responsive to residents	7%	50%	32%	7%	3%
Gathering feedback from residents on new policies or projects; conducting public processes	10%	51%	30%	15%	3%
Informing residents about events, meetings or issues	8%	45%	28%	16%	3%

Please rate to what extent you agree or disagree with the following statements	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Most elected officials care what people like me think	3%	34%	36%	20%	7%
Government is really run for the benefit of all the people	5%	31%	34%	22%	7%
Boulder city government welcomes resident involvement	8%	41%	38%	10%	3%
I feel included as a part of the Boulder community	8%	41%	33%	14%	3%

If there was an issue of concern to you, to what extent do you agree or disagree with each of the following?	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I would do nothing because my opinions would not matter					
Survey:	3%	11%	24%	45%	18%
MIB:	17-43%		10-26%	47-57%	
I wouldn't know how to get involved in a way that would make a difference					
Survey:	10%	31%	23%	28%	8%
MIB:	16-60%		17-20%	17-64%	
I would worry about being part of a conflict by getting involved					
Survey:	2%	10%	24%	45%	20%
MIB:	14-38%		17-34%	33-69%	

**The Meetings in a Box results grouped "strongly agree" and "agree" responses together and "disagree" and "strongly disagree" responses together. The ranges represent the different groups responding.*

Other Responses from the Meetings in a Box (MIB) on how diverse and inclusive Boulder is perceived to be

- Lack of diversity was frequently noted in the MIB responses and people indicated that Boulder’s social climate is not welcoming to people of diverse backgrounds or beliefs.
- When asked about aspects of life in Boulder that make it difficult to live here, the “social/political climate” and “lack of diversity” were two of the top three issues (just below “cost of living”). A number of the participants’ comments focused on the perception of a lack of inclusiveness and of a local feeling of exclusivity and elitism. They also expressed concerns about discrimination and prejudice, with participants offering comments such as “it is not welcoming for people of color” and “elitist environment”.
- MIB perceptions of Boulder included: “unwelcoming and unsafe for marginalized groups”, “exclusive and stratified”, “economically polarized” and “increasing disparity between rich and poor / fewer middle class”.

Background on the Community Dialogue

The community survey was mailed to over 3,000 households and also over 400 CU students living in on-campus dormitories to provide a representative sample of Boulder residents. The survey included many questions that have been asked on previous surveys (baseline questions) and continue an established trend line. The results provide a wealth of information on resident’s values and concerns as well as rating for city services.

The meetings-in-a-box (MIB) were small, self-directed group meetings hosted by individuals, organizations, groups or businesses without elected officials, staff or facilitators present. We targeted specific groups that do not traditionally participate in public processes but worked with many groups and individuals to get a wide range of people participating. Twenty seven meetings were held. *The Community Dialogue: Meetings in a Box (MIB) Summary Report* includes results of all participants but also breaks out the information by: ‘General Community Groups’, ‘Spanish Language / Immigrant Interest Groups’ and ‘University of Colorado Students Groups’. Although some questions were the same on both the survey and the MIBs, the MIBs were designed to have participants respond to open-ended questions about their perceptions about Boulder and their values about the community. The summary report provides a qualitative picture of what people in this community value and outlines their concerns for the future. The single overriding message that came from most of the MIB participants is that Boulder is evolving and they don’t like its evolution into what they see as an elitist community intolerant of those who are different, with a system of class and discrimination that excludes people of modest or middle class means. These perceptions can help inform the city in its decision-making processes.

The dual approach to the initiative was to include the survey as a scientifically valid sample of randomly selected people and complement this information with the dialogue meetings to garner more qualitative information targeting segments of the population that do not typically participate in traditional outreach efforts. Both efforts were intended to gather initial information about what issues are important to people that would inform additional more in-depth

engagement or public process to gather more specific information about policy issues and areas of resident's concern.

The complete reports for both efforts are available on the city's website under Community Sustainability / Community Dialogue.

Depending on budget restrictions, the city anticipates conducting another community survey in 2010.

If you would like additional information, please feel free to contact **Jean Gatza, Community Sustainability Coordinator, (303) 441-4907** or gatzaj@bouldercolorado.gov

Attachment C.

2009

Citywide

Survey

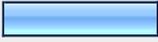
Results



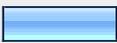
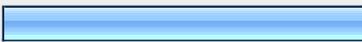
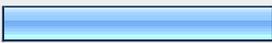
1. The make-up of staff in my department is diverse.			Response Percent	Response Count
Strongly agree			12.5%	87
Agree			47.6%	332
Neither agree nor disagree			17.2%	120
Disagree			16.9%	118
Strongly disagree			5.7%	40
Don't know			0.3%	2
			answered question	698
			skipped question	2

2. My department's recruitment strategies target people from diverse backgrounds.			Response Percent	Response Count
Strongly agree			10.8%	75
Agree			28.1%	196
Neither agree nor disagree			30.7%	214
Disagree			10.9%	76
Strongly disagree			5.0%	35
Don't know			14.6%	102
			answered question	697
			skipped question	3

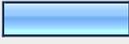
3. In my department, diverse staff members occupy positions at multiple levels.

		Response Percent	Response Count
Strongly agree		12.4%	85
Agree		43.9%	302
Neither agree nor disagree		16.7%	115
Disagree		20.1%	138
Strongly disagree		6.3%	43
Don't know		0.9%	6
<i>answered question</i>			688
<i>skipped question</i>			12

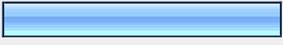
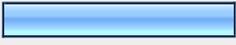
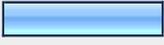
4. My department is successful in retaining staff from diverse backgrounds.

		Response Percent	Response Count
Strongly agree		12.3%	85
Agree		39.6%	274
Neither agree nor disagree		29.5%	204
Disagree		9.7%	67
Strongly disagree		3.5%	24
Don't know		5.6%	39
<i>answered question</i>			692
<i>skipped question</i>			8

5. I would recommend my department as a workplace that is respectful of diversity.

		Response Percent	Response Count
Strongly agree		29.1%	201
Agree		46.5%	321
Neither agree nor disagree		13.8%	95
Disagree		6.7%	46
Strongly disagree		2.9%	20
Don't know		1.2%	8
		answered question	690
		skipped question	10

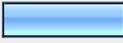
6. I believe that my department includes diversity when making hiring decisions (includes diversity on the hiring matrix when evaluating applicants).

		Response Percent	Response Count
Strongly agree		12.6%	87
Agree		30.5%	211
Neither agree nor disagree		25.3%	175
Disagree		9.8%	68
Strongly disagree		4.5%	31
Don't know		17.4%	120
		answered question	691
		skipped question	9

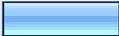
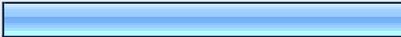
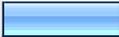
7. I believe my department has a welcoming, safe, and inclusive environment.

		Response Percent	Response Count
Strongly agree		25.9%	179
Agree		48.1%	332
Neither agree nor disagree		11.9%	82
Disagree		9.4%	65
Strongly disagree		4.2%	29
Don't know		0.6%	4
		answered question	690
		skipped question	10

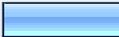
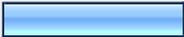
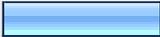
8. I believe individuals in my department are recognized for their unique talents, capabilities, and perspectives they bring to the workplace.

		Response Percent	Response Count
Strongly agree		21.3%	147
Agree		43.3%	299
Neither agree nor disagree		13.2%	91
Disagree		14.2%	98
Strongly disagree		6.8%	47
Don't know		1.3%	9
		answered question	690
		skipped question	10

9. I believe individuals in my department are involved in matters that affect them.

		Response Percent	Response Count
Strongly agree		12.6%	87
Agree		44.1%	304
Neither agree nor disagree		21.5%	148
Disagree		12.8%	88
Strongly disagree		4.4%	30
Don't know		4.8%	33
		<i>answered question</i>	689
		<i>skipped question</i>	11

10. I believe individuals in my department have an opportunity to present their ideas in an environment that is respectful and welcoming, even if the ideas are outside the mainstream.

		Response Percent	Response Count
Strongly agree		13.0%	90
Agree		44.0%	304
Neither agree nor disagree		19.5%	135
Disagree		17.1%	118
Strongly disagree		5.2%	36
Don't know		1.3%	9
		<i>answered question</i>	691
		<i>skipped question</i>	9

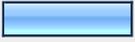
11. I believe with development, all individuals in my department have opportunities for advancement.

		Response Percent	Response Count
Strongly agree		11.9%	82
Agree		38.4%	265
Neither agree nor disagree		16.6%	115
Disagree		20.3%	140
Strongly disagree		10.0%	69
Don't know		3.0%	21
<i>answered question</i>			691
<i>skipped question</i>			9

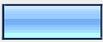
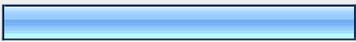
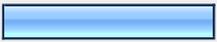
12. I believe people in my department are treated fairly, consistently, and respectfully regardless of their background.

		Response Percent	Response Count
Strongly agree		21.6%	149
Agree		48.8%	336
Neither agree nor disagree		12.8%	88
Disagree		10.4%	72
Strongly disagree		5.2%	36
Don't know		1.3%	9
<i>answered question</i>			689
<i>skipped question</i>			11

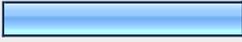
13. I believe people in my department are accepting/sensitive to individual and cultural differences.

		Response Percent	Response Count
Strongly agree		19.7%	136
Agree		53.8%	372
Neither agree nor disagree		14.0%	97
Disagree		7.7%	53
Strongly disagree		3.5%	24
Don't know		1.6%	11
answered question			692
skipped question			8

14. When there are differences, I believe my department engages in open, honest and constructive communication in a way that is respectful and allows all to feel heard and respected.

		Response Percent	Response Count
Strongly agree		10.4%	72
Agree		38.7%	268
Neither agree nor disagree		23.1%	160
Disagree		18.3%	127
Strongly disagree		6.8%	47
Don't know		2.9%	20
answered question			693
skipped question			7

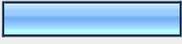
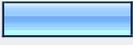
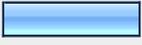
15. I believe my department is making progress toward valuing diversity and being inclusive.

		Response Percent	Response Count
Strongly agree		12.9%	90
Agree		45.2%	314
Neither agree nor disagree		26.2%	182
Disagree		7.5%	52
Strongly disagree		3.9%	27
Don't know		4.5%	31
		<i>answered question</i>	695
		<i>skipped question</i>	5

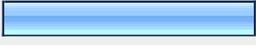
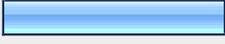
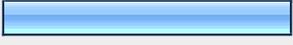
16. Comments about inclusiveness and diversity within your department:

		Response Count
		142
		<i>answered question</i>
		142
		<i>skipped question</i>
		558

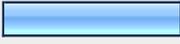
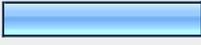
17. The make-up of staff in the city organization is diverse.

		Response Percent	Response Count
Strongly agree		9.2%	62
Agree		40.5%	274
Neither agree nor disagree		19.2%	130
Disagree		13.9%	94
Strongly disagree		2.7%	18
Don't know		14.8%	100
<i>answered question</i>			677
<i>skipped question</i>			23

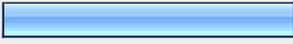
18. The city organization's recruitment strategies target people from diverse backgrounds.

		Response Percent	Response Count
Strongly agree		6.5%	44
Agree		27.6%	186
Neither agree nor disagree		24.0%	162
Disagree		8.0%	54
Strongly disagree		2.5%	17
Don't know		31.5%	212
<i>answered question</i>			674
<i>skipped question</i>			26

19. In the city organization, diverse staff members occupy positions at multiple levels.

		Response Percent	Response Count
Strongly agree		7.9%	53
Agree		34.5%	231
Neither agree nor disagree		19.4%	130
Disagree		13.6%	91
Strongly disagree		3.1%	21
Don't know		21.5%	144
<i>answered question</i>			669
<i>skipped question</i>			31

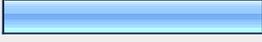
20. The city organization is successful in retaining staff from diverse backgrounds.

		Response Percent	Response Count
Strongly agree		6.0%	40
Agree		28.6%	192
Neither agree nor disagree		24.7%	166
Disagree		7.0%	47
Strongly disagree		2.2%	15
Don't know		31.7%	213
<i>answered question</i>			672
<i>skipped question</i>			28

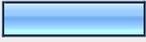
21. I would recommend the city organization as a workplace that is respectful of diversity.

		Response Percent	Response Count
Strongly agree		14.1%	95
Agree		55.3%	372
Neither agree nor disagree		18.6%	125
Disagree		4.3%	29
Strongly disagree		1.9%	13
Don't know		5.9%	40
answered question			673
skipped question			27

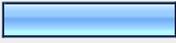
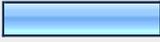
22. I believe that the city organization includes diversity when making hiring decisions (includes diversity on the hiring matrix when evaluating applicants).

		Response Percent	Response Count
Strongly agree		7.3%	49
Agree		28.6%	191
Neither agree nor disagree		21.4%	143
Disagree		5.8%	39
Strongly disagree		1.9%	13
Don't know		35.1%	235
answered question			669
skipped question			31

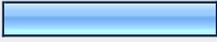
23. I believe the city organization has a welcoming, safe, and inclusive environment.

		Response Percent	Response Count
Strongly agree		12.4%	83
Agree		56.8%	382
Neither agree nor disagree		15.5%	104
Disagree		5.2%	35
Strongly disagree		1.5%	10
Don't know		8.8%	59
answered question			672
skipped question			28

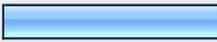
24. I believe individuals in the city organization are recognized for their unique talents, capabilities, and perspectives they bring to the workplace.

		Response Percent	Response Count
Strongly agree		9.6%	64
Agree		44.8%	300
Neither agree nor disagree		18.7%	125
Disagree		7.5%	50
Strongly disagree		2.7%	18
Don't know		17.0%	114
answered question			670
skipped question			30

25. I believe individuals in the city organization are involved with matters that affect them.

		Response Percent	Response Count
Strongly agree		7.4%	49
Agree		39.0%	260
Neither agree nor disagree		23.3%	155
Disagree		8.3%	55
Strongly disagree		2.4%	16
Don't know		19.8%	132
answered question			666
skipped question			34

26. I believe individuals in the city organization have an opportunity to present their ideas in an environment that is respectful and welcoming, even if the ideas are outside the mainstream.

		Response Percent	Response Count
Strongly agree		6.6%	44
Agree		35.2%	235
Neither agree nor disagree		23.7%	158
Disagree		9.3%	62
Strongly disagree		4.0%	27
Don't know		21.4%	143
answered question			668
skipped question			32

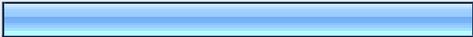
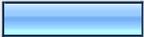
27. I believe that with development, all individuals in the city organization have opportunities for advancement.

		Response Percent	Response Count
Strongly agree		7.2%	48
Agree		35.3%	235
Neither agree nor disagree		19.8%	132
Disagree		15.5%	103
Strongly disagree		4.2%	28
Don't know		18.2%	121
<i>answered question</i>			666
<i>skipped question</i>			34

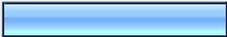
28. I believe people in the city organization are treated fairly, consistently and respectfully regardless of their background.

		Response Percent	Response Count
Strongly agree		9.5%	64
Agree		47.2%	317
Neither agree nor disagree		17.3%	116
Disagree		5.7%	38
Strongly disagree		3.0%	20
Don't know		17.6%	118
<i>answered question</i>			672
<i>skipped question</i>			28

29. I believe people in the city organization are accepting/sensitive to individual and cultural differences.

		Response Percent	Response Count
Strongly agree		9.6%	64
Agree		51.7%	344
Neither agree nor disagree		17.3%	115
Disagree		4.5%	30
Strongly disagree		2.1%	14
Don't know		15.0%	100
answered question			666
skipped question			34

30. When there are differences, I believe the city organization engages in open, honest, and constructive communication in a way that is respectful and allows all to feel heard and respected.

		Response Percent	Response Count
Strongly agree		5.4%	36
Agree		35.1%	233
Neither agree nor disagree		24.4%	162
Disagree		10.1%	67
Strongly disagree		3.3%	22
Don't know		21.8%	145
answered question			664
skipped question			36

31. I believe the city organization is making progress toward valuing diversity and being inclusive.

		Response Percent	Response Count
Strongly agree		7.5%	50
Agree		51.9%	345
Neither agree nor disagree		18.3%	122
Disagree		4.5%	30
Strongly disagree		2.0%	13
Don't know		15.9%	106
<i>answered question</i>			665
<i>skipped question</i>			35

32. Comments about inclusiveness and diversity within the city organization:

		Response Count
		86
<i>answered question</i>		86
<i>skipped question</i>		614

33. Department. Please choose from list.

		Response Percent	Response Count
City Attorney's Office		2.0%	13
City Manager's Office		1.9%	12
Community Planning		2.3%	15
Downtown and University Hill Management Division and Parking Services (DUHMD/PS)		2.6%	17
Finance Department		1.5%	10
Fire Department		6.5%	42
Housing and Human Services		6.7%	43
Human Resources		2.3%	15
Information Technology		4.2%	27
Library		10.7%	69
Municipal Court		2.3%	15
Open Space/Mountain Parks		7.4%	48
Parks and Recreation		11.6%	75
Police Department		21.4%	138
Public Works		16.6%	107
		<i>answered question</i>	646
		<i>skipped question</i>	54

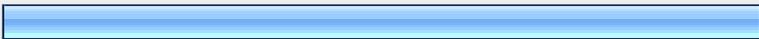
34. Number of years worked for the city of Boulder:

		Response Percent	Response Count
Less than one year		5.9%	39
1-4 years		24.2%	160
5-9 years		21.1%	140
10-14 years		15.6%	103
15-19 years		11.2%	74
20-24 years		7.1%	47
25-29 years		5.4%	36
30 years or more		2.7%	18
I choose not to answer this question.		6.8%	45
		answered question	662
		skipped question	38

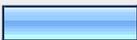
35. Your contract group:

		Response Percent	Response Count
BMEA		26.4%	174
Management/Non-union		48.3%	318
Police		10.8%	71
Fire		4.7%	31
I choose not to answer this question.		9.7%	64
		answered question	658
		skipped question	42

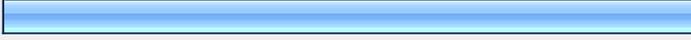
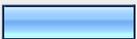
36. Is your job

		Response Percent	Response Count
Full Time?		83.5%	541
Part Time?		16.5%	107
		answered question	648
		skipped question	52

37. Management Status: Are you a supervisor (i.e., responsible for performance reviews)?

		Response Percent	Response Count
Yes		24.0%	158
No		61.4%	404
I choose not to answer this question.		14.6%	96
		answered question	658
		skipped question	42

38. Do you supervise supervisors?

		Response Percent	Response Count
Yes		9.6%	63
No		76.2%	499
I choose not to answer this question.		14.2%	93
		answered question	655
		skipped question	45

39. Geographic Location: What city do you live in or nearest to?

		Response Percent	Response Count
Arvada		3.0%	20
Boulder		30.8%	203
Broomfield		3.0%	20
Denver		3.8%	25
Erie		6.1%	40
Lafayette		4.7%	31
Longmont		13.6%	90
Louisville		5.9%	39
Niwot		0.5%	3
Westminster		5.0%	33
Other		9.8%	65
I choose not to answer this question.		13.8%	91
		<i>answered question</i>	660
		<i>skipped question</i>	40

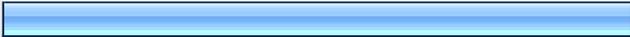
40. Income: Which range below is closest to your annual pay?

		Response Percent	Response Count
Less than \$19,999 per year		4.7%	31
\$20,000-39,999 per year		17.0%	112
\$40,000-59,999 per year		21.8%	144
\$60,000-89,999 per year		30.2%	199
\$90,000-109,999 per year		6.1%	40
\$110,000-139,999 per year		0.6%	4
\$140,000 per year or more		0.2%	1
I choose not to answer this question.		19.5%	129
answered question			660
skipped question			40

41. Education background:

		Response Percent	Response Count
High School Diploma/G.E.D.		9.6%	63
Undergraduate Degree (Associates/Bachelors)		47.8%	315
Graduate Degree (Masters, Ph.D., J.D., M.D.)		25.2%	166
Other		4.7%	31
I choose not to answer this question.		12.7%	84
answered question			659
skipped question			41

42. Race:

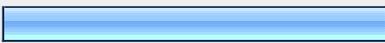
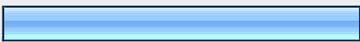
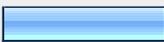
		Response Percent	Response Count
Unknown		0.5%	3
African American		0.9%	6
Asian American		1.2%	8
Caucasian		69.2%	459
Hispanic/Latino		5.0%	33
Native American/American Indian		1.2%	8
More than one of the above		2.3%	15
Other		1.8%	12
I choose not to answer this question.		17.9%	119
		<i>answered question</i>	663
		<i>skipped question</i>	37

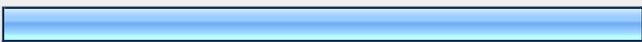
43. Number of generations in the United States:

		Response Percent	Response Count
Native American/American Indian		2.0%	13
Immigrant yourself		2.0%	13
1st generation		3.6%	24
2nd generation		8.3%	55
Multi-generational but have "old country" affiliations		19.8%	131
Multi-generational but do not have "old country" affiliations		38.4%	254
Don't know		9.1%	60
Other		1.8%	12
I choose not to answer this question.		15.0%	99
		answered question	661
		skipped question	39

44. Age:

		Response Percent	Response Count
18-24 years old		2.0%	13
25-34 years old		14.5%	96
35-44 years old		23.4%	155
45-54 years old		28.4%	188
55-64 years old		12.8%	85
65 or older		1.7%	11
I choose not to answer this question.		17.2%	114
		answered question	662
		skipped question	38

45. Gender:			Response Percent	Response Count
Female			42.0%	275
Male			39.3%	257
I do not self-identify as male or female.			0.9%	6
I choose not to answer this question.			17.7%	116
			answered question	654
			skipped question	46

46. Sexual Orientation:			Response Percent	Response Count
Bisexual			1.7%	11
Heterosexual			70.5%	461
Homosexual			4.7%	31
Other			0.8%	5
I choose not to answer this question.			22.3%	146
			answered question	654
			skipped question	46

47. Relationship Status:

		Response Percent	Response Count
Single		15.1%	99
Married		49.0%	322
Partnered (Domestic Partner)		7.5%	49
Divorced		7.5%	49
Widowed		0.9%	6
Other		1.5%	10
I choose not to answer this question.		18.6%	122
answered question			657
skipped question			43

48. Dependent Status:

		Response Percent	Response Count
No dependents		35.3%	231
Children - living with you		33.3%	218
Children - not living with you		8.7%	57
Children + elder family member living with you		0.5%	3
Children + elder family member not living with you		0.6%	4
Elder family member - living with you		1.1%	7
Elder family member - not living with you		0.3%	2
Other		1.4%	9
I choose not to answer this question.		18.9%	124
answered question			655

49. Disabilities: I would describe myself as:			
		Response Percent	Response Count
Having no or limited disabilities		94.3%	594
Having a communication disability		0.8%	5
Having a learning disability		1.6%	10
Having a mental disability		1.4%	9
Having a physical disability		1.9%	12
		<i>answered question</i>	630
		<i>skipped question</i>	70

50. Military Service:			
		Response Percent	Response Count
Military service		2.6%	17
Military family member		4.3%	28
Reserve		0.3%	2
Veteran		3.7%	24
No military experience		73.4%	477
More than one of above		1.8%	12
I choose not to answer this question.		13.8%	90
		<i>answered question</i>	650
		<i>skipped question</i>	50

51. Is there some other dimension of diversity that you wish we had included?

		Response Count
		68
	<i>answered question</i>	68
	<i>skipped question</i>	632

52. Comments:

		Response Count
		42
	<i>answered question</i>	42
	<i>skipped question</i>	658

Attachment D. Inclusiveness and Diversity Performance Review Template



Work Behaviors – Respect for Diversity

<i>Behavior</i>	<i>Suggestions for standard wording</i>	<i>Driving Value(s)</i>
<p>Respect for Diversity:</p> <p><i>Relates to all individuals with visible regard for each individual's abilities and/or inherent value as a human being. Recognizes that differing perspectives, when sought and honestly given, can provide the most accurate understanding of a problem, task, or situation, as it affords a 360° view.</i></p>	<p>Exceptional:</p> <ul style="list-style-type: none"> • <i>Serves as a resource to others in navigating difficult interpersonal interactions</i> • <i>Actively champions diversity in all workplace activities, demonstrating sensitivity and awareness, seeking out involvement and participation from those of differing cultures and backgrounds, to ensure the fullest perspective on any given project</i> • <i>Receives commendations from internal/external customers for respect shown to other cultures and/or for integrity</i> • <i>Develops and shares an in-depth knowledge of the city, state, and federal guidelines that govern civil rights and related areas</i> <p>Competent:</p> <ul style="list-style-type: none"> • <i>Demonstrates courteous and compassionate behavior towards others, recognizing each individual's value and potential worth in all interactions</i> • <i>Participates in diversity or inclusion training, when appropriate.</i> • <i>Uses language that is appropriate to the situation at hand and that promotes mutual understanding</i> • <i>Demonstrates patience in working with others of different backgrounds, experiences, or cultures; takes initiative to create shared positive work experiences</i> • <i>Takes initiative to understand each individual's unique skills and abilities; seeks to utilize those skills and abilities within the work unit wherever possible</i> • <i>As needed, draws others out in group settings, to ensure that all the skills within the work group are evident and available to the group during a work design or project development process</i> • <i>Champions appreciation of varying ways of approaching a task; understands the value of divergent thinking when it tests "standard operating procedures"</i> • <i>Strives to see beyond his/her own individual biases or familial or cultural backgrounds</i> • <i>Willing to consider ideas that come from seemingly inconsequential, unpopular, or non-standard sources, working with an eye for effective, efficient results within the workplace</i> • <i>Searches for common ground within groups and encourages group members to do the same</i> • <i>Listens with open ears and heart; seeks understanding, rather than mere comprehension of the words spoken</i> • <i>Verifies his/her perceptions of an interaction with another, instead of reacting to comments perceived to be negative or demeaning. Acts with integrity following verification.</i> 	<p>Respect for Diversity</p> <ul style="list-style-type: none"> • We value the richness that diverse points of view bring to our team, and we encourage full participation by all. • We acknowledge and respect our differences.

Work Behaviors – Respect for Diversity

<i>Behavior</i>	<i>Suggestions for standard wording</i>	<i>Driving Value(s)</i>
<p>Respect for Diversity:</p> <p><i>Relates to all individuals with visible regard for each individual's abilities and/or inherent value as a human being. Recognizes that differing perspectives, when sought and honestly given, can provide the most accurate understanding of a problem, task, or situation, as it affords a 360° view.</i></p>	<p><i>Needs Improvement:</i></p> <ul style="list-style-type: none"> • <i>Does not meet standards for "COMPETENT"</i> • <i>Is resistant to manager's efforts to foster improvement</i> 	<p>Respect for Diversity</p> <ul style="list-style-type: none"> • We value the richness that diverse points of view bring to our team, and we encourage full participation by all. • We acknowledge and respect our differences.

Attachment E.

2009

Departmental

Survey

Results

including inclusiveness and
diversity favorability ratings



GLOSSARY OF TERMS

DIVERSITY– various mix or combinations of human differences and experiences (e.g., personality, learning styles, and life experiences) and group/social differences (e.g., race/ethnicity, class, gender/gender identity, sexual orientation, country of origin, or other affiliations) that can be engaged in the living, working and cohesive learning.

EQUITY – fairness or justice in the way people are treated, including freedom from bias or favoritism. Opportunities for historically underrepresented populations to have equal access and strive for improve outcomes for professional consideration, city resources, and advancement within the city structure.

INCLUSION – describes the active, intentional, and ongoing engagement with diversity – in people, in practices, and in communities (intellectual, social, cultural, geographical) with which individuals might connect – in ways that increase one’s awareness of other and their surroundings)

BIAS - prejudice in favor of or against a thing, person, or group compared with another, usually in a way considered to be unfair.

UNDERREPRESENTED – describes groups of people who are under-engaged or have minimal presence or voice in businesses, government or other decision-making bodies – socially, culturally, or geographically. Underrepresented groups might receive disproportionately low amounts of services, funding, advancement opportunities, or other community support or privilege.