

Operationalizing Diversity Equity & Inclusion



The Metropolitan Mayors Caucus, Illinois City/County Management Association (ILCMA), and University of Illinois Chicago Great Cities Institute have partnered to develop a new pilot program to help municipalities operationalize diversity, equity, and inclusion.

About the Program:

Over the past few years, the Mayors Caucus, ILCMA, and UIC Great Cities have worked closely with elected officials and municipal staff from across the Chicago region and state of Illinois to better understand the unique challenges faced by small- to mid-sized local governments interested in better integrating DEI into their municipal operations. Operationalizing DEI is not an easy feat, and while there is no one-size-fits-all approach to this work, municipalities often face shared challenges including: 1) a lack of internal staff expertise, training, and capacity to identify and address inequities both internally within the organization and externally within the broader community; 2) a lack of resources to dedicate towards DEI objectives and needs; and 3) a lack of knowledge of promising practices within this area and awareness of other municipalities engaged in this work.

This pilot was designed by municipalities, for municipalities with these specific needs in mind. Members of the MMC DEI Working Group and ILCMA Diversity and Inclusion Committee played an active role in advising the creation of this pilot. More information about program partners is provided at the end of this document.

Program Design & Structure:

This 6-month pilot will provide ongoing training, coaching, and peer support to a cohort of 10 municipalities. Each month (or cycle) of the pilot will involve one in-person training session held at the Northern Illinois University Naperville campus. Trainings will be held from 8am-12pm on the dates specified below. The monthly in-person trainings are followed by two weeks of independent work on a project unique to each participating community. The final week of the cycle involves a small-group coaching session with an experienced coach. Participants will be expected to attend all sessions.

| AUGUST 2022 | SEPTEMBER 2022 | OCTOBER 2022 | NOVEMBER 2022 | DECEMBER 2022 | JANUARY 2023 |
|---|---|--|--|--|---|
| Wednesday 8/17: In-person training | Wednesday 9/14: In-person training | Wednesday 10/12: In-person training | Wednesday 11/16: In-person training | Wednesday 12/16: In-person training | Wednesday 1/11: In-person training |
| Week of 8/29: Online small-group coaching | Week of 9/26: Online small-group coaching | Week of 10/24: Online small-group coaching | Week of 11/28: Online small-group coaching | Week of 12/26: Online small-group coaching | Week of 1/2/23: Online small-group coaching |



Learning Outcomes:

Participants will learn the principles of racial equity driven organizational change and how to apply disciplined, practical approaches to incorporate equity into management and leadership decision-making processes unique to their community. The program curriculum will focus on internal organizational practices including performance management, internal communications, human resources, and finance. These focus areas are elaborated below:

| Curriculum | |
|--------------------------------|--|
| Performance Management | <ul style="list-style-type: none">• Establishing systems to collect relevant DEI data• Identifying analytic tools and metrics to track and measure DEI progress, outcomes, and impact across different departments• Establishing accountability mechanisms to increase and sustain DEI outcomes• Conducting an audit of policies, procedures, and practices• Conducting an audit of social service gaps within the organization and more broadly in the community• Assessing customer service practices within the organization for their impact on community equity and access |
| Internal Communications | <ul style="list-style-type: none">• Developing functional interdepartmental working groups focused on DEI• Conducting an internal staff survey and staff focus groups to assess internal organizational culture• Facilitation practices for productive community engagement |
| Human Resources | <ul style="list-style-type: none">• Analyzing staff demographic data, retention, and promotion statistics• Reviewing hiring and recruitment practices |
| Financial Management | <ul style="list-style-type: none">• Incorporating participatory budgeting into annual budgeting process• Assessing procurement and purchasing practices |

Participant Eligibility:

Municipal governments from across the state of Illinois are eligible to apply. Organizations interested in applying must designate **two senior-level staff persons from separate departments within the municipality or separate government entities in the community** (such as a representative from the municipality + school district, library, township, etc.) If a municipality would like to elect two senior-level individuals from the same department, these individuals should be able to demonstrate that they are committed to an organization-wide or community-wide participation in the pilot. Participants should have decision-making authority and influence within their organization, such as department heads or managers.

Cost:

This pilot will be **FREE** to participating organizations.

How to Apply:

Please complete the following application form by Friday, June 24, 2022: https://uic.ca1.qualtrics.com/jfe/form/SV_5aNvCczRicQVoZ8.

Application questions may be previewed in pdf form [here](#). All applications must be submitted via online form. To learn more about this program, please contact Katie Friedman, kfriedman@mayorscaucus.org.



Meet the Program Partners:

The Metropolitan Mayors Caucus

The Metropolitan Mayors Caucus is a membership organization of 275 municipalities surrounding the City of Chicago. The Caucus convenes elected officials and municipal staff from across the region to collaborate on shared policy issues. In 2021, the Caucus' [Diversity Issues Task Force](#) formed a monthly DEI working group to allow local elected officials and practitioners to engage in facilitated dialogue around specific topics of interest. The topics identified by the working group have formed the foundation of the curriculum for this pilot program.

Illinois City/County Management Association (ILCMA)

The [Illinois City/County Management Association](#) is a professional association of city, village, and county managers / administrators across the state of Illinois. ILCMA strengthens local government management in Illinois by fostering the personal and professional development of its members. In 2021, ILCMA established a standing [Diversity and Inclusion Committee](#) to educate members on DEI through training opportunities, build relationships with affinity groups established in the work of DEI, and develop tools, programs, and techniques to help member organizations reach their DEI goals.

University of Illinois Chicago Great Cities Institute

The [University of Illinois Chicago Great Cities Institute](#) is a research hub that explores how cities and regions make themselves into great regions. [Dr. Kathleen Yang-Clayton](#), research fellow at the Great Cities Institute, Clinical Associate Professor of Public Administration, and Associate Dean for Diversity, Equity, and Inclusion in the College of Urban Planning and Public Affairs, is the subject-matter expert on the integration of public administration and racial equity to increase trust in government and improve government performance. Her previous experience with municipalities includes the 2020 Census Complete the Count effort and REDI initiatives at the City of Evanston and Forest Preserves of Cook County.

Chicago Community Trust

The [Chicago Community Trust](#) is the Chicago region's community foundation. Through its Advocating for Policy Change initiatives, the Trust supports organizations engaged in public sector leadership development, strengthening the public policy landscape, and advancing systems change. The Metropolitan Mayors Caucus received funding from the Chicago Community Trust in October 2021 to advance its DEI work. This funding partially supports the development of this pilot.

