



AGENDA
President and Board of Trustees
Village of Arlington Heights
Committee-of-the-Whole
Virtual Meeting

February 22, 2021
7:00 PM

I. CALL TO ORDER

- A. In response to the COVID-19 pandemic, this Committee-of-the-Whole meeting will be held virtually, which permits the public to fully participate via their computers or by using their phones.

To participate in the virtual meeting, please review these instructions.

If members of the public prefer, they can comment or ask a question pertaining to the meeting by emailing kpetereson@vah.com by 3 p.m. on February 22. Please limit your email to 200 words and if your question relates to a specific Agenda item, please note that in the email. Emails will be read at the meeting.

II. PLEDGE OF ALLEGIANCE

III. ROLL CALL OF MEMBERS

IV. NEW BUSINESS

- A. Diversity, Equity & Inclusion Report

V. OTHER BUSINESS

VI. ADJOURNMENT

Any member of the public wishing to speak will be given the opportunity to do so. If the item is on the Agenda, that opportunity will be while that Agenda item is being discussed. Any member of the public wishing to speak on an item not on the Agenda will be given the opportunity during the Other Business portion of the meeting. Please limit comments to three minutes.

Persons with disabilities requiring auxiliary aids or services, such as an American Sign Language interpreter or written materials in accessible formats, should contact David Robb, Disability Services Coordinator, at 33 S. Arlington Heights Road, Arlington Heights, Illinois 60005, (847)368-5793 (Voice), (847)368-5980 (Fax) or drobb@vah.com.



Committee-of-the-Whole
2/22/2021

Item: Diversity, Equity & Inclusion Report

Department: Village Manager's Office

One of the Village's nine Strategic Priorities for 2020 to 2021 is to "Find New Ways to Embrace Diversity within the Community and the Village Government." In the 2020 to 2021 Business a number of projects were identified to address this important issue. Among them was the hiring of the Kaleidoscope group to do an audit and review of the Village's current policies and programs in terms of Diversity, Equity, and Inclusion. This study is focused on the Village Government as an employer and as a service provider. It was not designed to address the broader issues of diversity, equity, and inclusion in the community at large. While those issues can and should be addressed going forward, the goal of this initial study was the focus on the areas over which the Village has the most control. This report is just one part of the Village's broader effort to address DEI issues within the community and organization.

The firm conducted employee surveys, employee and resident focus groups, interviews, a town hall style listening session, and a review of current policies and practices over the past several weeks. That attached report summarizes the findings and issues some recommendations on how the Village should engage in these issues. In addition, the firm has provided a draft Diversity, Equity, and Inclusion Position Statement for the Village that the Board may wish to adopt formally.

The findings and recommendations will be presented at the Committee of the Whole Meeting on February 22nd. Staff will also present some thoughts on how to approach each of the recommendations. The purpose of this meeting is not for the Village Board to make any final decisions on any of the recommendations, but rather to hear from the consultants on the findings, and to have a preliminary discussion of them and to provide some broad direction on how to continue the discussion. In addition, Staff recommends that the Board recommend adoption of the draft position statement at the next Village Board meeting.

Recommendation: Discussion of the DEI Report findings and recommendations at the February 22nd COW meeting and recommend adoption of the draft Diversity, Equity, and Inclusion Position Statement at the next Village Board

meeting.

ATTACHMENTS:

Description

DEI Report

Type

Report



SUSTAINING A WELCOMING COMMUNITY FOR ALL

**FINAL REPORT AND RECOMMENDATIONS of
The Kaleidoscope Group, LLC**

February 5, 2021

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INTRODUCTION

The Kaleidoscope Group is honored to have the opportunity to support the Village of Arlington Heights as it emphasizes its investment in sustaining a welcoming community for all. In our time with the Village elected officials, leadership, employees, residents, and businesses of Arlington Heights, we were impressed by the deep pride in Arlington Heights, the passion for diversity, equity, and inclusion (DEI), and that our team was welcomed into the fold of Arlington Heights as we engaged in our work. We want to thank the Village elected officials, leaders, employees and community members who shared their personal accounts and perceptions of diversity and inclusion in Arlington Heights.

We recognize the positive intent of the Board of Trustees and Village government leadership and applaud their efforts to embrace diversity and respond to the needs of the community in a proactive way. The Village of Arlington Heights has engaged in a multifaceted approach to leveraging diversity and inclusion as Village government and governance moves toward the future. We are privileged to have the opportunity to participate in this important and exciting process that was initiated by the Village long before we joined, and we are confident this process will continue in the future. Our role in this initiative was part of a preliminary investment by the Village to conduct a limited assessment of diversity and inclusion throughout the village workforce, engage with the community to understand their needs, and begin the work of establishing stronger connections between the Village and the community it serves, and to offer recommendations as the Village plans the next steps of the DEI journey.

Specifically, we conducted a baseline assessment of policies and operating procedures for Village governance, conducted listening sessions with the community that was followed by facilitating a Town Hall style event that brought the community and Village officials and representatives of parallel governments into dialogue with one another, and conducted a workforce assessment that included a series of focus groups and a survey of Village employees. These multiple sources of data were analyzed and resulted in the findings resulted in the recommendations presented in this document. Our role in this project was to provide preliminary insight into opportunities for the Village to continue the work they've started to transform Arlington Heights government into highly functional, efficient, inclusive, and goal-oriented organization that is deeply connected to the community and position them to be a welcoming community for all.

METHODOLOGY

Our review for the Village of Arlington Heights consisted of two primary phases. First, we conducted a review of documents related to human resources and government operations. Second, we conducted listening sessions to better understand the perceptions of residents and businesses in Arlington Heights related to diversity, inclusion, and the degree to which the village is a welcoming place for all who live,

visit, and conduct business in Arlington Heights. Last, we conducted an assessment of the Village government workforce related to their perceptions of diversity, inclusion, and welcomeness through a series of focus group sessions with employees, followed by a survey of the workforce. In addition to these 3 study phases, we also moderated a Town Hall style meeting between government representatives of Arlington Heights and parallel governments including representation by various school district superintendents, the Chief of Police, and the executive directors from the Park District and Library district.

We took a multi-faceted approach to data collection and analysis for this assessment that consisted of both qualitative and quantitative data. These data were analyzed by Kaleidoscope Group team members and were only shared with the Village of Arlington Heights in aggregate form in order to protect the confidentiality of participants. We understand that experiences related to diversity and inclusion are highly personal and sensitive and we took steps to ensure that the privacy of those who shared their experiences and thoughts with us were protected to the greatest extent possible.

QUALITATIVE DATA

We first reviewed and assessed the policies, operating procedures, budget, performance evaluation procedures, strategic plans, organizational structure and other documents associated with the policy backbone of the Village of Arlington Heights. Data from 2 community listening sessions held in October were acquired. In order to maintain the confidentiality of community participants, we deliberately did not record these meetings and instead relied upon detailed note-taking by 2 Kaleidoscope team members present at each of these sessions. Last, we conducted 3 employee focus groups. Participants to these focus groups were randomly selected and assigned to one of 3 groups based on their role within the Village (2 employee groups and 1 supervisor group). As with community listening sessions and private interviews, we did not record the proceedings, and instead relied on note-taking. Our notes and working papers related to these sessions are not shared with the Village.

These data were reviewed, coded, and analyzed for themes, that in part, provide the basis for our findings and recommendations. We then conducted personal, one-on-one interviews with the Mayor of Arlington Heights, the Village Manager, and Human Resources Director as well as less formal conversations with many other members of the Management Team. These meetings were not recorded in order to create a welcoming and candid environment for participants in this process. These data were collected, fractured through a qualitative coding procedure, and then reassembled as findings and recommendations as presented in this Final Report.

QUANTITATIVE DATA

Quantitative data were primarily collected through a workforce survey consisting of approximately 25 questions. Survey invitations were sent to all employees of the

Village of Arlington Heights (n = approximately 425). Over 170 employees participated in the survey by responding to at least 1 question with the option to decline responding to any question included in the survey. The purpose of the survey was to understand from the perspective of employees, the degree to which they perceive Village government to be inclusive and welcoming. We also identify any discrepancies between the policies of the Village of Arlington Heights and the practices of staff and leadership that may contribute, if at all, to perceptions of inequity and disparity of treatment of employees. These data were analyzed primarily through descriptive statistics. The sample size was representative of the Village workforce.

The results of these multiple evaluation processes are included in this preliminary audit of diversity and inclusion in Arlington Heights. The Kaleidoscope Group appreciates the dedication of Village leadership, staff, and community members in providing candid and honest information to our team that supported the completion of this important component of the larger Diversity and Inclusion Project at the Village of Arlington Heights.

SUMMARY OF RECOMMENDATIONS

RECOMMENDATION 1: Develop and implement a strategy for more diverse and inclusive recruitment in order to improve diverse representation for the Village. One benchmark success goal may be achieving parity in terms of diverse representation in Village government as compared to the community of Arlington Heights. We also recommend adjusting this benchmark annually as the demographic constellation of the community changes in the future.

RECOMMENDATION 2: Specifically designate diversity and inclusion as a performance management requirement included in annual workplans and evaluations for Village leaders.

RECOMMENDATION 3: Integrate elements of diversity and inclusion as ratable performance objectives in occupational groups and supervisors as a step toward developing an organizational culture based on respect for diversity and inclusion. Consider developing a process where members of the workforce engage in developing employee performance metrics.

RECOMMENDATION 4: The Board of Trustees may wish to explore the feasibility of enacting proactive policy that prohibits, or otherwise provides legal remedy for bias-related, non-criminal calls for police service.

RECOMMENDATION 5: In exploring the feasibility of anti-bias policy, the Village should also consider outreach to the community and seek active participation and engagement from a diverse representation of residents and businesses in establishing expected and socially appropriate behaviors and norms for the community.

RECOMMENDATION 6: Consider engaging in a public service communication campaign along the lines of “If you see something suspicious, say something specific” as recommended by the Vera Institute in order to combat bias by proxy and to set a tone from the Village government that values differences between people in the community are something to be valued and not indications of criminal behavior.

RECOMMENDATION 7: Develop an online format at the City website to create a venue for community members with opportunities to engage in communication regarding concerns, complaints, and commendations for exceptional service.

RECOMMENDATION 8: Create an online format for filing complaints or concerns directly with the Police Department that includes an overview of Standard Operating Procedures regarding the Internal Affairs process. Include information about the investigation process so that community members know what to expect in terms of response. In the development of this process, be sure to include an option for anonymous complaints with an explanation of limitations for follow up when complaints are anonymous.

RECOMMENDATION 9: Develop an outreach strategy to the community to solicit active involvement and engagement from residents (including a blend of renters and homeowners) in prioritization and decision-making related to public works and infrastructure improvement. The Village should be particularly attentive to inclusion of lower income neighborhoods including improving community needs related to maintenance of walkways and water mains in older neighborhoods, as well as essential lead reduction.

RECOMMENDATION 10: Consider proactive strategies to neutralize what may be perceived by women and employees who identify as female to be a less than welcoming work environment as compared to their male counterparts. Along these lines, update in policy statements related to harassment and discrimination in the workplace, broadening the definition of harassment and discrimination to include bullying, disrespectful, or dismissive behavior.

RECOMMENDATION 11: Consider adopting a respectful workplace principles statement. This statement of workplace principles should emphasize a definition of respect, such as being treated honestly and professionally, with each person's talents, backgrounds, and perspectives being valued. Emphasize that the Village of Arlington Heights is a place where all employees can do their best to reach optimal results for the community, confident that any concerns about workplace conduct can be reported without fear of retaliation or reprisal.

RECOMMENDATION 12: In addition to the managing bias training the Village has invested in, consider investment in cultural competency education for those professional groups most likely to engage directly with community members. Cultural competency training, which is different from bias management training, may provide Village staff with the knowledge and skills to confidently engage with community members from diverse backgrounds so that community-government engagements are culturally relevant, respectful, and efficient.

RECOMMENDATION 13: As budgetary restraints allow, consider seeking employees who have language ability that aligns with those communities in Arlington Heights where English is not the first language. For example, an emerging demographic trend indicates an increase in Asian populations, particularly from India, where Hindi is the most commonly spoken language.

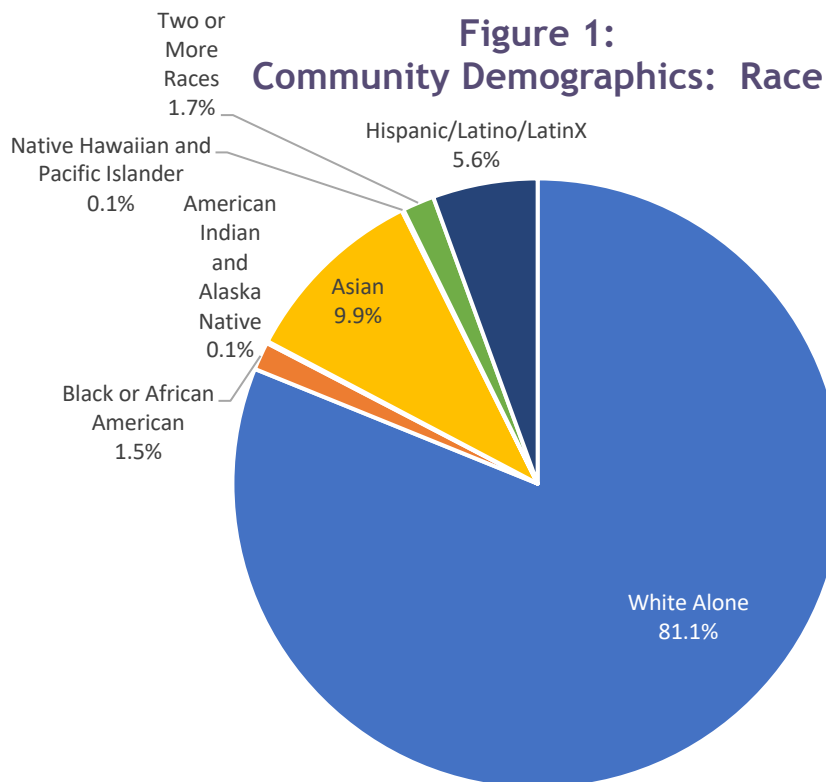
RECOMMENDATION 14: As part of a comprehensive strategic planning process, recruit participation of community members who represent diverse populations within the Village in order to ensure that multiple perspectives are considered in determining priorities for Village service delivery and policy making. One approach to support informed strategic planning may be for the Board to establish a short-term, ad hoc committee consisting of community members, businesses, and civic leaders to work collaboratively with the Village to identify key priorities and processes related to diversity and inclusion as the Village formalizes a strategic plan.

RECOMMENDATION 15: Consider establishing a community focused workshops on topics of interest to the community related to government services and initiatives. Similarly, we recommend consideration of a strategic community outreach program that emphasizes respectful communication and community engagement between the community and government in order to more closely bridge any perceptions of a gap between the community and Village that may be related to diversity and inclusion.

THE COMMUNITY OF ARLINGTON HEIGHTS

Arlington Heights, a vibrant community and one of the largest municipalities in the State of Illinois, is both old and new, progressive and traditional, and one of the most desirable places to live in the Chicago area. The Village is a place with a rich history as a regional transportation hub and remains so with ease of access to transit to Chicago. Downtown Arlington Heights supports a bustling shopping and entertainment area around the current Downtown train station. The Village boasts the type of community where people come to settle, raise families, and remain for generations. A number of employees of Village government who are long-time residents, who grew up in the Village, now choose to remain and raise families there. When asked why employees chose to build careers in Arlington Heights, the answer was often that it is known as one of the best municipal governments in the state.

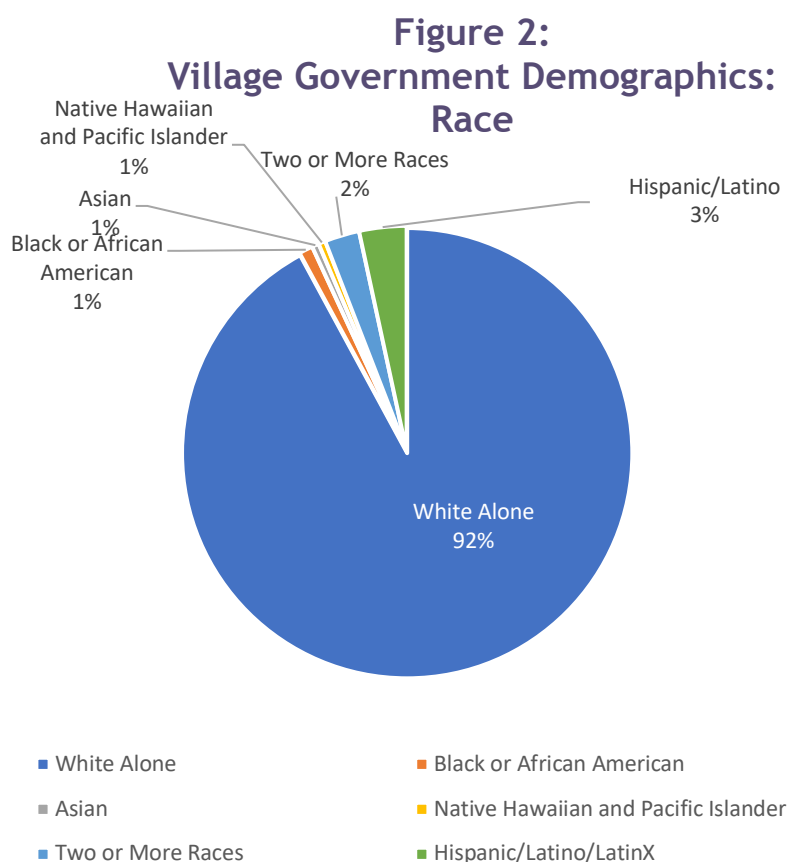
Demographically, the community of Arlington Heights is primarily white, though there is representation of African Americans, American Indians and Alaska Natives, a growing Asian population, Native Hawaiian and Pacific Islanders, and individuals of 2 or more races. Slightly under 6 percent of the community is Hispanic/Latino/Latinx.



Source: Village of Arlington Heights, https://www.vah.com/your_government/diversity__equity__inclusion_project.

The 2019 United States Census estimates indicate 91.6 percent of residents are United States citizens which is somewhat below the national average of 93 percent, and about 20 percent of the population is foreign born. Population estimates indicate that the rate of citizenship in Arlington Heights is decreasing. As recently as 2017, the rate of US citizenship was 92.7 percent and the number of foreign-born residents is gradually increasing. In 2017, 18 percent of residents were foreign born, and in 2018, that percentage grew to 18.7. Census estimates for 2019 indicate growth to 19.5 percent. By comparison, the percentage of foreign-born residents for the state of Illinois is approximately 14 percent (US Census Bureau, 2019 American Community Survey). The Village population is young with slightly over half (53.3 percent) between the ages of 18 and 65. Approximately 20 percent of Arlington Heights residents are 65 years of age or older, and 51.1 percent are female.

Village government demographics are similar, but in generally smaller proportions of diversity in terms of race, as depicted below:



Source: Village of Arlington Heights, https://www.vah.com/your_government/diversity__equity__inclusion_project.

The average household is 2.42 people with over one-quarter of households speaking a language other than English. The Village community is well educated with over half (57.9 percent) holding a Bachelors' degree or higher. Among residents 25 years of age or older, 96 percent are high school graduates. In terms of housing, nearly three-

quarters are owner-occupied housing. Arlington Heights is a relatively affluent community with an average annual household income of approximately \$96,300 and a poverty rate of an estimated 4 percent, which is well below the national poverty rate of 10.5 percent in 2019 (US Census, 2019 American Community Survey).

PART I: POLICY STRUCTURE

The Kaleidoscope team reviewed a number of policy documents including (but not limited to) guidance related to employment, annual budgets, and annual reports on government performance. Many of these documents are available online or in electronic formats which supports broad accessibility, environmental conservation, and sustainability. This online format provides ease of access to employees, supervisors, and leaders of the Village, as well as community members. We are impressed with the amount of available documentation, structure of internal policies and procedures, and ease of access to the community for those documents that are appropriate to be available to the public. We appreciate the effort to make governance in the Village transparent and available, demonstrating dedication to inclusive community governance and participatory democracy. We also had the opportunity to participate in proceedings of the Board of Trustees and found the structure and operation of these meetings to be transparent and welcoming of community input and interaction. We were impressed by the manner in which these meetings are conducted in a way that is open and transparent, yet well organized and orderly.

INTEGRATION OF DIVERSITY INTO POLICY GUIDANCE

Our review of policy documentation provided information related to the policies, operating procedures, budget, performance evaluation procedures, strategic plans, organizational structure and other documents associated with the policy backbone of the Village of Arlington Heights. We found the policies to be timely, relevant, updated with relative frequency, and consistent with policy directives of other small to mid-sized municipal governments. The electronic format of these documents encourages broad accessibility, environmental conservation, and sustainability. The effort to make governance in the Village transparent and available reflects the Village's dedication to making governance inclusive to the community it serves and promoting efforts of participatory democracy and inclusion.

Our review focused on policy and how policy statements are, or are not, related to diversity, equity, and inclusion. As a result, while we did review every piece of information in the documentation made available to the Kaleidoscope Group Team, not every document is mentioned in this report. We also took note of the strategic priority for 2020-2021 (Priority 9) to identify new ways to embrace diversity within the community and Village government. Our primary observation about policy documents is that while they are designed in a way that is accessible, fair, and transparent, a focus upon diversity and inclusion is not fully integrated into the overall business plan and policy guidance of the Village.

Based on the strategic priorities for this and the next budget year, enhancing diversity and inclusion as a key priority for the village that improves government operations and is integrated into other higher investment strategic priorities. We understand why this decision is important given resource availability during a difficult year for local

governments across the nation with a variety of public health and safety needs. We also note that enhancing inclusion throughout the Village can be integrated into other priorities noted in the Strategic Priorities document. Integrating diversity and inclusion as elements of the strategic plan means that DEI initiatives become part of the organizational culture and strategies should not exist in a silo as a “stand alone” program. We believe this is both a key challenge and opportunity for the Village: To engender an organizational culture and policy structure that supports diversity and inclusion as a matter of organizational culture whose goal in widespread and strategic applications is to improve the delivery of service and Village performance outcomes.

HUMAN RESOURCES and TALENT ACQUISITION

One of the key objectives of this assessment is to determine ways to enhance diversity and inclusion throughout Village government. Creating an organizational culture that is welcoming to all begins at the top of the organizational structure, with the Mayor, Board of Trustees, and the Village Manager. We recognize that the Village leadership has made diversity and inclusion a priority, but at the same time, we also noticed that in terms of performance evaluation for Department Leaders diversity and inclusion are not integrated into performance expectations. As a consequence, the Village may be overlooking an opportunity to capitalize on incorporating and blending diversity and inclusion as an expected and evaluated behavior of Village leadership. In other words, there’s little incentive for leaders to “talk the talk” of inclusion when they don’t “walk the walk”.

In situations where leaders do not exhibit desired behaviors and provide a model for employees to follow, the Village misses an opportunity to exhibit these behaviors and practices to employees in their day-to-day service to the community. Alternatively, when diversity and inclusion is connected to performance evaluations, which in turn connects to compensation and reward for performance, DEI is instituted as a cultural norm within the organization that will be enforced.

On a similar note, the performance evaluation process for supervisors and various occupational groups of employees does not appear to specifically incorporate behaviors and Village expectations associated with diversity and inclusion. We did observe a clear policy statement related to harassment and discrimination that is consistent with the Civil Rights Act of 1964 (as amended) and the Equal Employment Opportunity Act, and other federally mandated requirements. Compliance with these laws is essential, but the laws are a baseline in terms of creating a diverse and inclusive Village. To address this challenge, many municipal governments have developed employee groups that have responsibilities that include recommendations from the employee perspective to collectively define performance measures that appear in the performance evaluation process annually. Since the objectives and process is organic to the employees and staff, the Village also create an environment where employees assume “ownership” of

the process, thereby contributing to organizational transformation rather than having it imposed on them.

Our assessment of policy confirms that the operating and guiding policies related to employee expectations and behaviors are consistent with state and federal law governing such things. The Employee Handbook is easy to access, logical, transparent, and descriptive of expected behaviors and activities conducted by employees in the pursuit of their work objectives for each occupational group, supervisors, and leaders. At the time of our review in late 2020, the documentation provided did not include a strategic implementation plan to improve diversity in recruitment strategies to attract a wider and more diverse spectrum of applicants for Village positions. However, since our initial review, the Village has engaged in steps to more fully design and implement a strategic recruitment process. Further, one of the functions of this assessment is to collaborate with the Village in the development of a strategic plan that includes, among other things, strategies for employee recruitment, selection, and professional development in the future.

Opportunities to Enhance Diversity and Inclusion Among Staff

As noted in the introduction of this report, the racial/ethnic demographics of city staff as compared to the larger Arlington Heights community are not fully aligned with one another. This lack of alignment creates some opportunity to enhance recruitment strategies with the goal of attracting a more diverse applicant pool that supports the Village's goal of hiring the most qualified applicant available for each position. Village documentation demonstrates that there is an approximate 10 percent difference between the community (81.7 percent white only) and Village staff (92.2 percent white only) in the populations of each. Therefore, the Village has an opportunity to bring diverse representation of village staff in terms of better aligning Asian representation in the Village with the community, and to a somewhat lesser extent in terms of the demographic characteristics of the community, African American and Hispanic/Latino representation.

The 2021 Budget-in-Brief document noted that approximately 30 percent of employees in 2020 and another approximate 30 percent in 2021 become eligible for retirement (p. viii). In terms of diversity and inclusion, this personnel situation creates an opportunity to attract a new and different talent pool that may also introduce generational diversity to the Village workforce. There are 2 advantages to this: first, younger generations of workers are likely more attuned to inclusion in the workplace and Millennial workers are more likely to reject racism (and other "isms") in the workplace. Second, there is an opportunity to develop a recruitment and retention strategy for Millennial and younger generation employees without increasing the overall number of positions or creating an undesired budget impact for the Village.

Older staff are not inherently prejudiced or do not necessarily engage in behaviors that result in adverse outcomes. Yet, their potential retirement offers an opportunity to address the proportionate representation concerns that Village leaders and community

members have expressed. At the same time, the Village can address the common concern that diversity hiring means failure to hire the best qualified candidate for the position. A robust and strategic recruitment strategy will produce a wider field of candidates for positions that bring new and fresh knowledge and skill to the Village.

Please note that we do not recommend establishing diversity hiring quotas. Rather, we suggest “casting a wide net” and continue to develop strategies to recruit talent from a wide variety of sources in order to organically capture a large and diverse applicant pool, thereby increasing the odds of selecting a candidate who represents the best qualified applicant for the position who may bring new perspectives and enhanced diversity to the staff. It is also important to keep in mind that “being diverse” does not mean racially matching the Village workforce with the racial and ethnic demographics of the community. Diversity comes in many forms, including gender, orientation, age, ability, and many other dimensions. The larger the applicant pool for any given position, the greater the chances of finding exceptionally well qualified applicants who contribute to the culture and environment by introducing new elements of diversity in many ways and forms. In other words, rather than merely seeking to reflect the current demographics of the Arlington Heights community, the Village takes advantage of the opportunity to reflect the community you want to be in the future.

Market research (McKinsey & Company, 2015) suggests that organizations that improve diversity in their organizations outperform those that do not. A survey of over 500 companies in the United States, Canada, Latin America, and the United Kingdom found that companies that are gender-diverse are 15 percent more likely to outperform and organizations that are ethnically diverse are up to 35 percent more likely to outperform their less diverse counterparts. Because correlation does not imply causation, this is not a statistically definitive estimate, but it does suggest that racial and ethnic diversity improves organizational performance. Organizations that commit to diverse leadership and diverse representation are more likely to experience financial security, sustainability, and longevity. Governments that commit to diversity, are more likely to be responsive to community needs and identify opportunities for service improvement because diversity of thought will support recognizing potential gaps in service delivery, liability for inappropriate or illegal behavior, or other risks associated with less than optimal levels of inclusion.

The Village has many ways to accomplish blending diversity and inclusion into its human resources practices in the Village. One approach to accomplishing this goal is use of the Infrastructure/Competency/Outcome (ICO) Model. In this approach, the Village first strategically assesses infrastructure, sets baseline measurements for key processes, systems, and initiatives with the desired goal of encouraging and developing inclusivity throughout the Village. The next element, competency, requires active involvement and participation of the workforce to engage in goal setting and refinement of process that sets the foundation for cultural competency. Once the Village develops infrastructure and achieves competency, it can move toward the final stage of developing and meeting outcome measurements to achieve tangible results. This

process will also encourage meaningful accountability and evidence based decision making throughout full Village government operations

Figure 3:

ICO MEASUREMENT MODEL



Stage	Measurements	Key Success Factors
Infrastructure	Processes, Systems & Initiatives	Inclusively Developed
Competency	Involvement & Participation	Culturally Competent
Outcome	Tangible Results	Meaningful Accountability
Organizational Impact		

Human Resources Strategies for Consideration

1. **Expand the definition of diversity.** The term “diversity” includes a constellation of characteristics and perceptions that distinguish people different from one another. Therefore, recruitment and selection strategies should include a definition of diversity that is more broad than race or ethnicity alone. For the purpose of creating an inclusive workforce, a broad definition of diversity should include birth sex, gender identity, gender orientation, ability, age, culture, ideological perspectives and other potential factors.
2. **Set performance metrics for hiring.** Focus on selecting the best candidate for the position, irrespective of race. At the same time, ensure that all recruitment strategies are sufficiently broad that they reach diverse populations throughout the region and when appropriate, such as for higher level or leadership positions, consider a national search strategy.
3. **Measure success by developing key performance indicators for recruitment and selection.** Embrace opportunities to engage in data driven and evidence-based decisions, and eventually move to a predictive analytics model that allows hiring managers to strategically and consciously determine where service gaps may be alleviated by taking an integrated and diverse approach to filling open positions. One approach to achieving synthesis between goal setting, assessment of success

factors, and impact is the strategic integration of infrastructure, competency, and outcomes.

4. **Consider opportunities to be creative and flexible** about work and compensation strategies, such as staggering work schedules so that multiple generations and diverse populations are attracted to employment with the Village. Similarly, evaluate the feasibility other strategies that may attract diverse populations such as negotiating more generous leave policies in exchange for lower salaries. This strategy may become increasingly relevant as the demographics of a more youthful workforce value certain benefits that encourage flexibility and creativity more than financial compensation in some circumstances.

RECOMMENDATION 1: Develop and implement a strategy for more diverse and inclusive recruitment in order to improve diverse representation for the Village. One benchmark success goal may be achieving parity in terms of diverse representation in Village government as compared to the community of Arlington Heights. We also recommend adjusting this benchmark annually as the demographic constellation of the community changes in the future.

RECOMMENDATION 2: Specifically designate diversity and inclusion as a performance management requirement included in annual workplans and evaluations for Village leaders.

RECOMMENDATION 3: Integrate elements of diversity and inclusion as ratable performance objectives in occupational groups and supervisors as a step toward developing an organizational culture based on respect for diversity and inclusion. Consider developing a process where members of the workforce engage in developing employee performance metrics.

PUBLIC SAFETY AND LAW ENFORCEMENT

Evaluation of diversity and inclusion in any particular agency or department of the Village of Arlington Heights was not part of our original scope of work. However, given the recent national dialogue about policing in America, we did examine 2 policies related to policing in particular. We recognize that the most likely way that most community members engage with Village government is through a law enforcement contact. Nationwide, over 20 percent of Americans interact with their local governments through encounters with the police. Therefore, public safety departments, primarily police, are not only gatekeepers to the criminal justice system, they are also gatekeepers to Village government. In recent months, the behaviors, policies, and purpose of law enforcement in general has been called into question as a matter of national discourse making transparency and equity in policing a high priority for most municipal governments that operate a public safety component of service.

Second, and likely related to the national level discussions about first responder agencies, community members in the listening sessions mentioned some areas of

interest and concern regarding law enforcement and fire service. Specifically, a common criticism the community expressed about the Village is that the police department demographics do not represent the demographics of the community. We must emphasize that community members did not share specific complaints about police officer conduct or the Police Department in terms of service or the nature of their encounters with members of the Police Department. In fact, among those community members who experienced encounter with a police officer, the common sentiment was “I deserved to be stopped” and that they were treated fairly and equitably. At the same time, some community members also noted concerns that neither they, nor their children, see police or fire department employees who “look like them”. As a consequence, a perception exists that public safety services do not represent the entire community. This perception is a reflection of the previously discussed issue of diverse representation across Village government services. However, given the recent national public tension and discourse about policing strategies, we looked at the operating policies of the Police Department that are publicly available on the vah.org website.

The Village of Arlington Heights Police Department is accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA), which is the national standard for law enforcement accreditation. The Arlington Heights Police Department was initially accredited in 2008 and was reaccredited in 2014. The Police Department is also a member of the Illinois Police Accreditation Coalition (I-PAC).

Although a management or policy assessment of the Police Department was not included as part of our original project, we did review 2 areas of policy as a matter of community interest related to use of force and prohibitions against bias based policing. The response to resistance policy was amended in October 2020 and this policy statement serves as the use of force policy for the Arlington Heights Police Department. This policy is compliant with CALEA accreditation standards and is up to date and consistent with the prohibition of chokeholds, vascular neck restraints, and firing of warning shots.

We noticed two key aspects of the response to resistance policy that align with national best practices. First, de-escalation strategies are emphasized as the primary objective of the use of force. The de-escalation strategies noted in the response to resistance policy emphasize utilizing such strategies to improve tactical advantage, specifically cover, distance, and time. In addition, it is important to note that Arlington Heights Police Department (AHPD) not only meets or exceeds generally recognized national best practices related to use of force policies, AHPD was one of only 12 Illinois police agencies that met conditions for 3-year certification for compliance with United States Department of Justice and Illinois Law Enforcement Accreditation standards for use of force. In addition, in December 2020 CALEA acknowledged that the AHPD response to resistance policy meets or exceeds requirements set by the U.S. Department of Justice for use of force.

Second, we noticed that officers are granted discretion to assess a situation and make a decision regarding the appropriate use of force given the amount of knowledge at the time of the incident. Officers are also instructed, as a matter of policy, that they are accountable for this decision regardless of the outcome. This accountability means that while officers are not prohibited from use of response to resistance, they are encouraged to use the available knowledge and tools to make the most appropriate decision given what is reasonably known by the officer at the time of the event. Justification of use of force is based on the officer's reasonable perception of risk of injury based on knowledge at circumstances at the time.

The Department's proactive initiation to establish important policies related to police practice that improve safety to the community and officers deserves recognition. We also note that the Department elects to choose the language of "Response to Resistance" as opposed to "use of force" as being socially responsible, responsive to community interests, and structuring a policy that encourages safe and effective use of officer discretion.

The second area of policy we reviewed was the Department's policy on Bias Based Policing as amended in May 2020. As is the case with the response to resistance policy, this policy is consistent with CALEA accreditation standards and the Illinois Police Training Act. Specifically, this policy addresses the prohibition of bias-based profiling by police, or the use of race, ethnicity, gender, orientation, religion, age or other dimensions of diverse populations as the basis for initiating traffic or pedestrian stops, investigation absent a specific report of criminal activity, or articulable suspicion of a crime. Furthermore, this policy requires that officers document pedestrian and motor vehicle stops and collect data related to race and ethnicity of the subject of the stop. These procedures are consistent with national best practices in policing, and disciplinary procedures outlined in the policy are reasonable, fair, and equitable. Based on the results of this very limited review of the policies of the Arlington Heights Police Department, we have no recommendations. We mention these two areas of law enforcement policy because they are central to the national conversation about re-envisioning policing, and we believe it is important that the police department is proactive and responsive to the community in many important ways beyond diverse representation. We are confident that as the Village considers enhancements to the overall approach to recruitment, selection, and hiring practices for the Village, the same anticipated impacts will occur within the recruitment and selection processes within the Police Department.

Hate Crimes and Bias Motivated Behavior in Arlington Heights

One of the issues raised by the community during listening sessions is the perceived incidence of hate-related crimes within Arlington Heights. Many community members with whom we spoke mentioned concerns about recent anti-Semitic graffiti in some areas of the Village. Some community listening group participants shared video and photographs of hate graffiti, such as swastikas on public and private property that has caused concern among community members.

Participants from both community listening sessions groups raised issues associated with activity of white supremacist groups in Arlington Heights and stated that they had concerns that one or more white supremacy groups were either headquartered or particularly active in Arlington Heights. We consulted the database of hate groups held by the Southern Poverty Law Center and found approximately 26 hate groups of various types that are active in Illinois. Approximately 6 hate groups are headquartered in Chicago (some of which are white supremacist, but not all). We found no evidence, however, that Arlington Heights is home to the headquarters of a white supremacy group. The Mayor, as well as Village government leadership, addressed these specific issues publicly, and referred the matters to the Police Department for investigation.

A related phenomenon that many municipal governments experience is a phenomenon known as “profiling by proxy”. This occurs when individuals making calls to the police to request service or criminal investigation based on false or ill-informed claims of misconduct by people they dislike or are biased against (Thurau & Stewart, 2015). In these types of calls, police officers rely on the information given to dispatchers and communications technicians prior to arriving on scene, and therefore do not have the opportunity to make an independent and impartial assessment of the situation. In cases of profiling by proxy, police are called when a person reports a suspicious person or vehicle in the community or complains that a person is engaging in prohibited or illegal activity in order to gain a police response, even when the subject of the complaint is engaging in everyday activities that pose no threat. Some researchers and practitioners have complained that these types of events have the effect of “weaponizing police”. While the concept of profiling by proxy is not new to law enforcement, the number of viral videos and the effects of the 24 hour news feed have exacerbated these types of events. In highly publicized cases, videos of typically white people, often women, call for police response to what they report as a threat or risk of injury, often by an African American male. Some states have criminalized these types of calls and categorized them as misdemeanor hate crimes.

In recent months, some municipal governments throughout the United States have engaged in ordinances with the goal of reducing the risks of profiling by proxy. Profiling by proxy occurs when community members who are typically white report and request police assistance against people who are viewed as “others”, often African Americans, engaging in everyday and legal activity. The summer of 2018 saw an increase in these types of calls for police service, and they continue to be prevalent across the country. In October 2020, the City of San Francisco Board of Supervisors unanimously approved a unique approach to hate crime legislation that allows targets of profiling by proxy to sue the caller in civil court where a person feels harassed or embarrassed, his/her reputation or business prospects were damaged, or the person was forced from an area where they had a lawful right to be. Discrimination is not limited to race and may include age, religion, disability, gender and gender identity, or physical attributes such as height and weight. This type of legislative behavior sends a strong signal to the community that bias is not tolerated and provides redress for those individuals who are subjected to such behaviors.

Benefits to proactive anti-bias legislation are not limited to setting a community tone regarding appropriate community behaviors and values, but also may result in a cost saving for the Village because police resources are more properly directed to resolving criminal activity and law enforcement. Proactive anti-bias legislation provides an opportunity to lead by example in terms of Village leaders considering establishing a legal framework that is decidedly inclusive and reflective of emerging community values. Additionally, seeking community input and engagement in the process would provide an opportunity for the Village to partner with the community to set the tone in establishing norms related to expected behaviors for both employees of the Village as well as community members.

As part of our assessment, we did not review the number of “profiling by proxy” calls the police department receives. Possibly, the number may be few to none, though this is a topic of importance to members of the community as it relates to diversity and inclusion. The willingness of the Board of Trustees to engage in proactive and pro-social legislative action creates an opportunity for the Village to lead by example. Legislation of this type would also demonstrate to the community that bias-based calls for police service when the subjects of such calls are engaging in everyday activities are not tolerated in Arlington Heights and may be subject to legal resolution. Exploring the feasibility of proactive municipal ordinances to combat race or hate related behaviors coupled with a more transparent process to mediate claims of police misconduct are opportunities for the Village to proactively signal to the community that Arlington Heights is a welcoming community for all people, businesses, and visitors.

RECOMMENDATION 4: The Board of Trustees may wish to explore the feasibility of enacting proactive policy that prohibits, or otherwise provides legal remedy for bias-related, non-criminal calls for police service.

RECOMMENDATION 5: In exploring the feasibility of anti-bias policy, the Village should also consider outreach to the community and seek active participation and engagement from a diverse representation of residents and businesses in establishing expected and socially appropriate behaviors and norms for the community.

RECOMMENDATION 6: Consider engaging in a public service communication campaign along the lines of “If you see something suspicious, say something specific” as recommended by the Vera Institute in order to combat bias by proxy and to set a tone from the Village government that values differences between people in the community are something to be valued and not indications of criminal behavior.

INCLUSIVE COMMUNICATION STRATEGIES

The Village maintains an impressive Internet presence. It has provided fair and transparent access to a wealth of information about the policy structure of the Village

through a web-based communications strategy that is coupled with responsible and responsive social media outreach. Opportunities exist, however, for the Village to more closely engage with and respond to concerns raised by the community, particularly in the area of public safety using similar technologies. While contact information is clear and present throughout the website for a variety of city services, based on the materials provided to us or as available publicly through the website, we did not identify a process that supports a Village-wide complaint resolution process in general. Although the public has access to an enormous amount of information, policy statements, and ways to interact with the Village through the website, but we did not find a place for community members to report complaints or concerns. We also noticed that while the collective bargaining agreements cover dispute resolution for Police and Fire Department employees, there's not an obvious resolution process for complaints from the community. Moreover, as we looked more closely at the organizational chart for the Police Department, we did not find a clearly identified and dedicated Internal Affairs unit. Such a function may exist, but it is not obvious to the community. The current Chief of Police has been open and transparent about position statements on policy, particularly related to response to resistance and operating standards, yet there doesn't seem to be a direct line of communication for community members to file complaints and ensure follow-through on concerns.

RECOMMENDATION 7: Develop an online format at the Village website to create a venue for community members with opportunities to engage in communication regarding concerns, complaints, and commendations for exceptional service.

RECOMMENDATION 8: Create an online format for filing complaints or concerns directly with the Police Department that includes an overview of Standard Operating Procedures regarding the Internal Affairs process. Include information about the investigation process so that community members know what to expect in terms of response. In the development of this process, be sure to include an option for anonymous complaints with an explanation of limitations for follow up when complaints are anonymous.

INFRASTRUCTURE AND SERVICE PRIORITIES

The 2020-2021 Business Plan document references a priority to continue with infrastructure improvement efforts, specifically an accelerated Water Main Replacement Program and Road Rehabilitation/Reconstruction Program. Administrators in other municipalities across the nation have not consistently prioritized infrastructure improvements, including roads, walkways, water main replacement, and mitigation of lead composition in water supply. Therefore, there is a national trend that lower income and more diverse communities may be disproportionately impacted by the method of prioritization of improvement projects.

In many communities across the nation, residents who face economic and financial challenges may live in older neighborhoods where infrastructure improvements are

essential, but infrastructure improvements may occur in more affluent neighborhoods because locations where there is a higher tax base may have greater influence and political power and be more influential in the demand for limited resources. It is important to note that while there is a theoretical association between tax base and infrastructure improvement across the nation, we did not see evidence that this was the basis for decision making by the Village about prioritization of services and improvements. In fact, we noticed that in many ways the Village is proactively using evidence-based decision strategies to prioritize public works and infrastructure improvement processes. As a result, the Village is actively investing in evidence-based decision strategies that support prioritization based on risk of infrastructure failure.

Village leaders are cognizant of and sensitive to community members who perceive that some Village service decisions are made based on tax base, home ownership status, or relative affluence. Again, we saw no evidence of this type of decision making. With that said, Village leaders also recognize that there may be missed opportunities to engage with the community on other factors that may be taken into consideration in the prioritization of public works and infrastructure investment.

RECOMMENDATION 9: Develop an outreach strategy to the community to solicit active involvement and engagement from residents (including a blend of renters and homeowners) in prioritization and decision-making related to public works and infrastructure improvement. The Village should be particularly attentive to inclusion of lower income neighborhoods including improving community needs related to maintenance of walkways and water mains in older neighborhoods, as well as essential lead reduction.

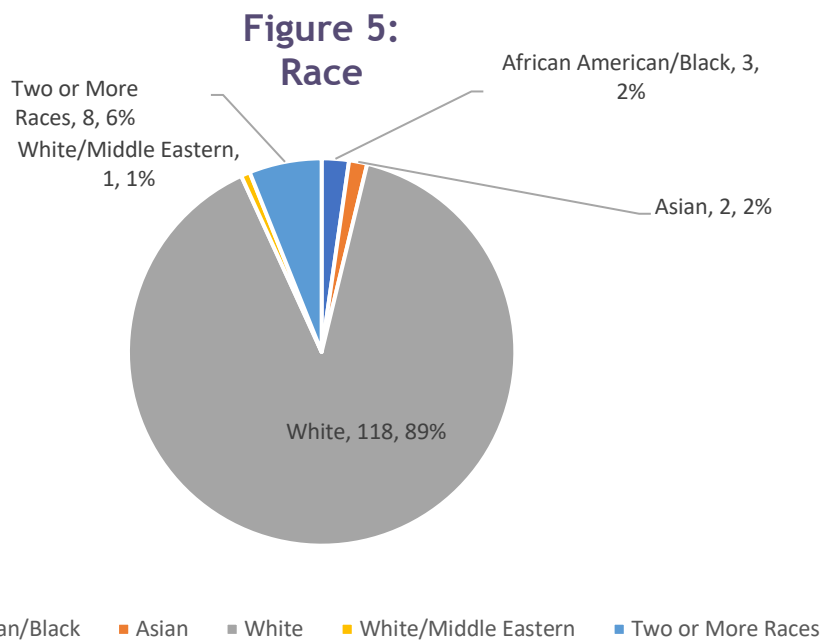
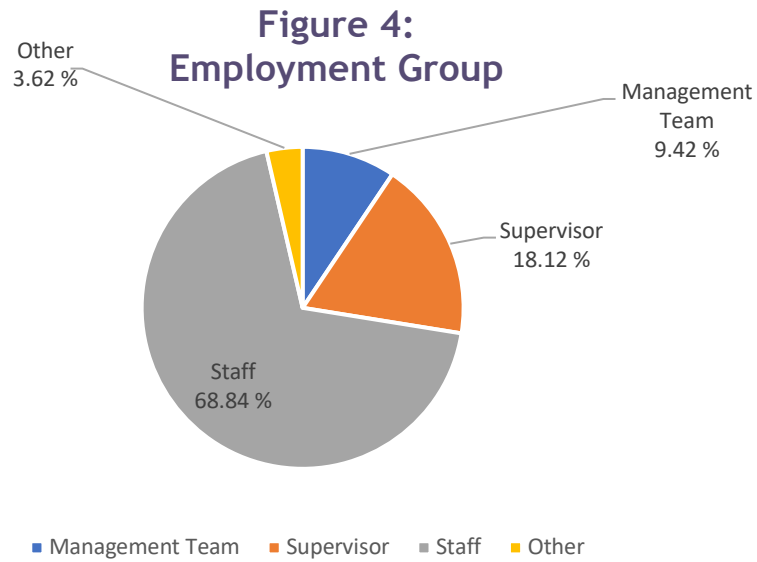
PART II: ORGANIZATIONAL CULTURE AND CLIMATE AT VAH

Our team was welcomed into the fold of government operations at the Village of Arlington Heights, which speaks volumes about the degree to which employees and staff are welcoming of organizational change related to diversity and inclusion. Employees are largely open to candid conversations about inclusion and the Diversity and Inclusion Project overall. As with many governments and private sector organizations looking at implementing change, some employees expressed concern about the amount of change, or the general view that government runs well, and “if it isn’t broke, don’t fix it”. We recognize that change is stressful and challenging for employees, but at the same time, we were impressed by the overall willingness of the workforce to engage in the work of organizational transformation and improvement.

SURVEY DEMOGRAPHIC INFORMATION ABOUT THE WORKFORCE

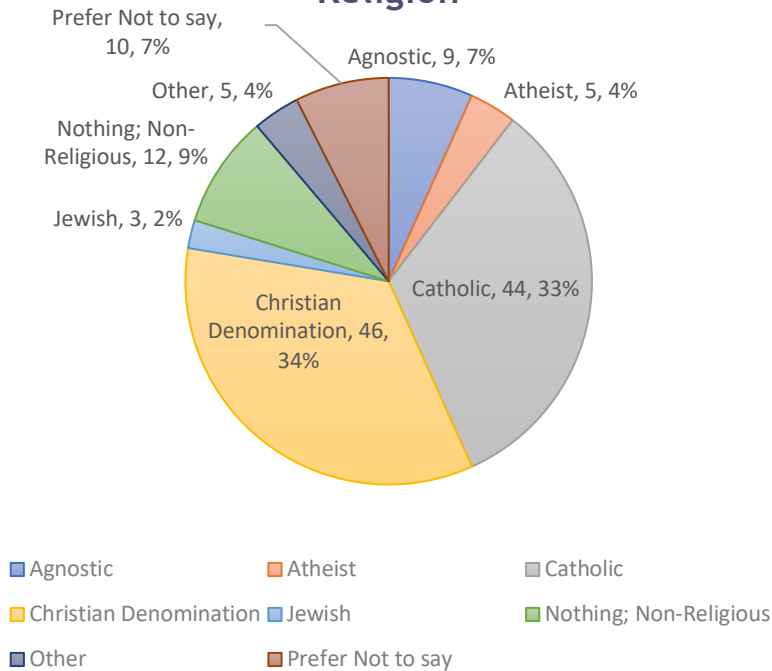
The primary sources of data for our assessment of organizational culture within the Village government included focus groups with employees, supervisors, and members of the Management Team. In addition, we collected survey data from approximately 171 responses from the workforce survey that was conducted in November and early December 2020. While 171 employees started the survey and responded to at least one question, most questions were answered by approximately 120 participants. This response rate of approximately 25 percent yielded sufficient information to believe that the results of the survey are reliable. That said, it is also important to remember that to some degree, self-selection bias may be a factor that should be taken into consideration. In other words, some participants who have experiences with bias may be more motivated to complete the survey than those participants who either didn’t have the same kinds of experiences related to exclusionary conduct, or simply didn’t have an opinion.

The typical survey participant is a member of the VAH staff, not a supervisor or member of the Management Team, identifies as a man, and is White and has been employed by the Village for an average of 13.16 years. The typical participant does not experience a disability of any type and is either Catholic or prescribes to a Protestant Christian denomination. Figures 4, 5, and 6 provide greater detail and insight to the demographics of the workforce.



In terms of ethnicity, 2.3 percent of participants self-identified as Hispanic, and 6.15 percent noted that they did not know whether they have Hispanic ancestry. Most participants (91.5 percent) are not Hispanic.

**Figure 6:
Religion**



Most employees did not self-identify a disability (82.9 percent). Among those who did, the majority noted that they preferred to not identify the type of disability they experience.

PERCEPTIONS OF WELCOMENESS AND BELONGING

The overwhelming majority of participants in the survey who answered questions related to organizational culture indicated that they believe the Village to be a comfortable place (86.7 percent) and they feel respected at the Village of Arlington Heights (76.5 percent). Additionally, 74 percent of employees who responded to the survey question about their comfort level related to diversity and inclusion in their department or work unit noted that they generally agree that the DEI climate is comfortable for most employees and few perceive discrimination. However, there are some “pockets” of perceptions of unwelcomeness within the workforce.

Table 1: Perceptions of Discrimination Among the Workforce (n = 121)

<i>Question</i>	Percentage Agree	Percentage Neutral	Percentage Disagree
<i>I have felt discriminated against because of my age</i>	11.7	11.7	76.6
<i>I have felt discriminated against because of my race or ethnicity</i>	4.1	12.4	83.5
<i>I have felt discriminated against because of my sexual orientation</i>	2.5	12.4	85.1
<i>I have felt discriminated against because of my gender</i>	9.9	11.6	78.5
<i>I have felt discriminated against because of my religion</i>	3.3	13.5	84.9
<i>I have felt discriminated against because of my socio-economic status</i>	1.7	13.5	84.9

The workforce survey also captured information about perceptions of bias within Village government. In general, there is strong evidence that most employees do not perceive significant bias in any dimension, but as with the questions about discrimination, there are some pockets where employees perceive some areas of bias, particularly around race/ethnicity and gender/orientation.

Table 2: Perceptions of Bias Among the VAH Workforce (n = 118)

<i>Question: I believe the Village of Arlington Heights is ...</i>	Percentage Agree	Percentage Neutral	Percentage Disagree
<i>Biased based on Race</i>	10.1	15.1	74.8
<i>Biased based on Ethnicity</i>	11.0	11.0	78.0
<i>Sexist</i>	8.5	17.0	74.5
<i>Homophobic</i>	5.0	14.4	80.5
<i>Age Biased</i>	5.9	15.3	78.8
<i>Biased based on Socioeconomic Status</i>	6.0	17.1	76.9
<i>Biased based on disability</i>	3.4	20.3	76.3

Conversations and interviews with staff and employees also suggested that the DEI project exists as somewhat of a silo or an add-on to the business of operating Village government. Many employees and staff embrace the DEI initiative and shared that the DEI project the Village has undertaken is a source of pride in their professional work. Yet, some employees feel somewhat inundated with the amount of activity related to the DEI initiative, and believe that the Village operates in an inclusive and fair way without the intervention of a Village-wide DEI initiative. From the perspective of employees, the majority perceive the environment at VAH to be inclusive and welcoming, and there's a strong sense of comradery and genuine collaboration and

cooperation with one another, regardless of their perceptions about the utility of the DEI project. However, some longtime employees may be overwhelmed by the amount of DEI activity, which seems to be adding to the tendency to see the Diversity and Inclusion Project as a silo, or add-on to their normal workflow.

We also explored the perceptions employees have about the overall climate toward diverse populations based on affinity groups. As Table 3 depicts, for each affinity group, most employees perceive a respectful environment. However, those groups where disrespectful climate is most frequently noted, it is in relation to people who are Muslim, racial and ethnic minorities, and female members of the workforce. Interestingly, employees also perceive the affinity group of female members of the workforce as being among most respected groups behind male employees and followed by employees who are Christian. Our interpretation of this finding is that employees perceive the other dimensions of diversity related to orientation, religion, and disability as having greater variability. Also worth noting is that perceptions about females and males were scored notably less neutral than other affinity groups.

Table 3: Perceptions of Climate Toward Diverse Populations by Percentage (n = 118)

<i>Diverse Population/Affinity Group</i>	Respectful (Percent)	Neutral (Percent)	Disrespectful (Percent)
<i>Female</i>	80.5	10.2	9.3
<i>Male</i>	90.7	5.9	3.4
<i>LGBTQ++</i>	66.4	27.6	6
<i>Transgendered or Intersex</i>	48.7	42.5	8.8
<i>Christian</i>	80.0	16.5	3.5
<i>Jewish</i>	72.6	23.0	4.42
<i>Muslim</i>	57.0	31.6	11.4
<i>Learning Disabled</i>	62.6	33.0	4.4
<i>Experience Psychological Health Issues</i>	59.8	31.62	8.5
<i>Experience Physical Health Issues</i>	77.6	14.7	7.7
<i>Racial or Ethnic Minorities</i>	69.0	21.55	9.5
<i>Non-Native English Speakers</i>	60.9	30.4	8.7
<i>People from Other Countries</i>	68.7	26.1	5.2

During focus group sessions with employees, we invited participants to contact us by email or make arrangements for individual conversations in the event that they felt

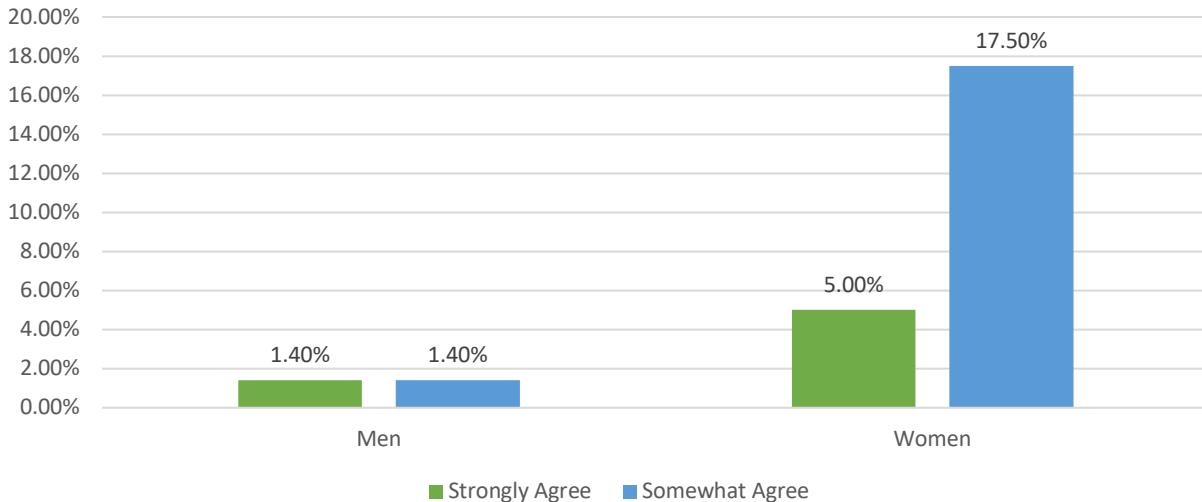
that they were not able, for whatever reason, to fully describe their experiences or perceptions. Several female employees reached out to us by email and phone from various departments across the Village to express concerns that there were instances of bias against women, and many commented they felt intimidated or less comfortable expressing views and responding to focus group discussion topics because of what they characterized as gender disparity. Some shared specific examples that Village leadership or members of the Management Team also shared with us. Others reported that they felt intimidated, or that they were unable to fully engage in the focus group discussion because of the presence and influence of male colleagues they perceived to be opinionated (this happened in more than one occasion).

Anecdotally, women are generally comfortable in the Village workplace, and no employee shared information that they were threatened or subjected to a hostile work environment, but many raised concerns about gender inequity in informal professional encounters with some male colleagues. In none of the conversations with women in the workforce did we learn of behaviors that may violate federal or state laws related to the creation of a hostile work environment. At the same time, we also advised the members of the workforce during the focus group sessions or who contacted us individually to seek assistance through the Human Resources department should they perceive behaviors from coworkers or supervisors that violate the Civil Rights Act of 1964, as amended.

This focus group data, coupled with the results noted in Table 3, caused us to look more closely at the statistical association between birth sex, gender identity, and perceptions of whether the climate is respectful of women. We determined that there is a strong statistically significant relationship between these variables. A closer look at the survey data reveals that 80 percent of male participants perceive a very respectful work environment toward female colleagues, but only 17.8 percent of female employees had the same perception. This result is statistically significant ($p = <.01$) and suggests that there may be significant differences between men and women about how they perceive the work environment related to gender, and that male employees may perceive the environment to be more respectful than women employees experience.

In general, we found that women are more likely than men to perceive they have been discriminated against because of their gender. We asked survey participants to identify their gender identity (man, woman, transgender, intersex, or other). The majority of the workforce identifies as either “man” or “woman” and Figure 7 depicts the percentages of these groups who reported that they either strongly or somewhat agree that they have felt discriminated against because of their gender. The base numbers of intersex, transgender, or other gender identities within the workforce were small, and therefore, in order to avoid the risk of violating our promise of privacy, those groups of employees are not reported in Figure 7.

Figure 7:
Perceptions of Discrimination By Gender Identity
(Man and Woman Only)



Nearly 20 percent of employees who identify as a woman reported that they strongly or somewhat agree that they have been discriminated against because of their gender identity as compared to slightly under 3 percent of employees who identify as a man.

RECOMMENDATION 10: Consider proactive strategies to neutralize what may be perceived by women and employees who identify as female to be a less than welcoming work environment as compared to their male counterparts. Along these lines, update in policy statements related to harassment and discrimination in the workplace, broadening the definition of harassment and discrimination to include bullying, disrespectful, or dismissive behavior.

EXCLUSIONARY CONDUCT

In the survey, we asked employees whether they've observed any conduct directed toward a person or group of people that created an exclusionary, intimidating, offensive, or hostile environment. Nearly 120 people responded to this question, and 35.6 percent of respondents (n = 42) had observed an exclusionary event. In most cases, the target of the behavior was a coworker (60.5 percent of affirmative responses), or a group or category of people (7 percent of affirmative responses). Some respondents (18.6 percent) noted that they preferred to not disclose the target of the behavior. Of the 42 survey respondents who indicated they'd witnessed or otherwise experienced exclusionary conduct, 16 (38 percent) indicated that a supervisor was the source of the behavior, in one case a vendor or contractor was the source of the conduct, and 5 people identified a member of law enforcement or public safety being the source of exclusionary conduct. The remaining 20 respondents did not identify the source of the behavior or noted that they preferred to not answer.

The most common form of exclusionary behavior was bullying or harassment, someone being deliberately ignored, excluded, or left out in the workplace, derogatory verbal comments, and in one case what was described as ethnic profiling (no additional information was provided about this incident). These survey results are consistent with anecdotes shared with us during focus groups, and in part, may explain some of the hesitancy some members of the workforce felt about participating in the focus group environment.

RECOMMENDATION 11: Consider adopting a respectful workplace principles statement. This statement of workplace principles should emphasize a definition of respect, such as being treated honestly and professionally, with each person's talents, backgrounds, and perspectives being valued. Emphasize that the Village of Arlington Heights is a place where all employees can do their best to reach optimal results for the community, confident that any concerns about workplace conduct can be reported without fear of retaliation or reprisal.

COMMUNITY and VILLAGE CULTURE

In our interactions with Village management and leadership, we are struck by the degree to which leaders are invested in and take pride in the work done by the Village of Arlington Heights. We believe that Village leaders are sincere in their assertion that Village government is welcoming, both to employees and community members. However, we have heard from some community members that they perceive that the organizational culture of the Village is oriented toward an affluent, white, male, and Christian or Catholic culture. In this sense, there is somewhat of a gap between the expectations and experiences of the community members, and the perceptions of Village employees related to diversity and inclusion within Arlington Heights.

The Kaleidoscope team had many opportunities to listen and learn about the experiences of the community, including listening sessions, a Town Hall style meeting that was moderated by the Kaleidoscope Group, and in some cases, members of the community reached out to us directly by phone or email to share their experiences. Many members of the community are deeply invested in community life and care greatly about ensuring that Arlington Heights becomes a more diverse and inclusive community in the future.

In the interest of full disclosure, we believe it is important to note that we became aware of a potential self-selection bias in the listening sessions and that there is a very active, well organized, and politically mobilized group of residents with a particular interest in DEI advocacy in Arlington Heights. We believe that a good number of participants in the listening sessions and Town Hall style meeting are representatives of this group. However, to protect confidentiality and encourage full participation, our data collection strategies purposefully avoided capturing personally identifiable information to the greatest extent possible. As a result, we deliberately refrained from

collecting names or other identifiers of participants, even in those cases where names were disclosed by the participants themselves. However, one of the disadvantages to this approach to data collection is that because participants self-selected into the process, we were not able to capture information that may have presented an alternative or contradictory view of culture and community life in Arlington Heights.

With that in mind, a few key issues came to light. First, as discussed in an earlier section of this report, one of the primary concerns of residents is diverse representation in the Village, and the Police and Fire Departments in particular. One resident shared an experience where she was stopped by a police officer, and she freely and openly claimed that she “deserved” to be stopped for a traffic violation. She said the encounter went well, she had no complaints about the officer, but she sensed a power differential based on race and that she never sees a police officer who “looks like her”. Another resident shared a story where she attended an event at a Fire Station with her child, and the child commented that none of the fire fighters “look like them”. We also heard several concerns about Asian and South Indian residents who noted that this particular demographic group is increasing in the community, but there’s very little Asian representation among Village staff. The Village reports that approximately 10 percent of the community population is Asian, compared to about ½ of one percent of Village staff who are Asian. Members of the Management Team also explained that with the changing demographics in the village, cultural competency training and cross-cultural inclusion training would be useful so that they had better tools to engage with diverse residents and businesses in a more culturally appropriate and efficient manner.

RECOMMENDATION 12: In addition to the managing bias training the Village has invested in, consider investment in cultural competency education for those professional groups most likely to engage directly with community members. Cultural competency training, which is different from bias management training, may provide Village staff with the knowledge and skills to confidently engage with community members from diverse backgrounds so that community-government engagements are culturally relevant, respectful, and efficient.

RECOMMENDATION 13: As budgetary restraints allow, consider seeking employees who have language ability that aligns with those communities in Arlington Heights where English is not the first language. For example, an emerging demographic trend indicates an increase in Asian populations, particularly from India, where Hindi is the most commonly spoken language.

Pejorative Characterizations of the Village

Related to the issue of diverse representation, many residents who attended the listening sessions and/or Town Hall meeting expressed concerns about pejorative term of “Arlington Whites” to characterize the Village. This concept is related to the perception that Arlington Heights is characterized by a culture that is dominantly white, older, Christian or Catholic, and affluent. None of these things, individually are untrue.

Demographically, Arlington Heights is primarily white (84.2 percent of the population), with a robust blend of age demographics including approximately 20 percent of the population who are 65 years of age and older as compared to approximately 16 percent for the state of Illinois. The religious heritage of the Village is rooted in the establishment of Presbyterian, Methodist, and Lutheran churches. Among the Village workforce, approximately one third are Catholic, and another third identified a Protestant Christian denomination. The estimated median household income throughout the Village community is slightly over \$96,000 annually with low (4 percent) levels of poverty.

Beyond demographics other characteristics the community members mentioned is that there are some members of the community who are intolerant of diversity in terms of race, ethnicity, age, and lower or working income community members, though evidence was anecdotal. Participants in both groups raised concerns that Village celebrations, such as holiday lights, landscaping, and decoration, favor Christian denominations, thereby overlooking religious preferences that are not Christian, as well as those who do not practice or engage in religious preferences. Nevertheless, religiously unaffiliated individuals, including agnostics and atheists, are the fastest growing religious group in the nation, representing approximately 26 percent of the United States population based on survey data in a 2019 Pew Research report.

To be white, affluent, and Christian is not necessarily an indicator of intolerance or a failure to embrace diversity and inclusion. Instead, view this as an opportunity to highlight and value the contributions of the rich diversity and history of the Village. In the case of Arlington Heights, the demographics may be a reflection of the history of the Village. Some strategic enhancement options for the Village to improve diversity and reinforce a culture of welcomeness and inclusion include enhancing recruitment and selection strategies to include more diverse candidates for employment, connecting diversity and inclusion to performance measurement, along with the other recommendations identified in this report. We also recognize that engaging in Village-wide transformation to close the gap between the Village and the community may also require a shift in culture within the Village that requires a strategic plan for DEI initiatives.

As part of the “Welcoming Community for All” project, in addition to this preliminary assessment, the Village has also invested in bias education for the workforce. Village leadership shared with us that they recognize that everyone has bias, and to have bias is human. However, they also are investing in the workforce to provide skills education to support managing bias and emphasize changes in behavior over time in order to fully realize the “welcoming community for all ethos”. Residents and businesses in Arlington Heights have a role in promoting a welcoming community. Therefore, enhancing relationships and partnerships with civic organizations and community members is key in laying the foundation for the future that is based on equity and fairness.

With this in mind, we see opportunity for the Village to work collaboratively with the community achieve unity between Village government and the community it serves. In

other words, there may be a benefit to working with the community to establish a community ethos that “we are better together” with the shared intent to leverage the diversity within the community to enhance government service delivery. A key strategy to achieve unity is to emphasize the empowerment of both community members and government employees to engage in a transformational process that is focused on diversity and inclusion. This process, ideally, leverages the contributions of individuals that contribute to a collective vision in order to maximize impact. Inadequate collaboration between the government of the Village and the community creates missed opportunities to engage in responsive governance.

RECOMMENDATION 14: As part of a comprehensive strategic planning process, recruit participation of community members who represent diverse populations within the Village in order to ensure that multiple perspectives are considered in determining priorities for Village service delivery and policy making. One of many possible approaches to support informed strategic planning may be for the Board to establish a short-term, ad hoc committee consisting of community members, businesses, and civic leaders to work collaboratively with the Village to identify key priorities and processes related to diversity and inclusion as the Village formalizes a strategic plan.

RECOMMENDATION 15: Consider establishing a community focused workshops on topics of interest to the community related to government services and initiatives. Similarly, we recommend a strategic community outreach program that emphasizes respectful engagement between the community and government in order to more closely bridge any perceptions of a gap between the community and Village that may be related to diversity and inclusion.

CONCLUSION

We were honored and privileged to have the opportunity to collaborate on this baseline assessment of diversity and inclusion in the Village of Arlington Heights. We valued the candid, robust, and critical perspectives of the community members we engaged with, the leadership of the Village, and the commitment of the Mayor and Board of Trustees to the process of assessing the culture of the community and Village government in order to identify opportunities to promote unity within the Village.

Many of the opportunities identified throughout this report can be used as the basis for continual and incremental improvement throughout the Village that supports a sense of welcomeness and inclusion. Equally importantly, these recommendations may also support government efficiency and effectiveness in a proactive way in the future. We are grateful to the Village for allowing us to support their efforts to enhance diversity and inclusion throughout the Village.

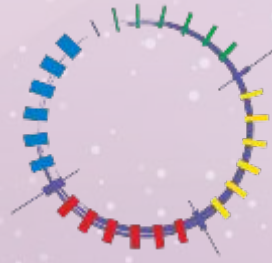
As a final thought, building a government structure around diversity and inclusion is a transformational change that takes time. We recognize that many community members and Village staff are eager to embrace this kind of change. In order to build and sustain a truly inclusive community, change must be carefully planned, strategic, and incorporates the perspectives and partnerships of multiple stakeholders in order to effectively leverage the power of diversity to improve government services and outcomes. We believe that these key ingredients to achieving meaningful impact and unity for the future exist within the Village of Arlington Heights.

POSITION STATEMENT ON DIVERSITY, EQUITY, AND INCLUSION

The Village of Arlington Heights supports a welcoming environment for all by fostering an inclusive work force, providing fair and equitable access to, and delivery of, all government services to all community members of Arlington Heights, and developing opportunities for employees and community members to reach their full human potential to the greatest, appreciable extent. Embracing diversity in Arlington Heights is recognized as leveraging the differences and similarities of all people, respecting those differences, and valuing an inclusive environment to live, work, and visit.

Diversity in Arlington Heights means respecting and welcoming all individuals with diverse backgrounds, experiences, perspectives, and cultures to include (but not limited to) each individual's culture, nation of origin, race, religion, ethnicity, age, gender, sexual orientation, and gender identity, and ability. This commitment to diversity is the foundation for building and maintaining a high quality workforce, government operations, and community inclusion in these processes. Diversity and inclusion are core values and strategic imperatives that build and support the strength of the Village of Arlington Heights as a community and government.

All members of the Village, including employees, leadership, and community members have responsibilities to work collaboratively with one another to foster an environment where all employees and members of the community who engage with government feel included, valued, and respected. The Village of Arlington Heights' diversity initiatives are applicable, but not limited, to policies and strategies on government operations, employee recruitment and selection, compensation and benefits, and professional development and training. These practices are the benchmark of doing the work of government in Arlington Heights and encourage fair and equitable practices in support of respectful communication, collaboration, teamwork, achieving work/life balance, and continual efforts that promote greater understanding and respect for each other and the community we serve.



DEI STRATEGIC PLAN FRAMEWORK

February 2021





Key SWOT Elements Village of Arlington Heights

Strengths

Leadership
commitment,
Community interest

Weaknesses

Poor representation
of at-risk community
members in process

Opportunities

Mobilization with
community partners
and parallel
government
agencies

Threats

Perceptions of the
community and
government as elitist
and non-diverse



Village of Arlington Heights MISSION VISION VALUES

DEI VISION OF SUCCESS –

What would success look like if DEI operated ideally here?

POSITIONING STATEMENTS – CASE FOR CHANGE –

Why should we focus on DEI? How will it make us better?

STRATEGIC AREAS OF FOCUS – *Where should we focus our DEI effort?*

Workforce

Culture

Unity

Community

Government Partners

SHORT TERM GOALS

Recruitment, selection, of
qualified and diverse candidates

Improved employee performance
related to individual DEI goals

Nurture governance that
respects and values difference in
people, thought, and experience

Bridge Community and
Government and develop
shared community goals

Support inclusive and welcoming
partnerships with civic
organizations and neighborhoods

Nurture and establish new
partnerships with parallel municipal
government organizations

SAMPLE MEASURES OF SUCCESS – *How will we measure our success?*

Establish performance metrics as
part of annual evaluation process
Measure selection and on-boarding,
retention of new employees

Employee retention improvements

Repeat Workforce climate
assessment after 1 year

Establish community/Village
partnerships
Conduct feasibility and need study
for Community DEI Task Force

Measure perceptions of
inclusion baseline through a
community survey

Develop shared performance
objectives with parallel
government partners (e.g., Library
Board, School Districts)

Keys to Sustainable Change

COMMUNICATION EDUCATION ACCOUNTABILITY

ANNUAL FOCUS: Expand Village Communications
Outreach to Underserved Populations

ANNUAL FOCUS: Support community education on Village DEI
projects and create opportunities for shared training.

ANNUAL FOCUS: Build performance metrics and
establish baseline measurements



“BIG PICTURE FRAMEWORK” TERMINOLOGY

TERMINOLOGY	PURPOSE
Vision of Success*	What will success look like here?
Case for Change*	How will DEI impact Village government? Why do we need to focus on DEI?
Definitions*	What does DEI mean at the Village of Arlington Heights?
Strategic Areas of Focus*	Where will the DEI effort be focused?
Goals** (<i>other terms: Strategies, Strategic Initiatives etc.</i>)	What are you looking to achieve over next 1-3 years?
Outcomes Measures**	How will we measure the achievement of strategies?

* Outputs from Vision of Success journey step

** Outputs from Strategy journey step