



CITY COUNCIL WORK SESSION AGENDA

CITY OF GREENBELT
25 Crescent Road
Greenbelt, MD 20770

SEPTEMBER 9, 2026
7:30 PM

[Zoom Link](#)

Dial-in: 301-715-8592

Webinar ID: 837 3225 8281

I. WORK SESSION

1. Diversity, Equity and Inclusion (DEI) Discussion

Suggested Action:

- Introduction — 10 minutes (7:30–7:40 pm)
- Council Discussion — 60 minutes (7:40–8:40 pm)
- Question and Answers — 30 minutes (8:40–9:10 pm)
- Other Items — 15 minutes (9:10–9:25 pm)
 - Informational Items

2. Special Meeting / Closed Session - Personnel Matters

Suggested Action: OFFICIAL NOTICE

In accordance with Section 3-305(b)(1) of the General Provisions Article of the *Annotated Code of the Public General Laws of Maryland*, a closed session of the Greenbelt City Council will be held on Wednesday, September 9, 2026, immediately following the Diversity, Equity and Inclusion (DEI) Discussion Work Session, in Council Chambers of the Municipal Building:1) to discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom this public body has jurisdiction; any other personnel matter that affects one or more specific individuals.

The purpose of this meeting is 1) to discuss personnel matters.

*** The public may attend the Special Meeting of the City Council prior to the closed session and observe the vote of the Council to move into the closed session on Wednesday, September 9, 2026.**

Bonita Anderson

City Clerk

DEI – Phase 1 Recommendations

JEDI Structural Audit Conclusion

- JEDI Definitions Campaign
- JEDI Vision
- Alignment Tool: 5-Year JEDI Plan for Systemic Change
- Review of City Code
- Focus on All HR Functions
- Focus on Public-Facing Departmental Structures
- Data Collection: Engage Wider Community Input
- Leadership Training for Management/Directors
- Create a Decision-Making Tool
- Systemic Departmental Account

JEDI Cultural Audit Conclusion

- Collaboration across departments and relationship building
- Spaces of intentional dialogue
- Lead meetings with skillful and transformative questions
- Identify and support individuals seeking change based in JEDI
- Prioritize assessing impact
- Identify behaviors rooted in White Default
- Model risk taking
- Communicate JEDI expectations across all departments
- Organizational Healing
- Connect the Dots

DEI – Phase 2

- **JEDI Organizational Assessments.** A full organizational assessment includes
 - an internal audit of the city’s structure,
 - employee culture, and
 - a community impact assessment.
 - **Developing the JEDI Lens.** Establish and organize an employee resource group (or action team) to develop city-specific definitions for each JEDI concept. Gather feedback on the draft definitions from employees and the community, refine them, and seek City Council approval.
 - **JEDI Roadmap.** Create a detailed plan to support staff and Council in building awareness and skills to use the JEDI lens. The roadmap sets organizational priorities and addresses specific departmental needs, with input from employees and the community before final approval.
 - **Implementation and Accountability.** Develop metrics and tools to monitor and support departmental and team growth in applying JEDI concepts. Recognizing that growth is incremental, these tools take account of varying levels of progress.
 - **Evaluation.** Conduct organizational impact assessments to measure the effects of implemented changes and identify areas for further intervention or improvement.
-
- Community Engagement Coordinator
 - Communications Strategy
 - Council Engagement
 - Departmental Evaluations
 - Equity in Program

DEI Officer Next Steps to Phase 1

- *Develop an education campaign to foster a better understanding of JEDI principles,*
- *Define a clear and precise JEDI vision,*
- *Create a 5-year Plan for systemic change,*
- *Focus on all functions included in Human Resources,*
- *Establish a robust data collection system to provide insights into JEDI progress, gaps and disparities,*
- *Engage with a broader cross-section of the community for input,*
- *Provide comprehensive leadership training to managers and directors,*
- *Collaborate across departments to build relationships, Identify and support individuals seeking change based in JEDI,*
- *Create a comprehensive, multi-faceted communications strategy that prioritizes both listening to residents and sharing information effectively,*
- *Expand City Council's methods for engaging the broader community beyond traditional meetings and centrally located events, and*
- *the 5-year strategic plan aims to address all of the other recommendations not listed here.*

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**Office of the
City Manager**

DEI Activities and Initiatives

This memo provides a brief overview and summary of the DEI activities and initiatives undertaken by the DEI Officer and DEI Action Team. This list is not exhaustive or fully comprehensive, but provides a good overview.

1. **Compile past DEI work and documentation.** Gather all existing documents showing what has happened since the Tribes/JEDI study (e.g., implementation steps taken, accomplishments, gaps, any de facto implementation plan), so Council and any consultant can clearly see the story to date.
 - a. JEDI Team Training with Tribes
 - b. City-wide Presentations on JEDI Program
 - c. DEI Office News
 - i. Email newsletter distributed to all staff
 - ii. Issues distributed 8/19/25, 9/23/25, 10/24/25, 12/12/25
 - d. Documents/Policy Review - Draft
 - i. JEDI Action Team Strategic Plan
 - ii. Staff Evaluation form
 - iii. Translation policy / Bilingual Stipend Policy
 - iv. Severe weather policy (12/3/25 email)
 - v. COPAR Review
 - vi. SWOT Report
 - e. Work efforts currently underway
 - i. Action Plan/Strategic Plan
 - ii. JEDI Team Meetings: 2/3/26, 8/28/26
 - f. Initiatives/Engagement Activities
 - i. Voter engagement
 - ii. Citizen outreach on immigration rights
 - iii. Lunch and Learn
 - iv. "Myths and Facts"
 - v. Employee Engagement Activities
 1. Spirit Week

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- 2. Animal Friend Photo Competition
 - 3. Scavenger Hunt
 - g. Training
 - i. Senior leadership training
 - ii. Staff self-paced Canvas modules [DEI Canvas modules](#)
- 2. **Define and establish DEI metrics/benchmarks.** Identify initial benchmark metrics and goals for DEI/JEDI work (by department and citywide) so quarterly and monthly reports can track progress against clear, agreed targets.
 - a. Next Steps
 - i. Need to define “DEI success”
 - ii. Define departmental strategies/actions
 - b. Current Benchmarks
 - i. Weekly report presenting DEI actions
 - ii.
- 3. **Set up regular reporting on DEI progress.** Ensure that future **quarterly reports** (and ideally monthly reports to the City Manager include clearer, more explicit tracking of DEI-related activities and metrics, so Council stays informed and accountable).
 - a. Include in the Admin weekly report
 - b. Summarize and present in the Manager’s Quarterly Update
 - c. Post actions and initiatives on the City’s DEI webpage

Develop a structure for community involvement (subcommittee/advisory body). Bring back a proposal for some form of **resident advisory body or subcommittee** to help inform, support, and provide feedback on the ongoing DEI/JEDI work and implementation planning.

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**Office of the
City Manager**

TO: City Council

From: Josue Salmeron
Tim George

Date: September 3, 2026

RE: DEI Consultant Recommendation

In discussions with the DEI Action Team, senior leadership and select Council members, staff is recommending that the City engage an outside consultant that specializes in Diversity, Equity and Inclusion (DEI) work. The selected consultant should have experience in formulating action-oriented improvement strategies and initiatives and be prepared to advise and guide staff and Council through the implementation of DEI initiative and activities, policy review and employee engagement. A preliminary draft Scope of Work outline is presented below for review and discussion.

Consultant Scope of Work

1. Background information gathering
 - a. Review the Phase 1 and Phase 2 work
 - b. Review initiatives and work already conducted by the DEI Officer/DEI Action Team
 - c. Meet with senior leadership, Council, the DEI Action Team and other key stakeholders
2. Develop an implementable Phase 1 strategy
 - a. Roles and responsibilities
 - i. DEI Action Team roles/responsibilities
 - ii. Senior Team roles/responsibilities
 - iii. City Council roles/responsibilities
 - b. What does success look like? Measurable outcomes
3. Reorganize and Rebrand the DEI Action Team
 - a. Mission and responsibilities

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- b. Recruiting
 - c. Employee engagement
 - d. Reporting and accountability
- 4. MBOs/KPIs – integrate across all departments and all MBO's/KPIs
- 5. Employee grievance process – Review and recommend best practices
- 6. Policy review
 - a. Employee handbook
 - b. Employee evaluation process

Communication and Engagement

- 1. Communication
 - a. Quarterly Reporting
 - b. Telling our story
 - c. DEI webpage
- 2. Coaching/mentorship initiative

THE STORY OF GREENBELT

PHASE II REPORT



Presented by



December 2024

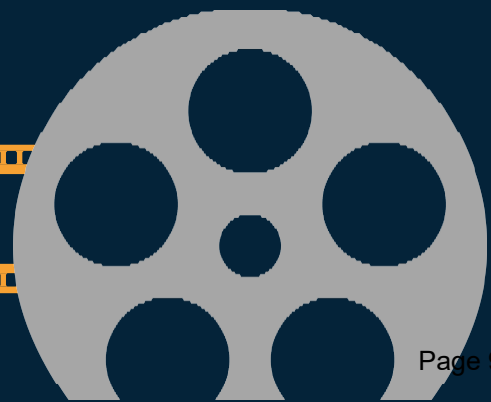
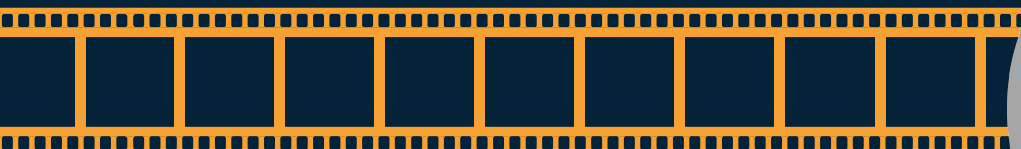


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SETTING THE STAGE



The Story of Greenbelt: Past, Present, Future

The story of Greenbelt is more than just the history of a city's formation. Like a compelling film, it unfolds in layers of complexity—with themes, memorable characters, pivotal moments, and dramatic twists—that reveal the city's evolution and shape the experiences of its present-day residents. Understanding these layers, both past and present, is essential for making decisions that will influence future generations. With this in mind, this report is crafted to unfold much like a movie, guiding the audience through Greenbelt's journey.

History of Greenbelt, MD as it Applies to JEDI

Greenbelt, Maryland, is a city with a rich history that reflects broader themes of justice, equity, diversity, and inclusion (JEDI). Founded in the 1930s as an exclusively planned community, Greenbelt was part of a New Deal initiative aimed at providing affordable housing during the Great Depression.

The City was established in 1937 as one of three "Green Towns" by the U.S. government. The vision was to create a community that would provide affordable housing and promote a sense of belonging among its white residents. The original design included green spaces, communal facilities, and a layout that encouraged interaction among neighbors. This focus on community was a foundational aspect of Greenbelt's identity, promoting inclusivity while being an exclusive community. Throughout its history, Greenbelt has been a microcosm of the broader societal changes in the United States. Initially, the community was exclusively white, reflecting the racial dynamics and laws of the time. However, as the Civil Rights movement gained momentum in the 1960s and 1970s, Greenbelt began to diversify. The city became more inclusive, welcoming residents from various racial, ethnic, and socioeconomic backgrounds.

In the 1970s, the city took steps to ensure that housing was accessible to a broader range of people. This included the development of policies aimed at preventing discrimination and promoting fair housing practices. Greenbelt's commitment to diversity was further solidified by its participation in various community programs and initiatives designed to support underrepresented groups.

In recent years, Greenbelt has made significant strides in promoting JEDI within the community. The city government has implemented policies aimed at fostering an inclusive environment for all residents. This includes initiatives focused on affordable housing, equitable access to city services, and community engagement efforts that try to amplify the voices of marginalized groups. Greenbelt has also embraced its diversity through cultural events and programs that celebrate the various backgrounds of its residents. These initiatives not only promote understanding and respect among different communities but also strengthen the social fabric of the city.

The history of Greenbelt, Maryland, is a testament to the evolving nature of diversity, equity, and inclusion. From its origins as a planned community aimed at providing affordable housing to only whites, to its current efforts to embrace and celebrate diversity, Greenbelt has continually sought to create environments where residents can thrive. As the city moves forward, its commitment to JEDI will remain a central aspect of its identity, shaping the future of this unique community.



Partnership With Tribesys

When assessing how JEDI values are embedded within an organization, it is important to have external expert advice on the status of JEDI within the organization's structure and culture. Tribesys Consulting is a distinguished JEDI (Justice, Equity, Diversity and Inclusion) consulting firm with over 30 years of experience working with local governments, educational institutions, non-profits, and various organizations. Tribesys Consulting was selected through a rigorous Request for Proposal (RFP) process to conduct a comprehensive audit of the City's structure and culture as it pertains to JEDI initiatives.

This audit, referred to as JEDI: Phase I, aims to assess the current state of the City of Greenbelt in terms of integrating JEDI concepts into its operational framework. The primary objective of Phase I is to evaluate how JEDI principles are reflected in the City's policies, practices, decision-making processes, and overall organizational culture.

By establishing a baseline measurement of the City's current JEDI efforts, this partnership will enable Greenbelt to track its progress over time. The assessment will provide valuable insights into areas of strength and opportunities for growth, allowing the City to implement targeted strategies that promote inclusivity and equity within the community.

The findings from the JEDI Phase I audit serve as a foundation for future initiatives, ensuring that the City of Greenbelt can hold itself accountable for its JEDI commitments and measure its success against the established baseline. This proactive approach underscores the City's dedication to fostering an inclusive environment that reflects the diverse needs and perspectives of its residents.

Tribesy Approach to JEDI

Tribesy Consulting employs a comprehensive and strategic approach to operationalizing Justice, Equity, Diversity and Inclusion (JEDI) within local government entities. Our methodology is grounded in global best practices and is designed to create sustainable change that resonates throughout the organization and the community.

At the core of Tribesy's strategy is the integration of global best practices in JEDI. We draw upon successful frameworks and methodologies from diverse contexts to ensure that our approach is informed by a wide range of experiences and insights. This allows us to tailor our strategies to the unique needs of local governments while adhering to proven principles that foster inclusivity and equity. By leveraging these best practices, we aim to create a robust foundation for JEDI initiatives that can withstand the test of time and adapt to evolving community dynamics.



Tribesy's framework incorporates 8 components that must be developed in concert with one another as part of a holistic and systemic approach to transformation.

Tribesy recognizes that effective JEDI implementation requires a holistic approach that encompasses both the structural and cultural dimensions of local government. We conduct thorough assessments of existing policies, practices, and organizational structures to identify barriers to inclusion and equity. Simultaneously, we focus on cultivating a culture that values diversity and promotes equitable treatment for all individuals. This dual focus ensures that JEDI is not merely an add-on but is embedded in the very fabric of the organization, influencing decision-making processes, resource allocation, and community interactions.

A critical component of our approach is active community engagement. We believe that meaningful JEDI efforts must involve the voices and perspectives of those who are most affected by policies and practices. Tribesy Consulting prioritizes engagement with community members, particularly those who may feel marginalized or vulnerable. By facilitating open dialogues and collaborative workshops, we ensure that the insights and experiences of diverse community members inform our strategies. This participatory approach not only enhances the relevance of our initiatives but also fosters a sense of ownership and accountability among stakeholders.

Tribesy is committed to addressing the needs of those who are most marginalized and vulnerable within the community. Our strategies are designed to identify and dismantle systemic barriers that disproportionately affect these populations. By centering our efforts on equity, we aim to create an environment where all individuals have access to opportunities and resources, regardless of their background or circumstances. This focus is essential for building a truly inclusive community where everyone can thrive.

Tribesy Consulting's approach to operationalizing JEDI in local government is characterized by a commitment to global best practices, a holistic understanding of structure and culture, active community engagement, and a focus on marginalized and vulnerable populations. Through this comprehensive methodology, we strive to empower local governments to create lasting, meaningful change that enhances equity and inclusion for all residents.





KEY ACTORS:

JEDI Organizational Transformation Process

What is a JEDI organizational transformation?

Using the principles of Justice, Equity, Diversity, and Inclusion (JEDI), to shift city processes, practices, and employee culture. JEDI serves as the guiding lens for decision-making across all departments, empowering employees at every level to consider the impact of their actions on the community. This transformation is achieved through incremental changes to structures—such as policies and practices—while simultaneously shifting cultural norms and ways of engaging. The ultimate goal of JEDI-driven transformation is to humanize government, making it more accessible to and reflective of all groups within the community.

What is the purpose of a JEDI community impact assessment?

A community impact assessment is a critical component of an overall organizational audit. A community impact assessment ensures a deliberate focus on the effects of how a city operates, communicates, and engages with diverse segments of its population. Particular attention is given to groups that may be vulnerable, minoritized, and systemically marginalized—those whose voices and experiences have historically been excluded, and continue to be overlooked.

Why focus on community impact?

When governments prioritize the lived experiences of the most marginalized individuals and groups, the result is a thriving community for everyone. As the saying goes, *"A rising tide lifts all boats,"* implying that broad improvements benefit all. Yet not all groups are in the same boat, nor do they face the same challenges or have the same access to government. Kimberlé Crenshaw reminds us: *"If you see inequality as a 'them' problem or an 'unfortunate other' problem, that is a problem."* This mindset focuses on disconnection and division, setting the stage for zero-sum thinking, the belief that progress for one group is perceived as a loss for others.

What is the impact of a JEDI transformation?

JEDI concepts provide an alternative framework best encapsulated by the Zulu proverb: *"Umuntu ngumuntu ngabantu"*—"A person is a person because of other people." A JEDI transformation reflects this interconnectedness, focusing on the shared humanity of individuals and groups to build a stronger, more inclusive and

connected community. By adopting this lens, the City of Greenbelt can create a government that uplifts all, especially those with the least voice, ensuring that every resident feels valued, represented, and belonging as a Greenbelt community.

Summary of Phases in JEDI Transformation

A comprehensive Justice, Equity, Diversity, and Inclusion (JEDI) transformation for a local government like Greenbelt typically takes about five years. However, the timeline can vary based on factors such as city capacity, prioritization of JEDI, budget, levels of trauma within the employee culture and the community, and Council support. The process is not strictly linear—phases tend to overlap or in practice and can be modified depending on the local context.

Below is an overview of the major components, which are divided into smaller, more manageable phases:

JEDI Organizational Assessments

A full organizational assessment includes 1) an internal audit of the city's structure, 2) employee culture, and 3) a community impact assessment.

Developing the JEDI Lens

Establish and organize an employee resource group (or action team) to develop city-specific definitions for each JEDI concept. Gather feedback on the draft definitions from employees and the community, refine them, and seek City Council approval. Once finalized, the JEDI lens serves as the foundation for aligning all aspects of city operations.

JEDI Roadmap

Create a detailed plan to support staff and Council in building awareness and skills to use the JEDI lens. The roadmap sets organizational priorities and addresses specific departmental needs, with input from employees and the community before final approval.

Implementation and Accountability

Develop metrics and tools to monitor and support departmental and team growth in applying JEDI concepts. Recognizing that growth is incremental, these tools take account of varying levels of progress.

Evaluation

Conduct organizational impact assessments to measure the effects of implemented changes and identify areas for further intervention or improvement.

Where is Greenbelt in the Process

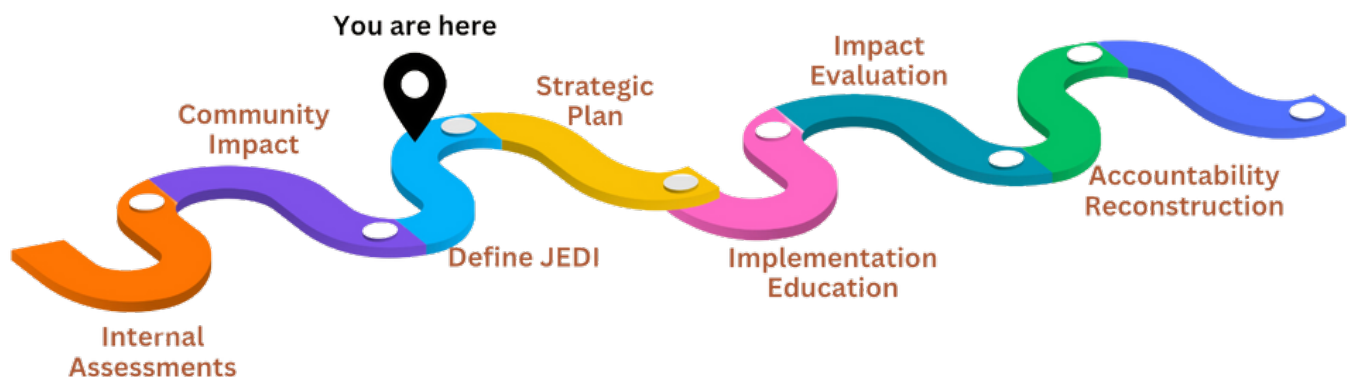
A full organizational assessment has been conducted over 2 phases. Phase II also included development of a JEDI lens (defining justice, equity, diversity and inclusion concepts in the context of the City of Greenbelt).

Phase I: Internal JEDI Audit

- City structure (policy, practices, processes)
- City employee culture (dynamics among employees)

Phase II: Community Impact Assessment and JEDI Action Team

- Community Impact Assessment
- Training and support for the employee JEDI Action Team to develop Greenbelt draft definitions of justice, equity, diversity and inclusion (lens) for feedback by employees and community.





SCENE:

Phase II Community Engagement

Target Audience

Most cities have a core group of residents who are highly engaged and well-informed about local happenings. These individuals often attend council meetings, serve on committees and commissions, communicate regularly with city employees and council members, and actively participate in city events to ensure their voices are heard. Greenbelt is no exception. In Greenbelt, the most “active” residents are typically Gen X and Boomers, White, and from Greenbelt Homes, Inc. (GHI) community. Furthermore, events and activities where city staff and council can interact with the community tend to be located within central/old Greenbelt.

Therefore, to create a truly inclusive and equitable community impact assessment, it is essential to intentionally engage with those who are less involved, marginalized, underrepresented, and/or vulnerable. In Greenbelt, these groups include populations from the global majority:

- African diaspora, Black, African American (approximately 47% of Greenbelt’s population, the largest racial group in the city*)
- Asian diaspora (about 12% of the population*)
- Communities historically colonized by Spain, Latina/o/x/e, Hispanic (about 11% of the population*)

We also prioritized engaging the following groups:

- Gen Z and Millennials
- Young families
- Spanish speakers
- Low-income residents
- Seniors
- Residents in East and West Greenbelt

This intentional outreach ensures that the perspectives, ideas, and experiences of all community members, particularly those historically excluded, are meaningfully included.

***Data USA (census data)**

Communication

The City of Greenbelt currently employs two primary communication strategies to reach residents:

1. Email Outreach: The city maintains a listserv with approximately 19,000 email addresses. While this method is effective for those who use email regularly, its demographic reach within the city remains unclear.
2. The Greenbelt News Review: This newsletter is distributed primarily to GHI residents and tends to resonate more with older generations.

Additionally, Greenbelt leverages a limited social media presence and organizes multiple community events, primarily in GHI. While these efforts provide some avenues for communication, they lack the inclusivity and breadth required to engage the city's diverse population.

Challenges Identified

Tribesy, in collaboration with the JEDI Officer, utilized the city's existing communication strategies. However, we identified significant limitations in these methods for effectively reaching our target audience. Key challenges included:

- Lack of Dedicated Resources: The absence of a Community Engagement Coordinator, a comprehensive city-wide communication strategy, and funding for alternative outreach tools (e.g., popular local radio programs) hindered broader engagement efforts.
- Demographic Disparities: Existing methods disproportionately favored certain groups, such as older residents and those in GHI, while under-serving others, including younger residents and the East and Western parts of the city.

Supplementary Outreach Efforts

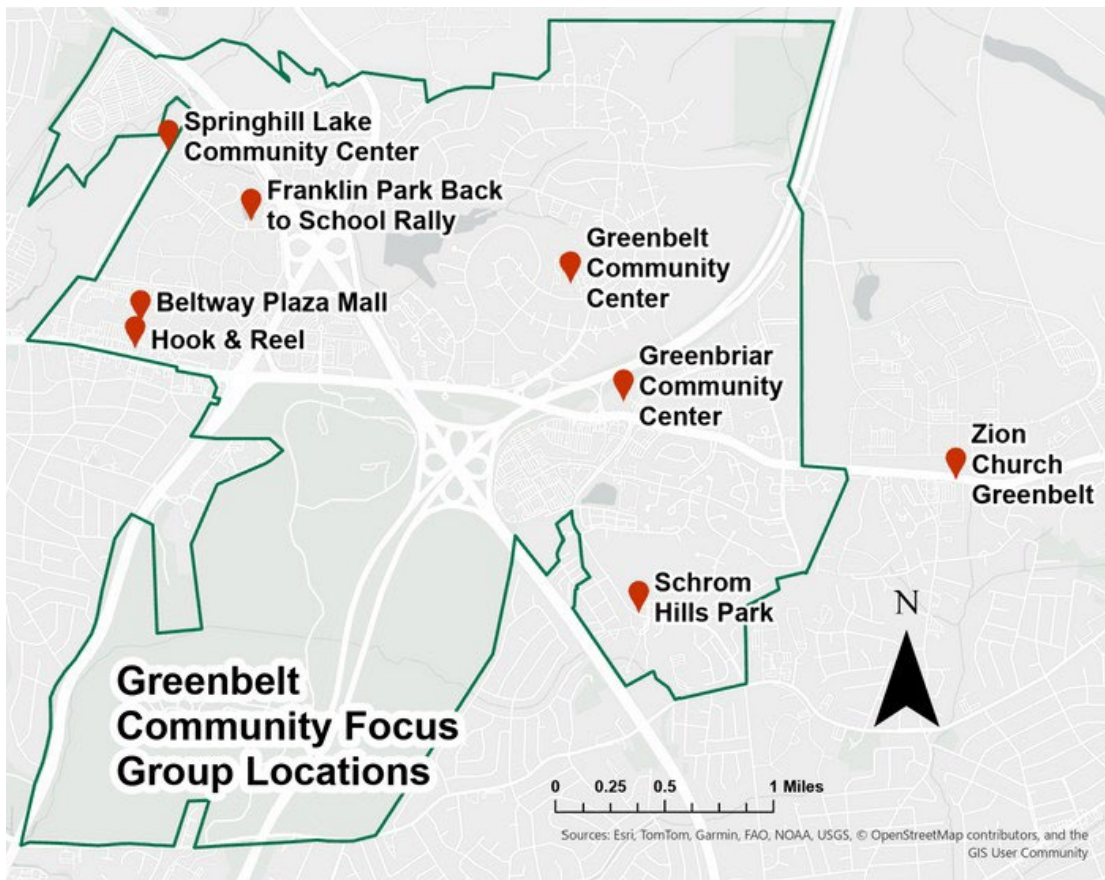
To address these gaps and enhance community engagement, Tribesy undertook the following initiatives in order to ensure connection with our targeted audience:

- Community Consultations and Outreach: We engaged directly with residents by distributing flyers and scouting various locations across Greenbelt to identify accessible and centralized outreach spots.
- Event Participation: Our team attended:
 - The Franklin Park Back-to-School Rally
 - Beltway Plaza Mall
 - Karaoke night at the Hook & Reel
 - Sunday services at Zion Church
 - Senior lunch gatherings at the Roosevelt Community Center

- ◆ Community Conversations: We organized discussions at:
 - Greenbriar Community Center
 - Springhill Lake Community Center
 - Virtual sessions to accommodate diverse schedules and preferences
 - Random drop in conversations with residents

Locations

Below is a map of physical locations in which we held focus groups or informal conversations. Additionally virtual focus groups were also offered.

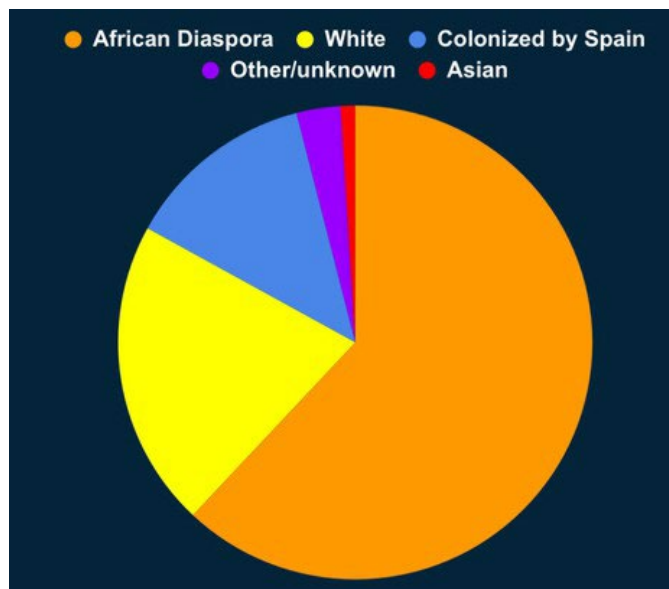


Data: Numbers and Demographics

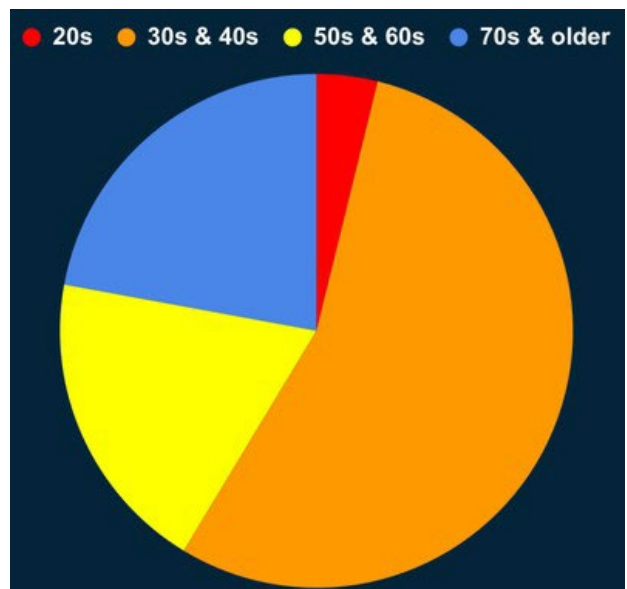
Community conversations surface qualitative data that allow consultants to understand the effects of city services as well as living, working and visiting the city of Greenbelt. In particular, community impact assessments prioritize individuals and groups that have been historically and currently systemically marginalized. Therefore we don't focus on a statistic sampling. Rather it is important that participants feel they are able to share their lived experiences, perspectives and ideas.

We spoke with 91 people over the course of 9 days in August and September 2025. Below is a data by race and age range.

Race



Age Range





REVIEWS: Bravo, Rotten Tomatoes and the Like

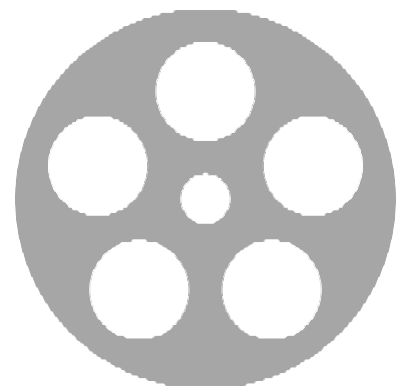
Categories of Conversations

The conversations conducted were generally informal, consisting of both structured and unstructured formats. Some sessions were organized as small focus group dialogues, offered both virtually and in person, while others took the form of one-on-one discussions.

Participants were assured anonymity and informed that the purpose of these conversations was to gather their experiences in Greenbelt, along with their perspectives and ideas. This input was intended to help the City understand the impact of its existing structure, culture, and services on residents and visitors. Ultimately, the feedback would be used to identify areas for improvement and implement changes that positively affect the community as a whole.

The following topics were used to generate conversation and allow participants to share whatever they wished.

- City events
- Recreation
- Transportation
- Public safety
- Cares
- Communications
- City council / Voting
- History / future of Greenbelt
- Anything else they want to share



Community Impact Assessment

The City of Greenbelt has been engaged in multiple efforts to improve City services, support equity and become more inclusive of all its residents. The community impact assessment serves as a baseline to be used to measure future endeavors through their impact on the most marginalized, underserved and/or vulnerable communities.

Tribesy is utilizing the same assessment levels that were applied to the internal assessments: structure, employee culture, boards and commissions. All 3 categories were assessed at a level 1. Greenbelt's community impact is assessed at level 2 which reflects ongoing City efforts to be more equitable.

Community Impact Assessment Level:

2

Assessment Levels:



Level 5: Demonstrating national / global exemplary practices and accountability. Has fully infused JEDI into daily organizational functions.



Level 4: Pro-JEDI: Implementing JEDI systemically and showing improved results and impact beyond what is required or expected.



Level 3: A spectrum of JEDI activity but a lack of systemic coordination.



Level 2: There are the beginnings of JEDI efforts. However the efforts may be stifled due to an inability to do more than the minimum for various reasons.



Level 1: There has been little to no progress in JEDI work.

Trends in Feedback

Community feedback has been organized into overarching trends (frequently mentioned items) as well as notable topics or experiences. Any quotes shared are anonymous and designed to simply illustrate a point using the words of community members themselves. Trends are further categorized into four key areas: Strengths, Gaps, Opportunities, and Threats. Together, these categories create a framework for actionable steps toward fostering a more inclusive, equitable, and just community.

Strengths



This category highlights areas that are perceived more positively within the community. While these strengths should be recognized, they are not to be viewed as complete or areas requiring no further attention. Instead, they represent foundational aspects that can be strategically leveraged to address identified gaps and enhance community outcomes.

- ♦ Small Town Feel: Greenbelt is valued for its “small-town charm” and close-knit atmosphere. Many expressed that Greenbelt’s small-town atmosphere is a positive and valued attribute. In general, residents expressed a sense of connection to their section of town, however, not to Greenbelt as a whole.
- ♦ Parks and Trails: Outdoor spaces are well-liked and perceived as safe as expressed in this statement: “Feels safe to bring my grandchildren to the parks.” Trails are also viewed positively: “I like the trails, although it feels safer to go when other people are out.” Residents expressed that outdoor spaces felt safe during the day “but not so much at night.”
- ♦ Services for Seniors: Programs at the Community Center such as senior meals, the pool, and activities receive positive feedback. There is a general sentiment that Greenbelt provides a range of services for seniors, particularly in central/old Greenbelt*.
- ♦ Community Policing: Current community policing efforts in Franklin Park are valued, especially when contrasted with the broader experiences of policing often faced by members of the global majority. These efforts are viewed as a positive first step toward building stronger relationships and to address the historical and ongoing perception that “driving while Black” in Greenbelt is unsafe.

*Note: residents tended to use the term GHI, central Greenbelt and old Greenbelt interchangeably to refer to both geography and the community of residents.

- ♦ Accessible Events: For those who have attended city events, they are viewed favorably and easily accessible. City events in general are viewed as a integral to building and maintaining a sense of community.
- ♦ JEDI Focus Groups/Conversations. The community conversations with Tribesy were widely regarded as a positive experience. Although some participants expressed skepticism about how the information would be used, many appreciated the opportunity to share their experiences and perspectives about the city. One participant's remark, "We should do this again," highlights the overall enthusiasm for these discussions.



Gaps. This category reflects areas that are missing, and as a result are having a negative affect on many residents, particularly those that are already marginalized systemically.

- ♦ Communications. There was an overwhelming response indicating that city communications are insufficient, even among residents who are already connected and actively engaged. The majority of those we spoke with were unaware of events and therefore didn't attend which has the impact of making residents "feel disengaged." Participants also expressed a lack of knowledge about available resources and how to provide feedback. Comments such as "I don't get the newsletter," and "I don't attend events not advertised through Franklin Park" illustrate these concerns.
- ♦ Lack of Inclusivity: Events and services are often perceived as designed by and for "old Greenbelt." This feeling permeated all aspects of Greenbelt services including everything from community events, senior lunches and the food distribution program. Seniors in East and West Greenbelt must travel to central Greenbelt community center for senior lunch program which creates a barrier to access. The food distribution program is perceived as inequitable and we also witnessed the difference in the variety of foods offered in Central Greenbelt and Franklin Park. This led to the feeling that Franklin Park was getting the "left overs."

- ♦ Recreation Disparities: Facilities and services in parts of the city, like Springhill Lake Recreation Center, are viewed as inferior to those in central Greenbelt. Several gaps in programming were identified including young adults without families and programming that specifically targets the needs and interests of Franklin Park residents.
- ♦ Affordability: The city is not affordable for retirees, families, or younger residents, limiting housing options and engagement. We heard from individuals who plan on moving out of Greenbelt once they retire, because the city will no longer be liveable on a fixed income. We also heard from small business owners in the city who chose to buy a home outside of Greenbelt because it was more affordable for their family.
- ♦ Safety at Night: Concerns about harassment and crime, especially around the mall and in some neighborhoods, deter evening activity.



Opportunities. This category highlights areas that have the potential to enhance the quality of life for residents, particularly those that are most marginalized, underserved and/or vulnerable. These are key issues where residents have expressed a desire for more direct and impactful actions.

- ♦ Enhanced Communication: We heard calls for the city to “listen to THE people” specifically referring to residents of the global majority who have been historically disenfranchised and excluded from citywide communications and decision-making processes. This reflects a desire to not only receive information from the city but to be able to provide feedback and input as well. Expanding outreach through a variety of media including ongoing community forums, focus groups, text alerts, banners, and social media can better connect residents across Greenbelt.
- ♦ Community Building: While the city does host a variety of community events, there was still a strong desire for activities and events specifically designed to build and connect residents citywide. This included a wide range of activities from community gardens in multiple neighborhoods, more varied recreation activities in all sections of the city and citywide events held outside of central Greenbelt that are designed to bridge divisions between the East, West and Central sections of the city.

- Transportation Improvements: Due to the geographic divides within the city, residents expressed a strong need for improved transportation options, such as connector buses, to facilitate travel between different parts of town. While trails and open spaces exist, many residents felt the city is “not as walkable as people want you to think.” Enhancing walkability to key locations, such as the mall, was seen as a way to improve accessibility and safety.
- Youth and Family Community Engagement: Many residents described the city as “boring” and expressed a desire for more activities and events tailored to diverse groups, including teens, young adults, families with young children, and adults without children, in various parts of the city. Developing programs that specifically engage younger generations was identified as a vital opportunity to foster community connections and increase engagement across Greenbelt.
- Police-Community Relations: Residents highlighted the importance of expanding community policing practices to strengthen police-community relations. Many noted that when police officers are “out in the community, it is helpful.” Initiatives that allow officers to engage with residents outside of service calls can build relationships, enhance trust, and contribute to a stronger sense of community.



Threats. This category identifies areas that are currently causing harm and, if left unaddressed, will continue to perpetuate and intensify harm to the most marginalized, underserved, and vulnerable members of the community now and in future generations.

Explicit Divisions

- There are longstanding and ongoing divisions between Central, East, and West Greenbelt, creating tensions within the city. Many residents feel that decision-making, events, and services disproportionately cater to Central Greenbelt, leaving other areas feeling neglected. This perception is particularly prevalent among residents of the global majority, many of whom expressed that they tend to frequent only areas where they “feel comfortable”—which often excludes Central Greenbelt.
- Sentiments about Central Greenbelt frequently highlighted its undesirability, with comments such as “It felt like a different planet,” “people are rude,” “it’s old and outdated,” and “it’s in its own world.” Concerns about safety were also voiced, with one resident stating, “I wouldn’t want to walk around there...not safe.” A young parent shared, “I wouldn’t want to raise my kids there.”

- Since City offices and the Community Center are located in Central Greenbelt, many residents of the global majority expressed reluctance to visit this part of town, preferring access to services, activities, and events closer to their own neighborhoods. This dynamic contributes to a fragmented sense of community, with some residents feeling that Greenbelt is divided into “sub-cities” rather than functioning as a cohesive whole.
- Threats for Future Generations. If these divisions remain unaddressed, they could deepen over time, eroding the ability to form a united Greenbelt. When future generations inherit a city marked by stark geographic, racial, and social divides, it limits opportunities for shared experiences and mutual understanding. Such fragmentation risks perpetuating inequities in access to resources, representation in decision-making, and community engagement. Without deliberate efforts to bridge these gaps, the City’s ability to build an inclusive, vibrant community for all residents will be significantly undermined.

Inequity / Focus on Central Greenbelt

- There is a strong perception among residents that decision-making and resource allocation disproportionately favor Central Greenbelt, leading to significant inequities for those living in other parts of the city. This perception is not limited to East and West Greenbelt; residents from all sections, including Central Greenbelt, recognize these disparities. However, residents in East and West Greenbelt experience the impacts of these inequities more acutely and regularly.
- Key differences include a lack of community events, programming, and services in East and West Greenbelt compared to Central Greenbelt. For example, food distribution in the West was frequently described as “we get the leftovers” after Central Greenbelt is served. These disparities were also observed by Tribesy Consultants during a food distribution event and visits to community centers, where differences in service delivery and access were evident.
- Threats for Future Generations. If these inequities persist, they will likely have compounding effects on future generations, exacerbating divisions within the city and perpetuating a cycle of exclusion and marginalization. Children and young adults growing up in East and West Greenbelt may feel less valued and less connected to the broader community, impacting their sense of belonging and civic engagement. The lack of equitable programming and resources could limit opportunities for personal and community development, reinforcing systemic disparities and hindering efforts to create a unified and inclusive

Greenbelt. Addressing these inequities now is critical to ensuring a more balanced and equitable future for all residents.

Stigma and Exclusion

- ♦ Residents of Franklin Park are deeply aware of and affected by the negative perceptions of their community. Many have heard disparaging comments, such as “I didn’t know they could read,” and shared stories of being marginalized, including suggestions to “sell the West” to Berwyn Heights. When accessing services in Central Greenbelt, some residents have been told, “You don’t belong here.” Similarly, residents of both East and West Greenbelt frequently feel excluded from city life, further compounding feelings of stigma and marginalization.
- ♦ Threats for Future Generations. If these stigmas and exclusions persist, future generations in Franklin Park and other marginalized areas may internalize a sense of inferiority and alienation from the broader Greenbelt community. This could lead to diminished civic pride, lower community engagement, and perpetuation of harmful stereotypes. Such dynamics risk creating deeper divides, fostering resentment, and hindering efforts to build a more inclusive and cohesive city.

City Council

- ♦ Civic engagement in Greenbelt is dominated by a small, insular group of active participants, leaving many residents feeling excluded or unheard. The limited representation in Council meetings, committees, and commissions does not reflect the diversity or breadth of community experiences. As a result, many residents expressed reluctance to participate, citing reasons such as, “They wouldn’t listen to us if we did participate,” “We don’t feel welcome,” “No way! Those folks wouldn’t listen,” and “What would be my place if I don’t have a complaint?” Overall, most residents do not see themselves as part of the decision-making process and feel that the perspectives of East and West Greenbelt are not adequately represented.
- ♦ Threats for Future Generations. The lack of inclusive civic engagement poses a significant threat to future generations by perpetuating systemic disenfranchisement. If current patterns continue, future residents may inherit a city where decision-making remains disconnected from large portions of the population. This could result in declining trust in local government, further disengagement, and the perpetuation of policies that fail to address the needs of marginalized communities.

Lack of Active Engagement

- There is a noticeable lack of intentional and active engagement with residents of East and West Greenbelt. Communication with these communities is minimal, and decision-making processes and activities remain heavily focused on Central Greenbelt. This imbalance has fostered an environment of disengagement, where many residents feel overlooked and unimportant.
- Threats for Future Generations. Without significant changes, the ongoing lack of engagement will deepen divides within Greenbelt, leaving future generations in East and West Greenbelt feeling disconnected and underrepresented. This disengagement could weaken social cohesion, limit opportunities for cross-community collaboration, and erode trust in local institutions. Over time, these dynamics risk undermining the city's ability to create a unified, equitable, and thriving community.



Why is This Feedback Important?

To understand how the community is impacted, just ask! While city leaders and staff may have the best intentions at heart, it is crucial to prioritize understanding the effects of actions and decision on residents, especially those who are marginalized, underserved, or vulnerable. Furthermore, the community boasts a wealth of history, lived experiences, ideas, and perspectives that can be utilized to address existing gaps and future threats.

Based on the qualitative data gathered through community impact conversations, Tribesy is providing several ideas for moving forward through a JEDI lens. These ideas are designed to be combined with recommendations from the Phase I internal assessments (structure, employee culture and boards/commissions) to provide a complete organizational assessment of the City of Greenbelt and a framework for incorporation into a strategic plan or JEDI roadmap.

Community Engagement Coordinator

Establish a dedicated staff position to strengthen relationships with community organizations and groups across the city, with a particular focus on marginalized, underserved, and vulnerable populations. This role will collaborate strategically with the DEI Officer and the city's communications department to develop and implement strategies for gathering community feedback, creating communication plans, and supporting ongoing JEDI (Justice, Equity, Diversity, and Inclusion) initiatives.

Communications Strategy

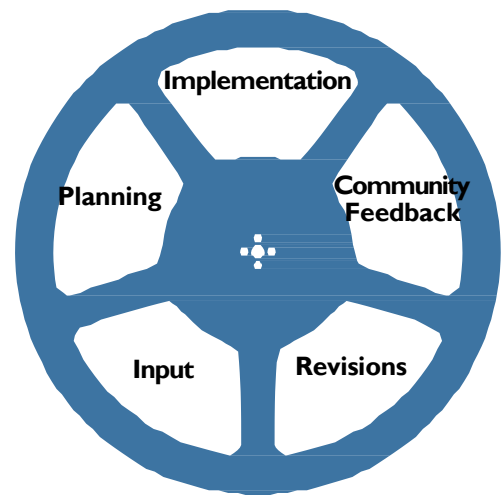
Create a comprehensive, multi-faceted communications strategy that prioritizes both listening to residents and sharing information effectively. This strategy should employ a variety of tools and methods tailored to the city's diverse audiences, reflecting differences in race, ethnicity, geography, and generational needs.

Council Engagement

Expand City Council's methods for engaging the broader community beyond traditional meetings and centrally located events. This can include hosting community forums and dialogue sessions in various neighborhoods to foster relationship-building and create a sense of belonging for residents who have historically felt excluded. These forums can be part of a continuum that includes roving council meetings held in different areas of the city, encouraging greater resident participation in decision-making processes.

Departmental Evaluations

Implement a consistent structural and cultural practice of evaluating all city departments based on their impact on the community, with particular attention to marginalized, underserved, and vulnerable groups. This process requires departments to actively seek input and feedback from these groups, focusing not just on quantitative data like numbers served or dollars spent but also on qualitative insights such as personal stories and quality-of-life experiences. By establishing a cyclical process—encompassing planning, implementation, community impact feedback, and revision—departments can remain responsive to the city’s evolving needs and demographics.



Equity in Programs

Apply the same equity-focused lens to evaluating programs, events, and activities, emphasizing their impact on marginalized, underserved, and vulnerable groups. Equity does not require uniform services across all areas of the city but rather programs tailored to the expressed needs and interests of diverse communities. These needs should be identified through input gathered during departmental evaluations. Every event, activity, and service should include a mechanism for collecting community stories and experiences to measure their impact on residents’ quality of life and continuously improve offerings.

Scene Stealers

Furthermore, Tribesy recommends using approaches to implementing the above ideas that are based in community connection, decision-making, empowerment and healing. Given the history of exclusion and legacy of harm, these approaches will also support city reparations efforts.

7 Generation Principle

The 7 Generation Principle is rooted in the wisdom of Indigenous people of the Americas as well as globally. Some Indigenous groups describe this as a process that continually connects stories and experiences of past generations to the experiences of present generations, while addressing issues to alleviate burdens for future generations. Human continuity proliferates throughout generations. Indigenous wisdom encourages decision making to consider past, present and future generations.

The 7 Generations Principle perspective is based in:

- Sustainability of human practices that ensure resources are available for future generations, encouraging a balance between human needs and environmental preservation.
- Holistic thinking that builds understanding of interconnected systems-- spiritual, social, economic, and ecological.
- Ethical responsibility emphasizing moral responsibility toward future generations, encouraging leaders to act as stewards of the Earth, rather than short-term exploiters.
- Cultural values emphasizing respect for land, community and the cycle of life.
- Risk assessment evaluating potential long-term consequences, so decision-makers can better assess unintended outcomes and develop more informed and resilient policies.
- Community involvement promoting collaboration and dialogue within and among communities, ensuring that diverse voices and interests are considered in decision-making.

Community Healing

Community healing is both a process and an outcome that incorporates 3 main categories:

- **Psychological dimensions** focus on human connectedness through collective memory, and critical consciousness about history, systems and community impact.
- **Culturally syntonik** processes are those that are aligned to and in harmony with cultural practices, beliefs and values. For communities of the global majority this includes a process of storytelling, community gathering and re-narrating experiences as a conduit for change.
- **Justice** is critical as an ongoing process as well as an outcome of city processes.





TRAILER: Phase III

As we advance towards Phase III of the JEDI organizational transformation, it is imperative to integrate three critical components to ensure operational success and sustainability. First, we must thoroughly analyze and build upon the results from Phases I and II, using the insights gained to refine our strategies and address any identified gaps. Second, the ongoing engagement of both staff and the community remains essential, fostering a collaborative environment where diverse voices contribute to shaping the path forward. Finally, embedding JEDI definitions and vision into the City's structural framework is crucial, alongside enhancing the City's capacity to effectively communicate with its most marginalized populations. This comprehensive approach will ensure that the City's JEDI efforts are deeply rooted and resonate throughout the organization and the community it serves.

How Should This Report be Used?

The JEDI report on community impact serves as a foundational tool for the City of Greenbelt in its ongoing commitment to fostering diversity, equity, and inclusion. To maximize its effectiveness, the report must be strategically applied in several key areas.

- ♦ The findings from the JEDI report should be integral to the development of the City's JEDI strategic plan. By operationalizing the concepts outlined in the report, the City can ensure that JEDI principles are embedded within its organizational structure and culture. This alignment will facilitate the implementation of targeted areas that address the specific needs and concerns identified by the community, thereby enhancing the overall effectiveness of the City's JEDI efforts.
- ♦ It is essential that the JEDI report be shared with all staff members, the City Council, and the broader community. Transparency in disseminating the report fosters a culture of accountability and collective responsibility. By sharing the report, the City underscores the importance of engaging the community and actively listening to the lived experiences of its residents. This engagement is vital for building trust and ensuring that the voices of all community members, particularly those from marginalized backgrounds, are heard and valued.

- ♦ The JEDI report establishes a baseline of community perspectives. While the city has undertaken multiple efforts to improve and ensure equity, it is essential to acknowledge these viewpoints without defending current practices. Community feedback does not undermine existing efforts; rather, it serves as a benchmark to assess the city's current standing. Ignoring or dismissing community sentiments could harm relationships and erode trust in the city's commitment to meaningful change. Additionally, the report serves as a critical reference point as further JEDI measures are implemented. By comparing future assessments against this baseline, the City can effectively gauge progress, identify areas for improvement, and celebrate successes in its JEDI journey. This ongoing evaluation will not only enhance the City's ability to adapt its strategies but also reinforce its commitment to creating a more inclusive and equitable environment for all residents.

Golden Nuggets

"Golden nuggets" refer to the invaluable insights and profound truths that emerge when listening to the lived experiences of community members. These nuggets are the key pieces of information that can significantly inform and enhance decision-making processes, policy development, and community engagement strategies.

Here are some aspects of what constitutes these "golden nuggets":

- ♦ Authentic Perspectives. Golden nuggets provide authentic perspectives that might not be visible through data alone. They offer a deeper understanding of how policies and practices impact individuals on a personal level, revealing the nuances of community life that statistics may overlook.
- ♦ Uncovering Hidden Issues. These insights can uncover hidden issues or challenges that may not be immediately apparent to decision-makers. By listening to the lived experiences of community members, especially those from marginalized groups, leaders can identify systemic barriers and areas needing attention that might otherwise remain

City of Greenbelt Community Impact "Golden Nuggets"

The City of Greenbelt has undertaken a comprehensive JEDI analysis of community feedback, revealing several "golden nuggets" that provide valuable insights into the lived experiences of its residents. These insights are crucial for informing future strategies and enhancing the quality of life within the community.

- Firstly, it is heartening to note that the vast majority of community members express a strong affinity for living in Greenbelt. This positive sentiment underscores the City's appeal and the satisfaction of its residents with their community environment.
- Additionally, most individuals who have interacted with the City's services report favorable experiences, indicating a general effectiveness in service delivery.
- Notably, interactions with the police are generally categorized as positive, even among Black males, who have historically faced challenges in law enforcement interactions. This suggests progress in community-police relations and highlights the importance of continuing efforts to build trust and ensure equitable treatment.
- However, despite these positive aspects, there remains a perceived legacy of exclusivity within the City's systems, services, and events. While this perception may not reflect the current reality, it is essential to address these concerns to foster a more inclusive community atmosphere. This legacy perception indicates a need for ongoing dialogue and initiatives to ensure that all community members feel welcomed and valued.
- Furthermore, almost all residents express dissatisfaction with the effectiveness of the City's communications. This feedback points to a critical area for improvement, as effective communication is vital for transparency, engagement, and community cohesion. Addressing this issue will be key to enhancing residents' connection to the City and ensuring they are informed and involved in civic matters.
- Lastly, there is a consensus among residents about the lack of a current, cohesive identity for the City of Greenbelt. Establishing a clear and inclusive identity is deemed important by the community, as it can strengthen community bonds and foster a sense of pride and belonging among residents.

In summary, these golden nuggets provide a roadmap for the City of Greenbelt to build on its strengths and address areas of concern. By leveraging these insights, the City can enhance its strategic planning, improve service delivery, and cultivate a more inclusive and connected community.

Root Causes

It is essential for the City of Greenbelt to invest time and resources in uncovering the root causes of the identified trends in community impact. Understanding, acknowledging, and delving into these root causes is critical for developing effective and sustainable solutions. Without this foundational understanding, any interventions may only address symptoms rather than the underlying issues, resulting in superficial solutions that fail to create meaningful change. Moreover, such surface-level approaches could inadvertently exacerbate existing challenges and cause unintentional harm to the most vulnerable members of the community.

Root causes of impact refer to the fundamental factors that contribute to the observed trends and issues within a community. These causes can be multifaceted and may include systemic inequities, historical legacies of exclusion, socio-economic disparities, and cultural barriers. For instance, the perception of a legacy of exclusivity may stem from historical practices that marginalized certain groups, leading to lingering feelings of distrust and disconnection. Similarly, ineffective communication may be rooted in a lack of inclusive engagement strategies that fail to reach all segments of the community.

By thoroughly investigating these root causes, the City can gain a comprehensive understanding of the dynamics at play within the community. This process involves engaging with residents, particularly those who experience marginalization, to gather insights into their experiences and perspectives. Such engagement not only enriches the understanding of the issues but also fosters a sense of ownership and collaboration among community members.

Addressing root causes is vital for several reasons:

- Sustainable Solutions. Solutions that target root causes are more likely to be effective and sustainable over the long term. By addressing the underlying issues, the City can implement strategies that create lasting positive change rather than temporary fixes.
- Equity and Inclusion. Understanding root causes allows the City to develop interventions that are equitable and inclusive. This ensures that the needs of the most vulnerable populations are prioritized, reducing the risk of further marginalization.

- Preventing Unintended Consequences. Superficial solutions can lead to unintended consequences that may harm those who are already facing challenges. By thoroughly examining root causes, the City can anticipate potential pitfalls and design interventions that mitigate risks.
- Building Trust. A commitment to understanding and addressing root causes demonstrates to the community that the City values their experiences and is dedicated to fostering an inclusive environment. This can help rebuild trust and strengthen community relationships.

In the City of Greenbelt, several root causes have been identified that contribute to the current trends in community impact. Understanding these root causes is essential for developing effective strategies to foster inclusivity and equity within the community. The following key factors have emerged from community feedback:

- Legacy of Exclusion: The historical context of Greenbelt has left a lasting legacy of exclusion that continues to affect perceptions and experiences within the community. This legacy may stem from past policies and practices that marginalized certain groups, creating barriers to participation and belonging. As a result, many residents, particularly those from historically underrepresented backgrounds, feel disconnected from the community and its resources. Acknowledging this legacy is crucial for addressing the lingering effects it has on community dynamics and for fostering a more inclusive environment.
- Systems Set Up that Cater to Central Greenbelt. The existing systems and structures within the City may inadvertently cater primarily to the Greenbelt Homes, Inc. (GHI) community, which can create disparities in access to services and opportunities for other residents. This focus can lead to a perception of favoritism and exclusion among those who do not reside in GHI. It is essential for the City to evaluate its systems and ensure that they are equitable and accessible to all residents, regardless of their housing situation, to promote a sense of belonging and community cohesion.
- Formal Lines of Separation in the City. The presence of formal lines of separation within the City, whether based on socio-economic status, housing types, highways or community affiliations, can contribute to a fragmented community experience. These divisions may manifest in various ways, such as differing access to resources, social networks, and opportunities for engagement. Addressing these formal separations is vital for fostering a more integrated community where all residents feel valued and included.

The Promise of Community Not Being Extended to Those Who Are Marginalized:

Many residents have expressed that the promise of community—characterized by support, belonging, and shared identity—has not been fully extended to those who are marginalized. This sentiment reflects a broader issue of inequity, where certain groups may feel excluded from the benefits and opportunities that the community offers. It is imperative for the City to actively work towards extending this promise to all residents, particularly those who have historically been marginalized, by creating inclusive spaces, programs, and initiatives that recognize and celebrate diversity.

In summary, the identified root causes of community impact in the City of Greenbelt—namely, a legacy of exclusion, systems that cater primarily to GHI, formal lines of separation, and the unfulfilled promise of community for marginalized individuals—highlight the need for a comprehensive and inclusive approach to community engagement and policy development. By addressing these root causes, the City can work towards creating a more equitable and cohesive community that truly reflects the values of diversity, inclusion, and belonging for all its residents.

Rifts

In the City of Greenbelt, one of the most significant challenges is bridging the divide between the broader community and residents of Franklin Park and the East side. Despite the City's commendable efforts to promote equity and inclusion in these areas, a pervasive sentiment of exclusion persists, particularly in the realm of decision-making. This disconnect has led residents to feel unheard and undervalued, with their thoughts, needs, and ideas seemingly overlooked in the City's planning and development processes.

The root cause of this rift can be traced to a lack of both physical and effective communication with these communities. Historically, communication channels may not have been adequately established or maintained, leading to a sense of isolation among residents. This gap in communication has resulted in a lack of representation and participation from Franklin Park and East side residents in civic matters, further entrenching feelings of exclusion.

To address this issue, the City of Greenbelt must prioritize the development of robust communication strategies that actively engage these communities. This involves not only improving the physical means of communication, such as ensuring access to meetings and information, but also fostering a culture of inclusivity where residents feel their voices are genuinely valued and considered.

JEDI Train: Moving Forward

To keep the JEDI Train moving forward, Tribesy recommends, the City embark on Phase III of its Justice, Equity, Diversity, and Inclusion (JEDI) implementation, which aims to solidify the foundational concepts of justice, equity, diversity, and inclusion within the community and its operations. This phase is crucial for translating the principles established in previous phases into actionable strategies that can be effectively implemented across the City.

- ◆ **Defining Key Terms.** A critical first step in Phase III is the clear definition of the terms "justice," "equity," "diversity," and "inclusion." Each of these concepts plays a vital role in shaping the City's approach to JEDI:
- ◆ **Gathering Feedback.** To ensure that the definitions and subsequent strategies resonate with the community, the City will actively seek feedback from both employees and residents. This engagement process will involve surveys, focus groups, and public forums, allowing diverse voices to contribute to the conversation. By incorporating feedback from various stakeholders, the City can better understand the unique challenges and aspirations of its community members, ensuring that the JEDI initiative is reflective of their needs.
- ◆ **Approval Through City Council.** Once the definitions and feedback have been synthesized, the proposed strategies will be presented to the City Council for approval. This step is essential for securing the necessary support and resources to move forward with the JEDI implementation. The City Council's endorsement will also signal a commitment to prioritizing JEDI efforts at the highest levels of governance, reinforcing the importance of these values in shaping the City's policies and practices.
- ◆ **Utilizing Reports from Phases I and II.** The insights and findings from Phases I and II of the JEDI initiative will serve as a foundational resource for developing a robust strategic plan. These reports have already identified key areas for improvement and highlighted successful practices that can be expanded upon. By leveraging this existing knowledge, the City can create a comprehensive plan that addresses the specific needs of the community while building on previous successes.

- ◆ Developing a Strategic Plan. The culmination of these activities will be the development of a strategic plan that operationalizes the terms of justice, equity, diversity, and inclusion. This plan will outline specific goals, actions, and metrics for success, ensuring that JEDI principles are integrated into all aspects of City operations. Key components of the strategic plan may include:
 - Training and Education: Implementing ongoing training programs for City employees to enhance cultural competency and awareness of JEDI issues.
 - Policy Review and Reform: Evaluating existing policies and practices to identify and eliminate barriers to equity and inclusion.
 - Community Engagement: Establishing regular opportunities for community members to engage with City officials and provide input on JEDI matters.
 - Innovative and creative approaches to communication: Create better communication streams that reach and engage those who do not normally participate in City activities
 - Accountability Measures: Setting clear metrics for success and establishing mechanisms for monitoring progress and accountability.

Tribesy believes that the City of Greenbelt's JEDI Phase III activities represent a significant step towards embedding justice, equity, diversity, and inclusion into the fabric of the community. By defining key terms, gathering feedback, securing City Council approval, and utilizing insights from previous phases, the City is poised to develop a strategic plan that operationalizes these essential values, ultimately fostering a more inclusive and equitable environment for all residents.





JEDI AUDIT REPORT

Justice, Equity, Diversity
& Inclusion

Prepared By:



Focusing on the *Human* in Humanity

 www.Tribesy.net



March 2024

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Introduction

City of Greenbelt, Maryland

Greenbelt, Maryland, is a vibrant city nestled in the heart of Prince George's County. With its rich history, beautiful green spaces, and thriving community, Greenbelt offers a unique blend of small-town charm and urban convenience.

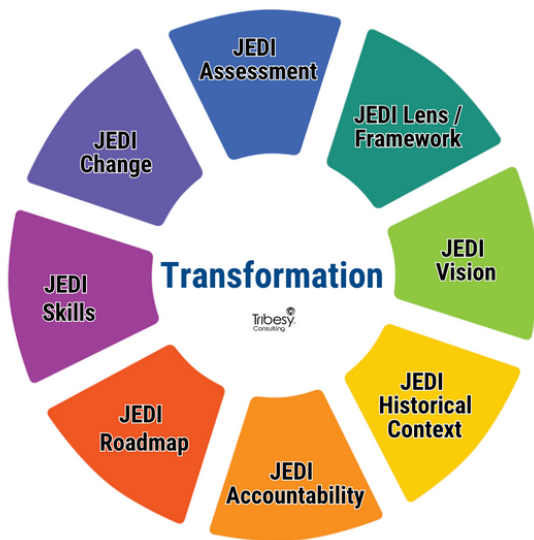
Founded in 1937 as one of the first planned communities in the United States, Greenbelt was designed as a racially exclusive community with the vision of providing affordable housing and a high quality of life for its White residents. It was one of three "green towns" built as part of President Franklin D. Roosevelt's New Deal program, which aimed to provide affordable housing and employment opportunities during the Great Depression.

Tribesy Consulting

The City of Greenbelt has contracted with Tribesy Consulting to conduct a Diversity, Equity, and Inclusion Audit. Tribesy Consulting is a dynamic and innovative consulting firm that specializes in providing a strategic Justice, Equity, Diversity, and Inclusion (JEDI) lens to organizations across various industries. With 30 years of experience and a team of highly skilled professionals, Tribesy Consulting offers a wide range of services, including strategy development, executive coaching, process improvement, JEDI implementation, and organizational transformation.

Tribesy specializes in holistic organizational transformation, both culturally and structurally, through infusing a Justice, Equity, Diversity, and Inclusion (JEDI) Lens. Tribesy is a women-owned, 50% BIPOC general partnership firm with experience in 48 of the 50 states and five other countries. Tribesy is a team of seven (with two principal consultants and five staff) that provides support and assistance in the areas of consultation, communications, videography, research, and executive guidance. Our team includes multiple identities across race, ethnicity, gender, sexual orientation, generation, ability, status and geography.

JEDI Organizational Transformation



Tribesy Consulting recognizes that traditional organizational change models often fall short of addressing the complexities of underlying structural issues. Instead, Tribesy's transformative method is a more comprehensive and focused approach called the JEDI Lens. This lens incorporates justice, equity, diversity, and inclusion as active and discrete concepts while leveraging their points of intersection to provide a more nuanced perspective. Tribesy Consulting recommends a customized and flexible approach to managing the eight components illustrated in the diagram, understanding that the transformation process is not linear and that components often overlap in practice.

Throughout the JEDI Organizational Transformation process, Tribesy Consulting partners closely with their clients to develop effective strategies. These include considerations of messaging, timing, guidance, framework, and training, as well as establishing points of contact and building connections. We understand the importance of being strategic in addressing calls for change, addressing all necessary concerns without being purely reactionary. Moreover, Tribesy Consulting emphasizes the need to create a foundation that supports long-term change, recognizing that organizations cannot simply shut down and start anew.

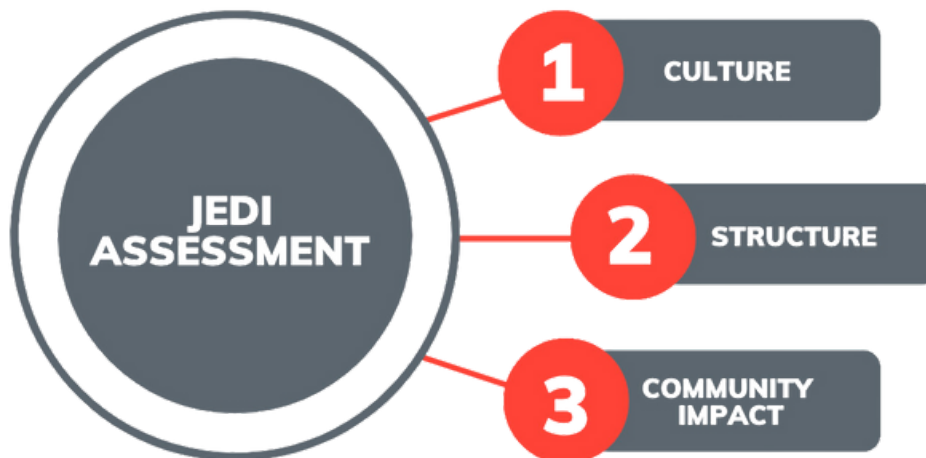
City of Greenbelt JEDI Audit

Tribesy Consulting understands the importance of conducting a comprehensive JEDI audit to identify the underlying causes of current outcomes or obstacles. These audits serve as valuable diagnostic tools that help local governments uncover root issues that must be addressed. Additionally, the JEDI audit plays a critical role in determining the strategic next steps, such as developing programs, resource hubs, and training initiatives.

Tribes Consulting recommends conducting three separate JEDI audits:

1. An employee cultural audit to focus on identifying and understanding the cultural dynamics within the organization.
1. A city structural audit to examine the structural aspects of the city and assess how they impact justice, equity, diversity, and inclusion.
1. The community impact audit, included in Phase II, to evaluate the broader impact of the organization on the community.

These audits provide a comprehensive understanding of the current state and serve as a foundation for designing effective strategies for JEDI transformation.





Summary

Executive Summary

The City of Greenbelt, Maryland, has contracted Tribesy Consulting to conduct a full justice, equity, diversity, and inclusion (JEDI) audit. This city structure and employee culture report constitutes two-thirds of the complete JEDI assessment, with the final third being directly engaging residents to determine impacts on the community. Collectively these audits will provide an all encompassing picture of Greenbelt with a justice, equity, diversity, and inclusion context by identifying the root causes of current outcomes and laying a foundation for a holistic plan: The Greenbelt Journey.

Tribesy's assessment approach incorporates:

- Our four philosophical pillars: 1) seeking truths and knowledge; 2) crafting an entire journey; 3) creating change through taking action; and 4) making spaces for healing.
- A JEDI Lens: a comprehensive yet targeted tool that actively employs concrete definitions of diversity equity, inclusion, and justice as distinct and overlapping concepts.
- An impact-drive approach that delves into how individuals and groups are directly and indirectly affected by past and current actions, influencing their perceptions and engagement.
- Strategic and bespoke approaches to engagement, building lasting relationships with all our partners.

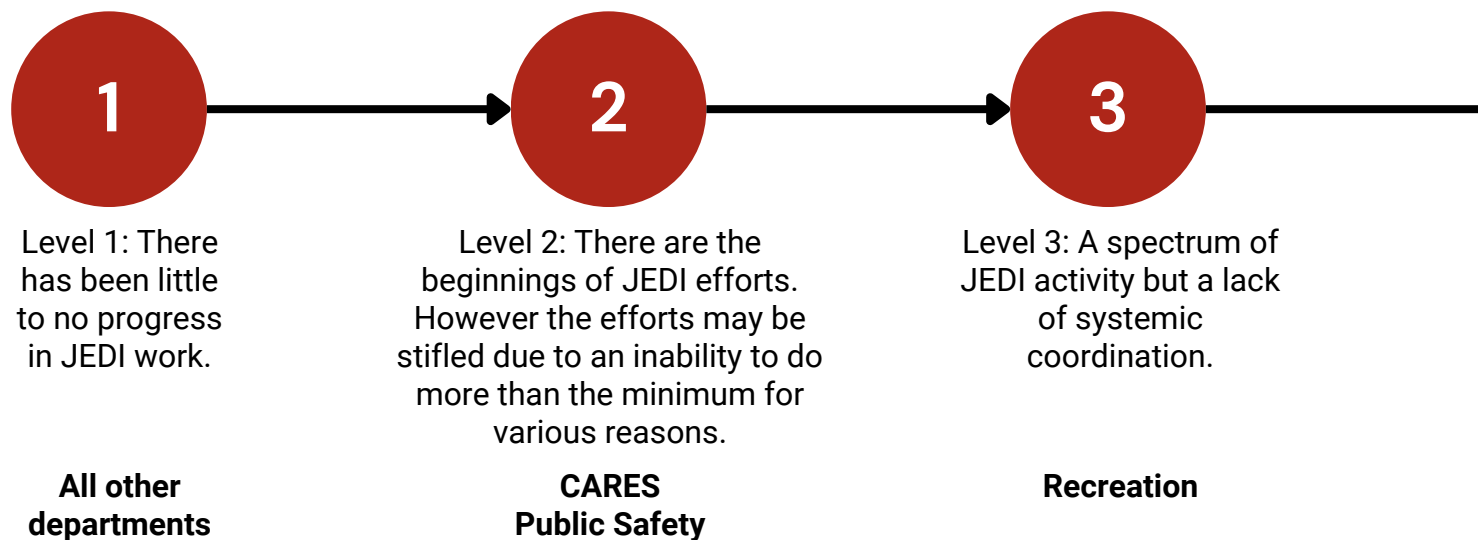
JEDI Structure Audit Summary

An extensive list of documents was requested from each city department. Subsequently, alignment questions were formulated to analyze the documents through JEDI lens. The following key indicators serves as a framework for a structural analysis.



- Decision-making processes
- Embedded JEDI values in infrastructure
- City Council processes
- Staff demographics and parity
- Departmental structure and accountability
- Evaluative focus on impact
- City code structure and language
- Intentional community engagement with a wide range of groups

Strengths, gaps, opportunities and threats were identified in each category. These formed the basis for assigning an Assessment Level between 1 and 5. The Assessment Levels for each department are as follows.



Overall City Structure Assessment:



A summary of structural strengths, gaps, opportunities and threats are highlighted below.

JEDI Structure Strengths

- Most outward-facing documents have JEDI vision and priority
- ARPA funds priorities have a basis in JEDI concepts
- Most city partners have a strong sense of JEDI concepts
- A citywide DEI Director and Police Department Social/Emotional expert were hired
- Outward-facing departments prioritize physical and financial accessibility, and engage with residents of different ages, abilities, social and cultural backgrounds



JEDI Structure Gaps

- No infrastructural JEDI accountability
- No data collection/monitoring of program and service impact on the most vulnerable city residents.
- No interdepartmental data collection to prevent systemic, discriminatory trends
- No JEDI training, skill, or application opportunities
- No JEDI inclusion in departmental vision documents/statements
- No staff, service, or program evaluation that include impacts to the most vulnerable or marginalized city residents
- No JEDI procedural departmental documents



JEDI Structure Opportunities

- Use ARPA fund allocation criteria as a basis for citywide JEDI vision and strategic plan - Objective: enhance our sense of community
- Host community safety conversations at all PD community events. Conversations are used to gather qualitative information. Increase partnerships with local schools and community colleges as younger populations WANT to be involved in local government.
- Expand bilingual programs and resources access. Define and assess cultural humility in CARES process. Acknowledge equity issues in infrastructure improvements and transportation.

JEDI Structure Threats

- Not enough transparency in city processes
- Frustrations with onboarding
- Current staff climate
- Unrepresentative staff demographics compared to current city residents
- Restrictions on community input, strictly limited to City Council meetings
- Lack of acknowledgements of past harms, potentially leading to distrust of the city and its future efforts
- Lack of procedural documents hampering overall JEDI impact assessment



A summary of structural recommendations highlighted below.

- Develop an education campaign to foster a better understanding of JEDI principles
- Define a clear and precise JEDI vision
- Develop an alignment tool to better align all efforts within the city's JEDI vision
- Create a 5-year Plan for systemic change
- Review city code thoroughly
- Focus on all functions included in Human Resources
- Focus on improving public-facing department structures
- Establish a robust data collection system to provide insights into JEDI progress, gaps and disparities
- Engage with a broader cross-section of the community for input
- Provide comprehensive leadership training to managers and directors
- Develop and utilize a JEDI decision-making tool
- Improve systemic accountability by department

JEDI Culture Audit Summary

Facilitated Dialogues / Focus Groups

Tribesy utilized facilitated dialogues to surface a vast quantity of qualitative data and allow consultants to delve into the nuances of city culture well beyond what a traditional survey affords. Alignment questions are then used to evaluate each of the 14 JEDI Organizational Cultural Components listed below in order to provide an audit level for each category.



1

Level 1: There has been little to no progress in JEDI work.

JEDI Organizational Cultural Components (**Employees**):

- Decision-making lens
- Adopting values
- Embracing discomfort
- Embracing creativity & innovation
- Prioritizing impact over intent
- Reflection
- Curiosity and questions
- Healing
- Accountability
- Physical safety and psychological bravery
- JEDI learning environment

2

Level 2: There are fledgling JEDI efforts that may or may not be stifled; an inability to do more than the minimum for various reasons.

JEDI Organizational Cultural Components (**Employees**):

- Confidence in leadership
- Prioritizing relationships over transactions
- Work and life balance

NOTE: The Council, Boards & Commission Cultural Audit yielded the same ratings, with the exception of “work and life balance” receiving a level 1 rating.

Overall Employee Culture:

Overall Council, Boards & Commission Culture:

Level
1

A summary of cultural strengths, gaps, opportunities and threats are highlighted below.

JEDI Employee Cultural Strengths

- There are pockets of employees (new and veteran) that:
 - Are excited about JEDI concepts
 - Question current practices
 - Have new / different ideas
 - Want to collaborate across departments
 - Are open to change
 - Want to do a better job / be more effective



JEDI Employee Cultural Gaps

- Understanding of justice, equity, diversity and inclusion and how to apply to roles. (Lens)
- A city identity or vision to work towards.
- Identification of marginalized groups (employees and community). Practices of acknowledging harm.
- Dialogue skills to build relationships, empathy and understanding.
- Collaboration/connection across departments.
- Strategic use of transformative questions to open possibilities.
- Connecting actions/behaviors to their impacts.
- Understanding why changes are made.
- Formal / informal JEDI learning opportunities.

JEDI Employee Cultural Opportunities

- A few departments could model foundational JEDI practices of reflection, dialogue and decision making.
- Identify individuals/groups willing to challenge the status quo.
- Build upon focus groups as a space for dialogue that was overwhelmingly perceived positively.



JEDI Employee Cultural Threats

- A cohort of White veteran employees:
 - Control access to institutional knowledge and have considerable social power to “make their own rules” thereby inhibiting change.
 - Frustrate and cause harm to other employees who attempt to try new things and make change
- Characteristics rooted in white default*, in particular:
 - Defensiveness
 - “Only one right way” thinking
 - Power hoarding
- The perception that proposing change implies people were doing things incorrectly or are flawed.
- Imposter syndrome among some employees
- Conflict among directors which contributes to departmental silos
- Outdated systems and processes impacting employee workload



*White Default is the unnamed normalization of Whiteness. The characteristics of Whiteness are the baseline of judging what is right and wrong in our social norms. These characteristics include voice tone, dress, names, hair texture, education, what are deemed the “classics”, behavioral expectations, etc., which are then placed in categories of “normal” or “other” based on their nearness to White characteristics. Whiteness is a collection of characteristics, not a people.

Highlights of the Council, Boards and Commissions cultural audit of strengths, gaps, opportunities, and threats:

Strengths

- Some recent demographic shifts on Council
- There is a general desire to “do” DEI



Gaps

- Lack of input / voice from most sections of the city
- JEDI concepts are not well enough understood
- Impact of decisions and activities is not considered
- Decisions based on “old Greenbelt” take prominence

Opportunities

- Changing demographics brings new perspectives and ideas.



Threats

- Nostalgia prioritized over legitimate history of exclusion
- Boards and commissions function as a “White bubble”
- Loss of Council representation from Franklin Park
- Assumptions about groups/geography that aren’t represented in Council or boards and commissions
- Fear of making decisions and/or making a mistake
- Silence regarding “isms”
- Current board meeting frequency, duration and format that inhibits dialogue and interactions among board members

A summary of cultural recommendations:

- Collaborate across departments to build relationships
- Create space for intentional dialogue
- Lead meetings with skillful and transformative questions
- Identify and support individuals seeking change based in JEDI
- Prioritize surfacing and assessing impact
- Identify behaviors rooted in White default
- Model risk assessing and taking behaviors
- Communicate JEDI expectations across all departments
- Encourage and foster organizational healing
- Connect the dots between change and underlying reasons for inaction



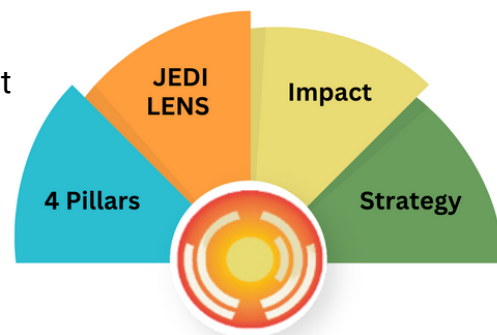


Approach

Tribesy Approach

Tribesy purposefully embraces diverse global cultures rather than solely relying on a "western" JEDI perspective. Learning from various indigenous cultures over the years has significantly influenced our consultancy approach.

Recognizing that different outcomes call for different methods, Tribesy's approach focuses on:



4 Pillars

The foundational principles of Tribesy permeate every facet of our consultancy, including audits/audits. Transformative inquiry serves as our means to engage, evaluate, and guide. Here are a few examples:

Making spaces for healing. It's commonly believed that time heals all wounds, but it's the deliberate and thoughtful practice of healing that truly provides relief.

Numerous groups endure historical, generational, and contemporary trauma. Although altering damaging policies and practices can prevent future harm, it doesn't inherently foster healing. To better understand affected communities, Tribesy considers the following questions:

- Which groups experience generational and present-day trauma?
- Are there specific harms that require recognition to promote healing?
- What is necessary for communities to feel a true sense of belonging?

Crafting a journey. Creating intentional, brave spaces for JEDI exploration and liberation.

A prolonged journey of transformation focuses on enhancing understanding, fostering personal and inter-development, embracing discomfort, and offering guidance for community and institutional change. Preparing for this trek requires delving into multiple considerations.

- How can we support individuals or groups who are new to this work, while also ensuring those who have been on this journey longer can still depend on their insights?
- What measures can we implement to guarantee the care and protection of minoritized communities throughout this process?

Seeking truths and knowledge. Challenging generational narratives.

Understanding the influence of historical perspectives is crucial to fully grasp their impact on current dynamics and how they affect people today. Tribesy explores these dynamics through questions such as:

- What is the current system's relation to historical structures, procedures and practices?
- Are there embedded "knowledge barriers" that must be challenged?
- Is the dominant culture's perspective about minoritized communities influencing perception(s) of the truth?

Creating change through taking action. JEDI: Where actions are empowered by words, and words keep you accountable.

Spaces that structurally support creativity and innovation are crucial in fostering change. These spaces encourage exploration, experimentation, and collaboration, enabling impactful transformations. Below are essential inquiries.

- Is there space that supports structural creativity and innovation?
- How will changes impact individuals and groups within the city?
- What would an environment that promotes "change agents" look like?

JEDI Lens

A JEDI Lens serves as a comprehensive yet targeted tool that actively employs justice, equity, diversity, and inclusion as distinct concepts. It leverages their intersecting points to offer a concentrated perspective.

Despite being part of everyday language, these terms are often interchanged and lack clarity regarding their practical application in daily activities, interactions, culture, and structure. Tribesy uses these foundational concepts to evaluate the underlying reasons for present outcomes, strengths, and deficiencies, forming the basis for an initial audit.



Impact

Metrics, like the number of people served, funds spent, or programs created, are often used to showcase "impact" without effectively tying these actions to individual and community outcomes or to an overall improvement in quality of life. An impact approach delves into how individuals and groups are directly and indirectly affected, influencing their perceptions and engagement. It also assesses unintended exclusion that may require addressing harm to engage with these communities effectively.

In the context of this audit, impact considers that for many, identity aligns with a sense of community rather than the individual. Thus, emphasizing a community approach to transformation must be based on upholding the greater good and safety, ensuring basic needs, and fostering an environment of communal wisdom and purposeful, free expression.

Strategy

Throughout the process, Tribesy collaborates with our partners to craft strategies that establish a solid foundation for long-term change. In the context of a JEDI audit, this involved developing process presentations, messaging, and providing guidance to ensure as much access as possible for employees.

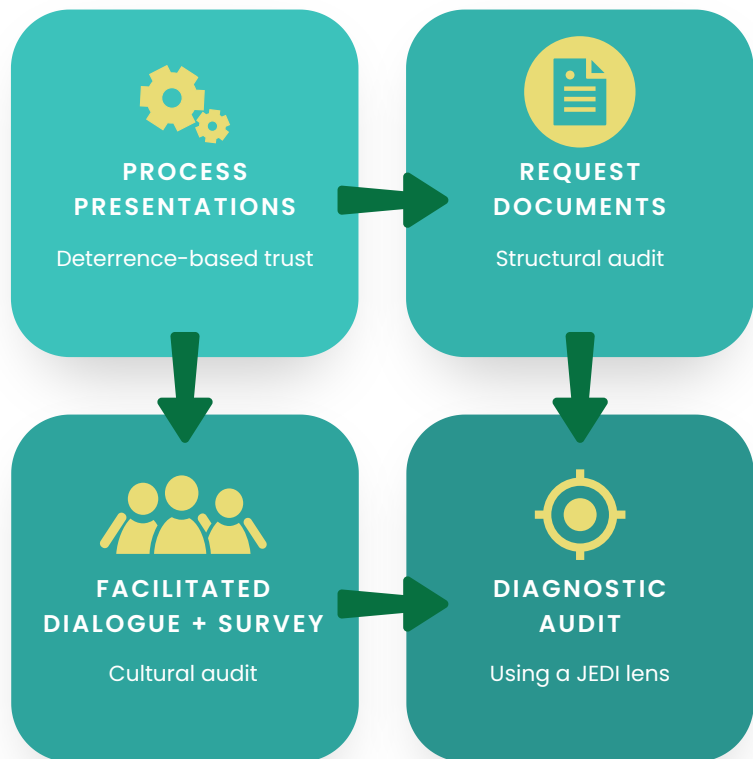


Methodology

Overview

Tribesy's methodology in Phase I of the audit (Structural and Cultural audits) included conducting:

- Process presentations for employees and Councilmembers
- Conducting facilitated dialogues for employees, Councilmembers, Boards and Commissions
- Surveying demographics for dialogue participants
- Requesting documents across all city functions
- Performing a diagnostic audit of all qualitative and quantitative data using a JEDI lens.



Process Presentations

Prior to beginning the audit, Tribesy conducted process presentations for employees as a mechanism for establishing **deterrence-based trust**. This trust level is fundamental for most individuals as it ensures there are rules in place preventing harm or exploitation. In our experience, most staff and community members, depending on their relationship with the city and level of trauma experienced, approach JEDI communications with a cautious hope. Hence, immediately initiating the trust-building process is crucial.

7
PROCESS
PRESENTATIONS

Recognizing that a JEDI audit may be unfamiliar to many, process presentations also provide context on the procedures and outcomes for the audit while fostering connections with key personnel and providing permissive space for employees to engage.

Document Requests

Tribesy requested a comprehensive list of documents from each city department, including policies, procedures, surveys, data collection, budgets, etc. Employees were asked **not** to develop documents or data if it doesn't currently exist within the structure or archives of the city.

Facilitated Dialogues

Individual and small group spaces are deliberately crafted by Tribesy for our consultants **to learn from** participants. Therefore, groups are composed of employees from similar positions without any direct reports in the same space. Individual dialogues are conducted for those that cannot easily be placed in a group because of their title/role within the organization. This is intended for the protection of both management/supervisors and their reports.

54
EMPLOYEES

15
COUNCIL /
COMMITTEE
MEMBERS

Furthermore, Tribesy designed its participant guidelines and etiquette in these spaces to:

- Surface perspectives, ideas, and experiences relative to each of the 14 characteristics of JEDI organizational culture
- Engage participants through dialogue (exploration), not debate (right vs wrong)
- Ensure participants speak from their own experiences, not as representatives of any particular group
- Maintain individual confidentiality. Any quotes shared in these settings are stringently anonymized
- Follow up and build upon participant responses.

21
DIALOGUE
SESSIONS

NOV 26 THROUGH
DEC 8, 2023

Tribesy facilitated 14 dialogue sessions with employees from November 13-26, 2023. The consultancy held an additional seven dialogue sessions for the Council and Committees between November 13 and December 8, 2023.

Demographic Survey

Tribesy provides online demographic surveys to all those who participate in a focus group or interview. The survey provides data regarding participant identities, giving more quantitative insight and context to qualitative data gathered during focus groups and interviews.

61%
COMPLETION

Diagnostic audit

There are four main categories of audits:

- Diagnostic audits gauge current knowledge, experience, and root causes of present outcomes.
- Formative audits measure progress during the implementation of change.
- Interim audits measure group experiences and performances comparatively.
- Summative audits determine impact over time after changes have been implemented.

Tribesy conducted a diagnostic audit to evaluate strengths, gaps, opportunities, and threats through applying a JEDI lens.

JEDI Lens

In the absence of official justice, equity, diversity, and inclusion definitions for the city of Greenbelt, Tribesy utilized the following definitions as a lens to conduct both its cultural and structural audits.

Diversity is recognition and active engagement to support the intersectionality of varied social identities as opposed to relying automatically and/or exclusively on passive demographic data.

Equity seeks to address underlying root causes of systemic differences of opportunity and access to social resources.

Inclusion is the conscious and purposeful practice of improving the terms of participation and opportunity for marginalized groups. Inclusionary behaviors seek to empower the uniqueness of individuals/groups as a valued characteristic resulting in a sense of belonging.

Justice is the practice of taking direct action to repair historic and current systemic oppression, which has disproportionately impacted communities and identities most marginalized within society.



Audit Overview

Tribesy JEDI Organizational Transformation

A Tribesy JEDI Organizational Transformation is a comprehensive approach to integrating JEDI principles into the operations and culture of a local government. It involves a continuous process of reflection and change, with a focus on how the government's systems and culture affect its most vulnerable and marginalized employees, residents, and visitors. By adopting a JEDI lens, the government can measure the success of its systems in promoting humanity and adapt them to ever-changing demographics. This approach ensures that the government engages a wide community base and is not solely influenced by a few loud voices.

Purpose of a JEDI Audit

The purpose of a JEDI audit at a local government level is to establish a comprehensive understanding of said government's current JEDI state in terms of strengths, gaps, threats, and opportunities. This serves as a baseline for subsequent planning and action. The audit facilitates collaboration between leadership and staff, fostering a shared understanding of the JEDI process and highlighting the need for operational updates. By utilizing both qualitative and quantitative data from various perspectives, the audit provides tangible analysis and recommendations for driving meaningful change.

Key Components

A JEDI audit for a city government is a crucial step towards creating a more inclusive and equitable community. This process involves a comprehensive audit of the city government's policies, practices, and culture to identify areas of strength and areas that need improvement. It examines how the government's actions and decisions impact marginalized communities and provides valuable insights into the experiences of underrepresented groups and individuals. By collecting both qualitative and quantitative data, the JEDI audit helps city leaders gain a deeper understanding of the systemic barriers and biases that exist within their government. The JEDI Audit encompasses several key components.



01

Structure

A structural analysis assesses the city's policies, procedures, programs, codes, and other relevant structural aspects. This examination aims to identify any systemic barriers or biases that may exist.

02

Culture

A cultural analysis assesses the city's working environment, including unwritten rules of engagement, attitudes towards engaging diverse populations, and general values. This analysis helps uncover any cultural factors that may impact JEDI efforts.

03

Evaluation

An audit evaluation includes a classification of JEDI integration, mapping out the spectrum of progress in this area. It also evaluates the city's strengths, gaps, opportunities, and threats related to JEDI, providing a comprehensive understanding of the current organizational climate.

04

Concluding Recommendations

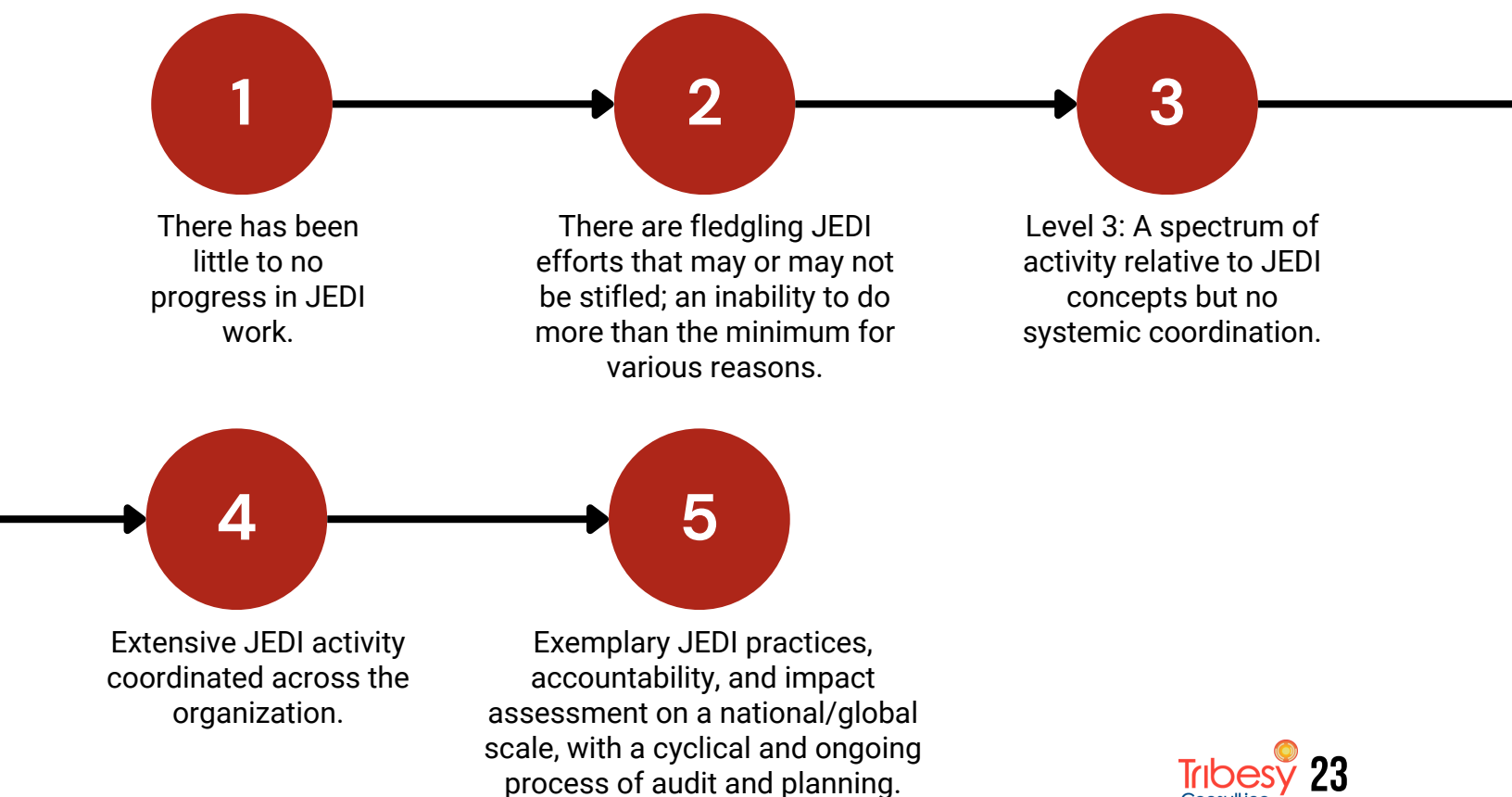
The audit concludes with recommendations for a holistic and sustainable approach to continuing the city's JEDI journey, suggesting strategies to foster and maintain justice, equity, diversity, and inclusion as a key driver of the city's operational lens.

Goal of the JEDI Audit

The ultimate goal of conducting a JEDI audit is to foster a more just, equitable, diverse, and inclusive society. By thoroughly assessing the policies, practices, and culture of an organization or government, the audit aims to identify areas of improvement and implement targeted strategies to address systemic barriers and biases. The goal is to create an environment where everyone, regardless of their background or identity, has access to and opportunities for the resources they need, and where their voices are not only heard, but valued. The JEDI audit serves as the foundational phase in the development of a JEDI Roadmap, which operationalizes these concepts and cultivates a healthier local government structure and culture that consistently applies its JEDI lens.

JEDI Progress Tracking

Tribesy provides a comprehensive framework for assessing a spectrum of JEDI integration. By breaking down the components into categories and assigning them a level from 1 to 5, the city can effectively identify its strengths and gaps in each area. This allows for a targeted approach to developing a JEDI roadmap that guides and measures progress over time. This roadmap serves as a strategic tool to ensure that the city government is continuously working towards achieving higher levels of JEDI integration, addressing areas of improvement, and celebrating successes. It provides a clear path to create a more inclusive and equitable city government that values and respects the diverse needs and perspectives of its community members.





Structure Audit

JEDI Structural Audit Overview

The JEDI structural audit is a comprehensive analysis of the city's justice, equity, diversity, and inclusion practices on both a macro and micro-structural level. This audit evaluates the policies, procedures, and systems in place to identify any barriers or biases that may hinder JEDI integration. The audit also serves as a reference point for the city to measure its progress and alignment with the JEDI definitions outlined in the "Tribesy Methodology" section.

Key indicators (listed below) are analyzed to determine the city's level of JEDI alignment. This comprehensive audit enables the city to identify areas of improvement and develop strategies to enhance its JEDI practices.



Key Indicators

- Decision-making processes
- JEDI values embedded in infrastructure
- City Council processes
- Staff demographics and parity
- Departmental structure and accountability
- Evaluative focus on impact
- City code structure and language
- Intentional community engagement with a wide range of groups

JEDI Structural Audit Indicators

The Tribesby JEDI structural audit analyzes key organizational indicators to determine the strengths, gaps, opportunities and threats that exist within a city's structure. **This analysis is based on documents provided by the City in the following departments.**

- General Governance
- C.A.R.E.S.
- Human Resources
- Information Technology
- Planning and Community Development
- Public Safety
- Recreation
- Public Information
- Museum

83%
of departments
reported

28%
of requested
documents were
provided on
average

JEDI Structural Alignment Questions

Based on the Tribesby JEDI definitions outlined in the "Tribesby Methodology" section, the JEDI structural alignment questions serve as a framework for evaluating and ranking each document provided by the city. These questions aid in assessing the extent to which the city has implemented JEDI concepts in its operations. They are presented in no specific category order and carry equal measurable weight.

Justice

- Does the organization have structures in place to recognize and address historic and/or ongoing systemic oppression?
- Has the organization identified the communities and staff members who are most disproportionately impacted by societal marginalization?
- Is there evidence of the organization taking steps to repair the harm caused by historic and/or ongoing systemic oppression?
- Is there evidence of the organization making changes to its codes, policies, procedures, and/or programs to prevent future harm?
- Does the organization have a system in place to publicly acknowledge harm that has been or is currently being caused to staff and/or the community?

- Has the structure of the organization identified marginalized, vulnerable, or minoritized staff or communities?
- Does the structure solely focus on compliance areas?
- Are there specific areas within the organization that have adapted programs, policies, and/or practices to address systemic disparities in opportunity and access to social resources?
- Is there evidence that the organization's structure is transitioning toward a system that acknowledges and takes proactive measures to support access to resources for marginalized groups?
- Does the organization regularly evaluate the accountability of programs, policies, and/or procedures based on their impact on those who are most negatively affected by the current systems?

Equity

Diversity

- Does the organizational structure passively collect demographic data, such as the demographics of staff and members categorized by department and title?
- Is there evidence that organizational structure utilizes quantitative data to identify gaps or oppression experienced by different groups?
- Are there programs or initiatives within the structure that specifically aim to support diverse social identities?
- Is there evidence that the organizational structure actively incorporates intersectional demographics to coordinate policies and procedures?
- Does the organizational structure demonstrate a focus on evaluating programs, policies, and/or procedures with the goal of positively impacting marginalized social identities on a cyclical basis?

- Is there evidence of intentional analysis within the organizational structure to include those most affected by a decision, program, policy, and/or procedure?
- Does the organizational structure provide space for the inclusion of lived experiences from individuals who are typically excluded?
- Is there a recurring evaluative process for programs, policies, and/or procedures that allows for communication access to a diverse range of staff and community members?
- Are there established structures to ensure intentional inclusion of staff and community partnerships that align with the definition of diversity?
- Are there accountability measures in place to ensure the input of historically marginalized, minoritized, and/or vulnerable individuals within the organizational structure?

Inclusion

Key Indicator Analysis - City of Greenbelt

Decision-Making Processes

Level 2

Analyzing a city's decision-making process through a justice, equity, diversity, and inclusion (JEDI) lens is crucial in ensuring fair and inclusive governance. By applying this lens, one can assess the degree to which a decision-making process takes into account the diverse needs, experiences, and perspectives of all residents, particularly those from marginalized and underrepresented communities. It involves examining whether the decision-making process is transparent, accessible, and inclusive, allowing for meaningful participation and input from all stakeholders. Additionally, a JEDI analysis will evaluate whether decision-makers consider the potential impact of their decisions on different social identities and actively work to address systemic inequities and barriers to access and provide a communication loop to those most affected. This approach helps to create a more just and inclusive city where decisions are made with a deep understanding of the diverse needs and aspirations of its residents.

Strengths

- ARPA funds allocations based on JEDI priorities
- While the C.A.R.E.S. and Recreation Departments have made some decisions based on JEDI concepts, there is a lack of consistent structural systems in place to ensure the ongoing use of the JEDI lens. While individual decisions may have been influenced by JEDI principles, the absence of a comprehensive framework or guidelines limits the ability to consistently apply these concepts across all aspects of the departments' operations. Establishing structural systems that embed the JEDI lens into decision-making processes is crucial to ensure that justice, equity, diversity, and inclusion are consistently prioritized and integrated into the departments' practices and policies. This will help foster a more inclusive and equitable environment for all individuals accessing C.A.R.E.S. and Recreation Department services.

Gaps

The lack of evidence to support a decision-making system through a JEDI lens for the city raises concerns about the fairness and inclusivity of the decision-making process as a whole. Without a robust foundation of evidence, it becomes challenging to ensure that decisions are made in a manner that addresses systemic inequities and promotes justice for all residents. A decision-making system that lacks evidence may inadvertently perpetuate existing disparities and fail to consider the unique needs and perspectives of marginalized communities. It is crucial for cities to prioritize data collection, research, and analysis to inform decision-making processes through a JEDI lens, ensuring that policies and initiatives are equitable, inclusive, and responsive to the most vulnerable and marginalized residents' needs.

Opportunities

The City can use the ARPA funds as a basis of developing an alignment tool for their JEDI lens (when developed) to assist in the City's daily decision making.

Threats

Lack of transparency in the decision-making process poses significant threats to the city and its stakeholders. When decisions are made behind closed doors without adequate communication and disclosure, it erodes public trust and undermines the democratic principles upon which cities are built. This lack of transparency can lead to suspicions of corruption, favoritism, and unfair practices, which can have far-reaching consequences for the city's reputation and credibility. It also hampers citizen engagement and participation, as the most vulnerable and marginalized residents feel excluded from important discussions and decisions that directly impact their lives. Without transparency, the city risks alienating its constituents, hindering accountability, and impeding progress towards a more inclusive and responsive governance system.

Key Indicator Analysis

Embedded JEDI Values in Infrastructure

Level 1

Analyzing the city's embedded JEDI values in its infrastructure is essential for creating an inclusive and equitable urban environment. This analysis involves examining how the city's physical infrastructure, such as transportation systems, public spaces, and housing reflects and supports JEDI principles. It includes evaluating whether the infrastructure is accessible to all residents, regardless of their abilities, socioeconomic status, or cultural background. Additionally, a JEDI analysis looks at how the infrastructure promotes diversity and inclusivity by considering the needs and preferences of different communities. It also evaluates whether the infrastructure addresses historical inequities and provides equal opportunities for all residents to access essential services and resources. By analyzing a city's embedded JEDI values in its infrastructure, we can ensure that the physical environment reflects and supports the principles of justice, equity, diversity, and inclusion, creating a healthier and more vibrant city for all.

Strengths

- Outward facing city documents and reports do demonstrate the city's commitment to embracing JEDI practices. These documents reflect the City's desire to prioritize fairness, inclusivity, and equal opportunities for all residents.
- The city has demonstrated a commitment to prioritizing JEDI concepts in their overall budget. Through this audit, the City is taking essential steps to establish a foundation for sustainable organizational change. By allocating resources and funds towards JEDI initiatives, the City is actively investing in creating a more equitable and inclusive community. This budgetary prioritization reflects the City's recognition of the importance of addressing systemic inequities and promoting diversity and fairness. The audit serves as a crucial tool to assess current practices, identify areas for improvement, and implement strategies that will drive meaningful and lasting organizational change.

Gaps

- The City does not utilize a direct JEDI lens to assess the impact of its infrastructure on the most vulnerable and marginalized residents and raises significant concerns. Without a comprehensive evaluation of how infrastructure projects affect different communities, there is a risk of perpetuating existing disparities and exacerbating inequalities. The lack of a direct JEDI lens means that the unique needs and perspectives of marginalized residents may not be adequately considered in the planning and implementation of infrastructure initiatives. This can result in limited access to essential services, inadequate transportation options, and unequal distribution of resources, further marginalizing already vulnerable populations. It is crucial for the city to adopt a direct JEDI lens to ensure that infrastructure development going forward is equitable, inclusive, and responsive to the needs of all residents, particularly those who are most vulnerable and marginalized.
- Although anyone in the city of Greenbelt can offer one a brief history of the exclusionary manner in which the city was started, it is rare that anyone can tell you how that legacy affects residents today. The city's failure to understand and acknowledge how historic oppression continues to impact the community today is a significant concern. Without a comprehensive understanding of the legacies of harm caused by past injustices, it becomes challenging to address and rectify the ongoing effects of systemic oppression structurally. By ignoring or downplaying these historical realities, the city perpetuates existing disparities and fails to create meaningful change. It is crucial for the city to engage in a process of deep reflection and education to fully comprehend the ways in which historic oppression has shaped the current social, economic, and political landscape. This understanding should then inform concrete actions and policy changes aimed at dismantling systemic barriers, promoting equity, and providing reparative measures to affected communities. By acknowledging and actively working to rectify the legacies of harm, the city can take significant strides towards fostering a more just and inclusive environment for all residents.

Opportunities

It is imperative for a city to develop a comprehensive plan to engage a diverse group of individuals to volunteer on its Boards and Commissions, particularly when it comes to infrastructure-level decision-making. By actively seeking representation from a wider range of backgrounds, experiences, and perspectives, the city can ensure that the voices of those most affected by infrastructure projects are heard and considered. Engaging a diverse group of volunteers on boards and commissions allows for a more inclusive and equitable decision-making process, as it brings in a variety of viewpoints and insights.

Opportunities (con.)

This approach helps to address systemic biases and ensures that infrastructure planning and development take into account the needs and concerns of all residents, especially those who have been marginalized or underrepresented historically. By actively involving a diverse group of volunteers, the city can foster a sense of ownership and empowerment among its residents, ultimately leading to more inclusive and impactful infrastructure decisions.

Threats

The current state of the city's infrastructure reveals a concerning inability to address existing inequities, primarily due to its greater inability to meet the needs of today's residents. The infrastructure, designed and implemented years ago, does not adequately account for the evolving demographics, socioeconomic realities, and diverse needs of the community. As a result, certain neighborhoods or marginalized populations may face significant disadvantages in accessing essential services, transportation, or public amenities. This lack of responsiveness to the present-day needs of residents perpetuates disparities and hinders progress towards achieving equity. It is crucial for the city to reassess and update its infrastructure to ensure it aligns with the current realities and priorities of its residents. By investing in infrastructure that is inclusive, accessible, and responsive to the needs of all community members, the city can take a significant step towards addressing inequities and fostering a more equitable and thriving environment for everyone.

Key Indicator Analysis

City Council Processes

Level 1

The analysis of the City Council's processes through a JEDI lens involves examining how the Council's decision-making and governance practices align with principles of justice, equity, diversity, and inclusion. This analysis aims to identify any systemic biases or barriers that may exist within the Council's processes and policies, and to propose recommendations for creating a more equitable and inclusive decision-making environment.

Strengths

The City Council is currently a good example of diversity in thought, ethnicity, background, beliefs, and geography. This diversity brings a wealth of perspectives and experiences to the table, enriching the decision-making process and ensuring that a wide range of voices are heard and represented. The Council reflects the multicultural fabric of the community with its inclusion of members from various ethnicities. The diverse backgrounds of Council members contribute to a more comprehensive understanding of the challenges and opportunities faced by different segments of the city population. Additionally, the Council's geographic diversity ensures that the needs and concerns of various neighborhoods and regions within the city are taken into account. This diversity of thought, ethnicity, background, beliefs, and geography strengthens the City Council's ability to make informed and equitable decisions that benefit all residents.

Gaps

- Despite the City Council's commendable diversity, there is a concerning lack of accountability in moving forward with a JEDI lens. This failure to hold itself accountable hampers the Council's ability to make necessary structural changes within its own framework. The Council's adherence to old systems and traditional approaches limits its capacity for creativity and innovation in finding new ways to address systemic inequities and promote justice, equity, diversity, and inclusion.

Gaps (con.)

- Without a commitment to adopting a JEDI lens, the Council may inadvertently perpetuate existing power marginalization and other imbalances within its decision-making processes. The absence of a proactive approach to dismantling systemic barriers and promoting inclusivity can hinder progress towards achieving meaningful change. By clinging to outdated systems, the Council may miss opportunities to explore alternative methods, perspectives, and solutions that could lead to more equitable outcomes for all residents.

Opportunities

- To overcome this challenge, the Council must prioritize accountability and actively seek ways to infuse a JEDI lens into its operations. This includes reevaluating existing structures, policies, and practices to identify areas where improvements can be made. Embracing creativity and innovation within the Council's framework can open doors to new approaches that better reflect the diverse needs and aspirations of the community. By deliberately fostering an environment that encourages fresh ideas and alternative perspectives, the Council can pave the way for transformative change and ensure that justice, equity, diversity, and inclusion are at the forefront of its decision-making processes.
- The City Council has a valuable opportunity to establish a robust communication protocol with both staff and residents, ensuring multiple avenues for concerns to be addressed. By creating this structured and transparent system, the Council can facilitate open dialogue, active engagement, and effective problem-solving.
- Developing a communication protocol involves establishing clear channels for residents and staff to voice their concerns, suggestions, and feedback. This can include regular town hall meetings, public forums, online platforms, and dedicated email addresses or phone hotlines. By providing multiple opportunities for engagement, the Council can ensure that diverse voices are heard and that concerns are not overlooked or dismissed.
- In the process of establishing channels for communication, the Council should prioritize their responsiveness. Timely and meaningful responses to concerns demonstrate a commitment to addressing issues and building trust with the community. This can involve setting specific timelines for responses, acknowledging receipt of concerns, and providing updates on actions taken or progress made.

Opportunities (con).

- Furthermore, the Council should actively involve staff and residents in decision-making processes. This can be achieved through advisory committees, task forces, or community workshops, where individuals can contribute their expertise and perspectives. By including diverse voices in these decision-making processes, the Council can ensure that policies and initiatives are more inclusive and responsive to the needs of the community.
- Creating a communication protocol also requires transparency and accountability. The Council should be transparent about its decision-making processes, sharing information, data, and reports promptly and directly with the public. This transparency builds trust and allows residents and staff to understand how concerns are being addressed and decisions are being made.
- Overall, by establishing a comprehensive communication protocol, the City Council can create an environment where concerns are actively listened to, addressed, and resolved. This fosters a sense of community engagement, empowers residents and staff, and ultimately leads to more effective and inclusive governance.
- The City Council should explore and implement alternative communication methods. This could include utilizing digital platforms, such as dedicated websites or social media channels, to share information, gather feedback, and address concerns. Online surveys, virtual town halls, or interactive webinars can provide additional avenues for residents to engage with the council and express their opinions.
- Furthermore, Council can consider hosting community forums, neighborhood meetings, or mobile office hours to reach residents who may face barriers to attending traditional Council meetings. By bringing the Council to the community, these initiatives create opportunities for direct interaction, fostering a sense of inclusivity and ensuring that a wider range of voices are heard.
- By expanding access to communications beyond Council meetings, City Council can mitigate the threat of exclusion, enhance community engagement, and tap into the collective wisdom of their residents. Embracing creativity and innovation in communication methods strengthens the democratic process, promotes transparency, and ultimately leads to more effective and equitable governance.

Threats

- The lack of expansion in the City Council's ability to develop creative access to communications by residents, beyond traditional Council meetings, poses a significant threat to effective governance and community engagement. Relying solely on Council meetings as the primary means of communication limits accessibility and excludes individuals who may face barriers to attending or participating in these gatherings.

Threats (con.)

- One key threat is the potential exclusion of marginalized or underrepresented communities. Council meetings, often held during specific hours and at specific locations, may not be able to accommodate the varied schedules and needs of all residents. This can result in the voices and concerns of certain groups being overlooked or unheard, perpetuating existing disparities and hindering inclusive decision-making.
- Moreover, relying solely on Council meetings restricts the range of perspectives and ideas that can be shared. Some individuals may feel uncomfortable or intimidated speaking in a formal public setting, leading to a decrease of potentially valuable input. By not expanding communication avenues, the council misses out on valuable insights and innovative solutions that could arise from alternative methods of engagement.
- Another threat is the potential for limited information dissemination. Council meetings may not provide sufficient opportunities for residents to access comprehensive information about ongoing projects, policies, or decisions. This lack of transparency can lead to a disconnect between the council and the community, eroding trust and hindering meaningful participation.

Key Indicator Analysis

Staff Demographics and Parity

Level 2

Analyzing the city's staff demographics and parity involves examining the composition of its workforce in terms of diversity and representation. This analysis will assess whether the city's staff reflects the demographics of the community it serves and whether there is a focus on representing different racial, ethnic, gender, and other identity groups within Greenbelt. By examining staff demographics and parity through a JEDI lens, the goal is to identify any disparities or underrepresentation of marginalized groups, and to develop strategies to promote justice, equity, diversity, and inclusion within the city's workforce. This analysis helps ensure that all individual staff members have opportunities for employment and advancement. This analysis will also assess whether the city's hiring practices are inclusive and provide opportunities for individuals from backgrounds reflecting the community's demographics and lived experiences. It also seeks to assess performance evaluation and promotion processes to ensure that they are based on merit and not influenced by discriminatory factors. Additionally, the analysis examines salary compensation to ensure that it is equitable and free from any gender, racial, or other biases.

Strengths

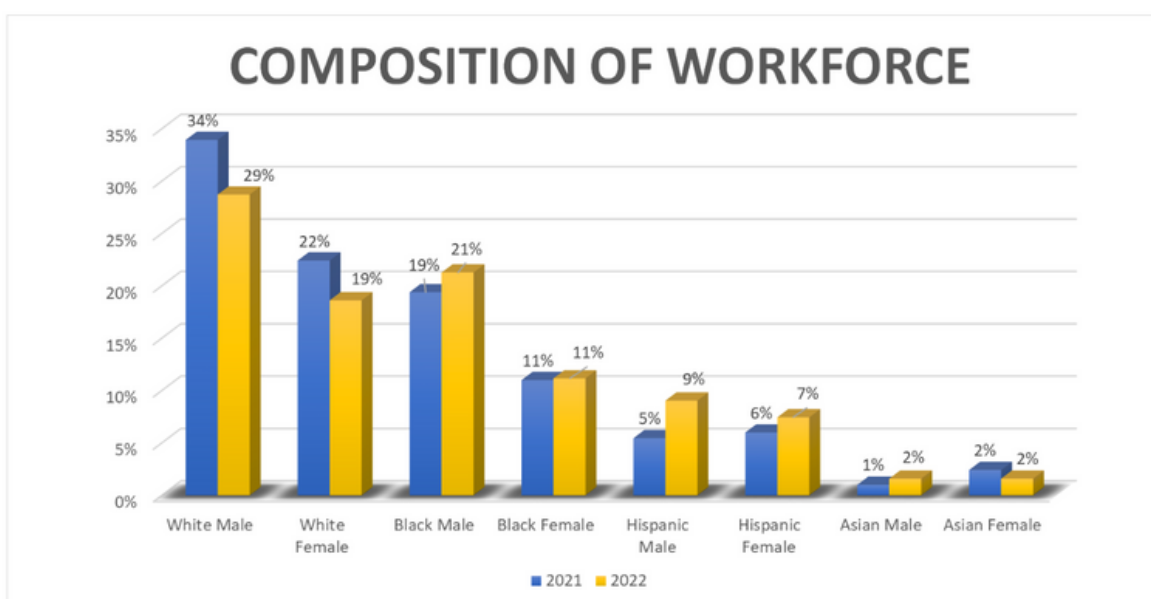
- The city stands to gain numerous benefits by hiring a JEDI Director, as well as a social-emotional expert within the police department. These positions can play a crucial role in fostering a more inclusive, empathetic, and community-oriented approach to an organizational transformation and communal safety.
- A JEDI Director can provide strategic leadership and guidance in implementing JEDI practices. They can help develop policies, procedures, and training programs that promote fairness, equity, and respect for all individuals, regardless of their background or identity.
- Additionally, a social-emotional expert within the police department can contribute to building stronger relationships between law enforcement and the community. This expert can provide specialized training to officers on topics such as de-escalation techniques, conflict resolution, and trauma-informed approaches. By equipping officers with the necessary skills to navigate complex social and emotional situations, the department can enhance its ability to respond effectively and compassionately to community needs.

Strengths (con.)

- The presence of a social/emotional expert can help address the mental health and well-being of both police officers and community members. They can provide support and resources to officers who may experience high levels of stress, trauma, or burnout in their line of duty. Additionally, they can collaborate with community organizations and mental health professionals to ensure that individuals in crisis receive appropriate care and support, reducing the reliance on law enforcement for non-violent situations.
- By hiring a JEDI Director and a social/emotional expert, the city demonstrates its commitment to becoming a more compassionate, accountable, and community-centered institution. These positions can help bridge the gap between law enforcement and the community, fostering trust, understanding, and collaboration. Ultimately, this investment can lead to safer neighborhoods, improved community relations with the police, and a more equitable and inclusive city for all residents.

Gaps

- The significant disparity between the demographics of city staff and the demographics of the city's residents highlights the importance of implementing change to create a more community-reflective and inclusive workforce. When the staff demographics do not reflect the diversity of the community it serves, it can lead to a lack of understanding, less cultural competency, and inequitable service delivery.



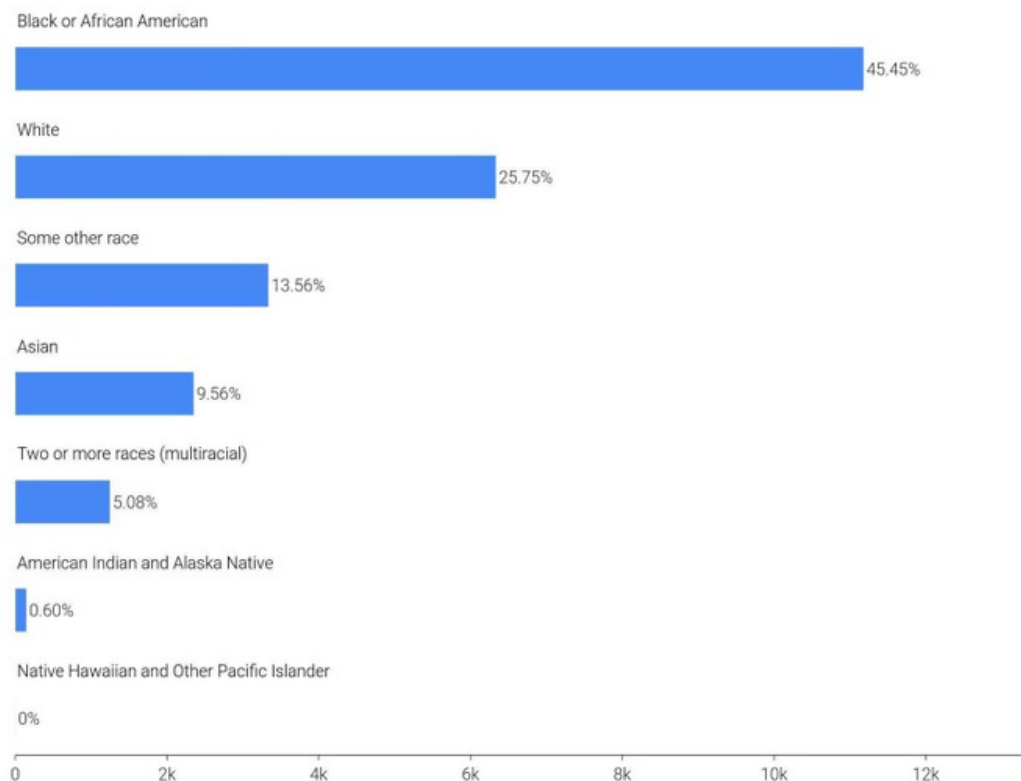
Source: City of Greenbelt, Human Resources Dept.

Gaps (con.)

- Having a staff that is not reflective of the community can result in a disconnect between the needs and experiences of residents and the services provided by the city. It may lead to biases, stereotypes, and misunderstandings that hinder effective communication and engagement. This can perpetuate systemic inequities and contribute to a sense of exclusion among marginalized communities.

Greenbelt, MD population by race

The largest racial group in Greenbelt is Black or African American, with a population of 11,181 (45.45% of the total population)



Source: U.S. Census Bureau, American Community Survey (ACS) 2017-2021 5-Year Estimates

Neilsberg

Gaps (con.)

- A lack of diversity within the staff limits the range of perspectives, ideas, and solutions that can be brought to the table. Diverse teams have been shown to be more innovative, creative, and effective in problem-solving. By fostering a workforce that reflects the diversity of the community, the city can tap into a broader range of experiences, knowledge, and skills, leading to more informed decision-making and better outcomes for all residents.
- Representation matters not only in terms of demographics but also in terms of lived experiences and cultural backgrounds. A diverse staff can bring unique insights and understanding of the challenges faced by different communities, enabling the city to develop more targeted and responsive policies and programs. It also helps build trust and credibility within the community, as residents see themselves reflected in the individuals who serve them.
- The city's Human Resources (HR) functions operate mostly for compliance purposes, without incorporating JEDI concepts, can hinder the city's progress towards building an inclusive and equitable work environment. While compliance is important to ensure adherence to legal requirements, it is equally crucial to go beyond mere compliance and actively promote JEDI principles within HR practices.
- By solely focusing on compliance, HR functions may overlook the opportunity to address systemic biases and promote diversity and inclusion within the workforce. JEDI concepts emphasize the need to actively challenge and dismantle systemic barriers that perpetuate inequities. Without incorporating these concepts, HR practices may inadvertently perpetuate existing disparities and hinder the city's ability to attract, retain, and develop a diverse and talented workforce.
- The lack of structural systems to analyze the possibility of bias and discrimination in promotions, recruitment, and salary can perpetuate inequities within the city and hinder efforts to foster a fair and inclusive work environment. Without robust mechanisms in place to assess these processes, biases and discriminatory practices may go unnoticed and unaddressed, leading to disparities in opportunities for employees.
- Promotions are a critical aspect of career advancement, and without proper analysis, biases can infiltrate decision-making and selections. Unconscious biases, such as affinity bias or confirmation bias, may inadvertently impact promotion decisions, resulting in the underrepresentation of certain groups in leadership positions. Implementing structured promotion processes that include objective criteria, multiple evaluators, and regular procedural reviews can help mitigate the influence of biases and ensure that promotions are based on merit and potential.

Confirmation bias is a cognitive bias where individuals tend to search for, interpret, favor, and recall information in a way that confirms or supports their preexisting beliefs or hypotheses. This bias can lead people to overlook contradictory evidence or to selectively gather information that reinforces their existing views, ultimately influencing their decision-making and perceptions of reality.



Affinity bias is a tendency for people to favor others who are similar to themselves in terms of background, experiences, interests, or other characteristics. This bias can manifest in various contexts, such as hiring decisions, team assignments, or social interactions, where individuals may unconsciously prefer those who resemble them, leading to exclusion or favoritism based on shared traits.

Gaps (con.)

- Similarly, recruitment practices can be susceptible to biases that limit diversity and perpetuate existing imbalances. Without systematic analysis, unconscious biases may influence candidate selection, leading to a lack of representation from underrepresented groups. Implementing blind resume screening, diverse interview panels, and standardized evaluation criteria can help reduce bias and ensure a more equitable recruitment process.
- The city's lack of a JEDI lens in establishing expectations and accountability for employee evaluations and job descriptions can hinder efforts to create an inclusive and equitable work environment. Without incorporating JEDI principles into these foundational documents, the city may inadvertently perpetuate systemic biases.
- Employee evaluations are essential for assessing job performance and providing feedback. However, if evaluations do not explicitly include expectations and criteria related to JEDI principles, it can result in a lack of accountability and awareness regarding equity and inclusion. By incorporating a JEDI lens into evaluation processes, such as assessing an employee's commitment to justice, equity, diversity, and inclusion, the city can ensure that these values are prioritized and reflected in job performance audits.
- Similarly, job descriptions serve as a guide not just for employee responsibilities but the expectations of them in the position and organization as well. If job descriptions do not explicitly include expectations related to JEDI principles, it can perpetuate a lack of awareness and understanding of their importance within the role. By incorporating a JEDI lens into job descriptions, the city can set clear expectations for employees to approach their work with a JEDI focus.

Gaps (con.)

- The lack of a JEDI lens in establishing expectations and accountability for employee evaluations and job descriptions can also contribute to a culture that overlooks or dismisses equity and inclusion issues. It may result in a work environment where biases may go unaddressed and where employees from marginalized groups may face barriers to advancement. By explicitly incorporating a JEDI lens, the city can foster a culture that values diversity, promotes equity, and actively works towards justice and inclusion.

Opportunities

- The city will need to proactively utilize creative and diverse platforms for job recruitment to help foster a more inclusive and equitable workforce. By expanding the range of platforms used to attract candidates, the city can reach a broader pool of talent, including individuals from underrepresented groups who may have been overlooked through traditional recruitment methods.
- Collaborating with community organizations can also be an effective strategy for reaching candidates from underrepresented groups. By partnering with local community organizations, the City can tap into their networks and leverage their expertise to identify and attract diverse talent. This approach demonstrates the city's commitment to engaging with the community and creating opportunities for individuals who may face barriers to traditional recruitment channels.
- In addition to utilizing diverse platforms, the city can also consider implementing targeted outreach efforts. This can involve attending job fairs, hosting recruitment events, and participating in career development programs that specifically target underrepresented groups. By actively engaging with these communities, the city can build relationships, raise awareness about job opportunities, and create a more inclusive recruitment process.
- The city should establish structural systems to analyze and monitor promotions, recruitment, and salary practices. This should involve conducting regular audits to identify potential biases or disparities, as well as providing training and education to employees involved in these processes to raise awareness of unconscious biases and promote equitable decision-making during the promotion and hiring processes.
- The city should also foster a culture of transparency and accountability, providing employees with access to information about promotion criteria, recruitment processes, and salary structures. This transparency helps ensure that employees understand the factors considered in decision-making and can hold the organization accountable for fair practices.

Opportunities (con.)

- By implementing structural systems to analyze the possibility of bias and discrimination, organizations can proactively address existing inequities, preemptively avoid creating new inequities, and encourage a more inclusive and fair work environment. These structural systems help promote diversity, better guarantee representation, and ensure that all employees have equal opportunities for growth, advancement, and fair compensation.
- The city should review and revise its evaluations, job descriptions, and behavioral expectations to explicitly incorporate JEDI principles. This can involve working collaboratively with employees, diversity and inclusion experts, and community stakeholders to ensure that these documents reflect the city's commitment to justice, equity, diversity, and inclusion. Additionally, providing training and resources to employees can help raise awareness and build capacity for incorporating these principles into their work.
- By establishing expectations that support a JEDI lens in evaluations, job descriptions, and behavior expectations, the city can create a more inclusive and equitable work environment. This ensures that employees understand the importance of diversity, equity, and inclusion in their roles and are held accountable for upholding these values. Ultimately, integrating a JEDI lens into these foundational documents helps drive meaningful change and progress towards building a more just and inclusive Greenbelt.

Threats

- The threat of the city losing good employees due to inherent bias and systemic discrimination is a significant concern that can undermine efforts to build an inclusive and equitable work environment. Without collecting and analyzing comprehensive data on all facets of human resources, the city may be unaware of the extent of bias and discrimination within its practices, leading to the loss of talented individuals who may feel marginalized or undervalued.
- Collecting data on all aspects of human resources, such as recruitment, promotions, salary, and employee experiences, is crucial for identifying patterns of disparities that may indicate bias or discrimination. Without this data, the city may lack the necessary insights to address systemic issues and implement targeted interventions to promote fairness and equity.

- For instance, without data on recruitment practices, the city may not be aware of any disparities in the representation of different demographic groups in its applicant pool or hiring outcomes. This lack of awareness can perpetuate biases and limit the diversity of the workforce, resulting in missed opportunities to attract and retain talented individuals from underrepresented groups.
- Similarly, without data on promotions and career advancement, the city may not be able to identify any disparities in the progression of employees from different backgrounds. This can lead to a lack of upward mobility for certain groups and contribute to a sense of inequity and frustration among employees.
- Data on salary can also be crucial in identifying potential pay gaps based on gender, race, or other protected characteristics. Without this information, the city may inadvertently perpetuate disparities in compensation, leading to dissatisfaction and the potential loss of talented employees who feel demographically targeted.
- Furthermore, collecting data on employee experiences, such as engagement surveys or feedback mechanisms, can provide insights into the lived experiences of employees within the organization. This data can help identify any instances of bias, discrimination, or inequitable treatment that may be driving good employees away.
- By collecting and analyzing comprehensive data on all facets of human resources, the city can gain a deeper understanding of its practices and identify areas for improvement. This data-driven approach enables the city to implement targeted interventions, such as bias training, diversity initiatives, and inclusive policies, to address systemic issues and create a more inclusive and equitable work environment.
- Transparently sharing this research data with employees and stakeholders demonstrates the city's commitment to accountability and fosters trust and confidence in its efforts to address bias and discrimination. It also allows for ongoing monitoring and evaluation of progress, ensuring that the city remains committed to continuous improvement.
- To summarize, the threat of losing good employees due to inherent bias and systemic discrimination can be mitigated by collecting and analyzing comprehensive data on all facets of human resources. This data-driven approach enables the city to identify and address disparities, promote fairness and equity, and create a work environment that attracts, retains, and values talented individuals from diverse backgrounds.

Key Indicator Analysis

Departmental Structure & Accountability

Level 1

Each city department is ranked based on their implementation of JEDI concepts and the development of accountability systems with a JEDI lens. This analysis will also consider quality of communication to staff and rewards based on JEDI expectations.

Strengths

Public Safety (Level 2), CARES (Level 2), and Recreation (Level 3) Departments are moving towards incorporating JEDI concepts into their structure at varying speeds of progress.

Gaps

- The lack of focus on JEDI concepts within other departments (all others at level 1) is a concern that can hinder progress towards building an inclusive and equitable work environment. Without structural attention to JEDI principles, departments may inadvertently perpetuate systemic biases and fail to prioritize diversity, equity, and inclusion in their practices.
- The absence of accountability systems, trainings, and clear communication of JEDI expectations within departments can contribute to a lack of awareness and understanding of the importance of these concepts. Without accountability systems in place, it becomes challenging to hold individuals and departments accountable for upholding JEDI principles. This can result in a lack of progress and perpetuation of inequities within the organization.
- Furthermore, the absence of JEDI-focused trainings can limit employees' knowledge and skills in addressing bias, discrimination, and promoting inclusivity. Training programs that provide education on JEDI concepts, unconscious bias, cultural competency, and inclusive practices are essential for fostering a more inclusive and equitable work environment. Without such trainings, employees may lack the necessary tools and understanding to actively contribute to JEDI efforts.

Gaps (con.)

- Clear communication of JEDI expectations is also crucial for creating a shared understanding and commitment to these principles at the departmental level. When expectations are not effectively communicated, employees may not be aware of the importance of JEDI principles within their work or understand how to incorporate them effectively. This lack of communication can hinder progress and limit the impact of JEDI initiatives.

Opportunities

Each department will need to begin the process of structurally integrating JEDI concepts, accountability systems, trainings, and effective inter-department communication. Every department within the city can foster a culture that values diversity, promotes equity, and actively works towards justice and inclusion. But this requires a collective effort and commitment from leadership, employees, and stakeholders to drive meaningful change and create a more inclusive and equitable work environment.

Threats

- The absence of a JEDI lens in departmental structures can result in confusion regarding expectations, priorities, and decision-making processes. Without clear guidelines and frameworks that prioritize justice, equity, diversity, and inclusion, employees may struggle to understand how to incorporate these principles into their work. This lack of clarity can lead to inconsistent practices and a sense of frustration among employees who are committed to promoting inclusivity but lack the necessary guidance and support.
- Without structural changes that embrace a JEDI lens, departments may inadvertently perpetuate systemic biases and discriminatory practices. This can result in unequal access to resources, opportunities, and decision-making power, further marginalizing certain groups within the organization. Such inequities can lead to frustration and a sense of injustice among employees who are affected by these disparities.
- Additionally, the failure to integrate JEDI concepts within departments can hinder the city's ability to effectively serve the Greenbelt community. In today's diverse and interconnected world, community members expect public services to be delivered in a manner that is inclusive, equitable, and responsive to their needs. If departments do not align their structures and practices with JEDI principles, it can create a disconnect between the city and its residents, leading to a loss of trust and satisfaction.

Key Indicator Analysis

Evaluative Focus on Impact

Level 1

The city's structure, when viewed through a JEDI lens, must prioritize accountability based on the impact it has on various communities. The analysis will assess how the city defines "success" by considering the actual impact of its operations and programs, rather than just their intent. Additionally, systems will be created to ensure that individuals who are impacted have ample opportunities to share and reflect their experiences.

Strengths

None observed.

Gaps

- The city's lack of structures to effectively gather data to measure the efficacy of programs, events, and policies, particularly on the most marginalized populations, is a significant concern that hinders the city's ability to address inequities and ensure the effectiveness of its initiatives. Without robust data collection mechanisms, it becomes challenging to understand the impact of programs and policies on marginalized communities and make informed decisions.
- Data collection is crucial for assessing the effectiveness of programs, events, and policies in achieving their intended goals. It allows for evidence-based decision-making, identifies areas of success, and highlights areas that require improvement. However, without structured data collection processes, the City may lack the necessary insights to evaluate the impact of its initiatives on marginalized populations.
- Within many communities, those most marginalized often face unique challenges and barriers that require specifically targeted interventions. Without data that accurately captures the experiences and outcomes of these communities, it becomes difficult to identify disparities, measure progress, and allocate resources effectively. This lack of data can perpetuate inequities and hinder the city's ability to address the needs of its most vulnerable residents.

Gaps (con.)

- Data collection is essential for accountability and transparency. It allows the city to demonstrate its commitment to addressing inequities and ensures that programs and policies are achieving their intended outcomes. Without data, it becomes challenging to assess whether the city is meeting its goals and responsibilities towards marginalized communities.

Opportunities

- The city should invest in training and capacity-building for staff involved in data collection and analysis. This ensures that they have the necessary skills and knowledge to collect data in a manner that is unbiased, accurate, and comprehensive. It is also important to establish clear protocols for data storage, analysis, and reporting to maintain data integrity and protect privacy.
- By implementing structured data collection mechanisms, the city can gain a deeper understanding of the impact of its programs, events, and policies on marginalized communities. This data-driven approach enables the city to identify disparities, measure progress, and make informed decisions to address inequities effectively. It also demonstrates the city's commitment to transparency, accountability, and continuous improvement.
- Ultimately, gathering data on the efficacy of programs, events, and policies, particularly on marginalized populations, is essential for addressing inequities and improving outcomes for all Greenbelt communities. Structured data collection allows for evidence-based decision-making, targeted interventions, and the allocation of resources to ensure that the needs of all residents are met.
- Creating evaluative structures will necessitate staff to ascertain the impact of all of the services provided on those who are most marginalized.

Threats

- The city failing to consider the impact of programs on residents and staff (and the possibility of said programs' perpetuating systemic oppression) is a significant concern that can undermine its equity and justice efforts. Without a thoughtful and inclusive approach to program development and decision-making, Greenbelt risks perpetuating systemic oppression and failing to address the needs and experiences of marginalized communities.

Threats (cont'd)

- When programs are implemented or continued without considering their impact on residents, it can lead to unintended consequences and exacerbate existing inequities. Without a comprehensive understanding of the diverse needs and experiences of the community, programs may inadvertently overlook or marginalize certain groups, further perpetuating systemic oppression. This can result in unequal access to resources, services, and opportunities, hindering the city's ability to create a fair and inclusive community.
- Similarly, failing to consider the impact of programs on staff can lead to a disengaged and demotivated workforce. When employees feel that their perspectives and experiences are not valued, it can contribute to a hostile work environment and hinder their ability to effectively serve the community. Neglecting the well-being and professional development of staff can perpetuate systemic oppression within the city's own organizational structures.

Key Indicator Analysis

City Code Structure and Language

Level 1

The language and enforcement of city code play a crucial role in impacting both staff and the community. The JEDI audit will thoroughly analyze the inclusivity of the language used in city codes, as well as the potential unintended or intended harm it may cause to vulnerable populations. Furthermore, the audit will assess the existence of codes that aim to protect the most vulnerable members of the community.

Strengths

None observed.

Gaps

- Updating the city code through a defined JEDI lens is crucial to addressing outdated language and exclusivity within the code. By recognizing and rectifying these issues, the city can promote inclusivity, equity, and justice within its legal framework.
- One of the key aspects of updating the city code through a JEDI lens is addressing outdated language. Language evolves over time, and certain terms or phrases may have become exclusionary or offensive. By conducting a thorough review of the code, the city can identify and replace such language with more inclusive and respectful alternatives. This ensures that the code reflects the values and principles of its diverse and inclusive community.

Opportunities

- Updating the city code through a defined JEDI lens is essential to addressing outdated and/or exclusionary language. By conducting a thorough review, engaging with diverse perspectives, and incorporating JEDI principles, the city can create a legal framework that promotes inclusivity, equity, and justice. This ensures that the code reflects the values and needs of all residents. For example, the city could include a preamble similar to below:

Title: City Code for an Inclusive, Diverse, and Equitable Environment

Preamble: Recognizing the importance of justice, equity, diversity, and inclusion in fostering a thriving and harmonious community, this revised City Code aims to create an environment that continuously evolves to be inclusive, diverse, and equitable. By acknowledging past wrongs and committing to rectify them, we strive to build a future that upholds the principles of fairness, respect, and equal opportunities for all residents.

Section 1: Principles of Inclusivity, Diversity, and Equity

- 1.1. Inclusivity: The City shall actively promote inclusivity by ensuring that all individuals, regardless of their race, ethnicity, gender, sexual orientation, age, ability, religion, socioeconomic status, or any other characteristic, have equal access to resources, services, and opportunities provided by the City.
- 1.2. Diversity: The City recognizes and celebrates the diversity of its residents, valuing the unique perspectives, experiences, and contributions of all community members. Efforts shall be made to foster an environment that embraces diversity and promotes cultural understanding and appreciation.
- 1.3. Equity: The City is committed to addressing historical and ongoing inequities by striving for equitable outcomes. Policies, programs, and decision-making processes shall be designed to ensure fair distribution of resources, opportunities, and benefits, with a particular focus on marginalized and underrepresented communities.

Section 2: Acknowledging Past Wrongs and Correcting for the Future

- 2.1. Historical Injustices: The City acknowledges the existence of historical injustices that have disproportionately affected certain communities. It is committed to learning from the past and taking proactive steps to rectify these wrongs, promoting healing, reconciliation, and justice.
- 2.2. Restorative Measures: The City shall implement restorative measures to address the impacts of past wrongs, including but not limited to redressing systemic discrimination, promoting equitable access to education, housing, employment, and healthcare, and supporting initiatives that empower marginalized communities.

- 2.3. Community Engagement: The City recognizes the importance of engaging with community members, particularly those who have been historically marginalized, in decision-making processes. Efforts shall be made to ensure their voices are heard, respected, and considered in shaping policies, programs, and initiatives.

Section 3: Continuous Evolution and Improvement

- 3.1. Ongoing Evaluation: The City shall regularly evaluate the effectiveness of its policies, programs, and initiatives in promoting inclusivity, diversity, and equity. Data-driven audits shall be conducted to identify disparities, measure progress, and inform future decision-making.
- 3.2. Education and Training: The City shall invest in education and training programs for its employees, officials, and community members to foster a deeper understanding of justice, equity, diversity, and inclusion. This will enable individuals to actively contribute to creating an inclusive and equitable environment.
- 3.3. Collaboration and Partnerships: The City shall actively seek collaborations and partnerships with organizations, institutions, and community groups that share the commitment to inclusivity, diversity, and equity. By working together, we can leverage collective expertise and resources to achieve meaningful and sustainable change.

Conclusion: This revised City Code reflects our dedication to creating an environment that continuously evolves to be inclusive, diverse, and equitable. By acknowledging past wrongs and committing to rectify them, we strive to build a future where justice, fairness, and equal opportunities are the foundation of our community. Through ongoing evaluation, education, collaboration, and community engagement, we can ensure that our City remains at the forefront of progress towards a more inclusive and equitable society for all.

Threats

- The threat of an outdated city code that does not reflect the social changes of the city population is a significant concern. As cities evolve and their populations become more diverse, it is crucial for the city code to adapt and reflect the needs, values, and aspirations of its residents. Failure to update the city code can lead to various negative consequences and hinder the city's ability to effectively serve its community.

Threats

- One of the primary threats of an outdated city code is the perpetuation of systemic inequities. As societal norms and values change, an outdated code may contain provisions that are discriminatory or biased, unintentionally marginalizing certain groups within the community. This can result in unequal access to resources, services, and opportunities, exacerbating existing disparities and hindering the city's progress towards equity and social justice.
- As cities evolve, new concerns such as environmental sustainability, affordable housing, and digital privacy may arise. Without updating the code to address these issues, the city may struggle to effectively respond to the needs and aspirations of its residents, leading to a disconnect between the code and the realities of the community.
- An outdated city code can hinder economic growth and development. As cities attract new businesses and industries, outdated regulations and restrictions may impede innovation and entrepreneurship. This can discourage investment and limit economic opportunities, ultimately impacting the city's overall prosperity and competitiveness.
- When residents perceive that a city code does not reflect their values or adequately address their concerns, it can lead to a sense of alienation and disengagement, eroding public trust and confidence in local governance. This can strain the relationship between the city and its residents, hindering effective collaboration and participation in civic life.
- To mitigate the threat of an outdated city code, it is essential for municipalities to prioritize regular reviews and updates. This involves engaging with community members, stakeholders, and experts to identify areas of improvement and ensure that the code remains relevant and responsive to the evolving needs of the population. By adopting a proactive and inclusive approach to code revision, cities can foster a sense of ownership, inclusivity, and shared responsibility among residents.
- In conclusion, the threat of an outdated city code that does not reflect the social changes of the city population is a significant concern. It can perpetuate systemic inequities, hinder the city's ability to address emerging challenges, impede economic growth, and erode public trust. By prioritizing regular updates and engaging with the community, cities can ensure that their codes remain relevant, inclusive, and responsive to the needs and aspirations of their residents.

Key Indicator Analysis

Intentional Community Engagement

Level 1

The analysis of the city's intentional community engagement with a wide variety of groups is a comprehensive examination of the efforts made to involve diverse communities in decision-making processes. This analysis will assess the city's outreach strategies, the inclusivity of engagement opportunities, and the effectiveness of communication channels used to reach different groups. It will also evaluate the city's responsiveness to community feedback and the extent to which diverse perspectives are considered in shaping policies and initiatives.

Strengths

The City's sponsorship, support, and participation in community events have numerous benefits for both residents and staff. They foster a sense of community, promote civic pride, enhance social connections, celebrate diversity, encourage active participation, boost morale, and promote well-being. By investing in these activities, the City strengthens its relationship with the community and creates a more vibrant city for all.

Gaps

It was difficult to audit the need for effective evaluation and data collection to assess the level of active engagement within community events. Without proper documentation and evaluation, it becomes challenging to discern the demographics of participants, understand the impact of these events, and identify reasons for non-participation.

Opportunities

To address this, it is crucial for the City to establish a structured approach across all departments to gather relevant data and evaluate community events. Here are some suggestions for improving the evaluation process:

Opportunities (con.)

1. Define Evaluation Objectives Based on Impact of the Most Marginalized: Determine the specific goals and objectives of evaluating community events. This could include assessing participant satisfaction, understanding the impact on the community, identifying areas for improvement, or measuring the event's alignment with the city's strategic priorities.
2. Identify Key JEDI Evaluation Metrics: Determine the key metrics that will help measure the success and impact of community events. These metrics could include attendance numbers, participant demographics, community engagement levels, participant feedback, or any other relevant indicators.
3. Develop JEDI Evaluation Tools: Create evaluation tools that align with the identified metrics and objectives. This could involve developing surveys, feedback forms, or interview protocols to gather data from event participants, staff, and community members.
4. Implement Data Collection Procedures: Establish procedures for collecting data during and after community events. This may involve training staff members on how to administer surveys or feedback forms, ensuring consistent data collection across departments and events.
5. Analyze and Interpret Data: Once data is collected, analyze and interpret the findings to gain insights into the effectiveness and impact of community events. Look for patterns, trends, and areas for improvement. Consider using data visualization techniques to present the findings in a clear and accessible manner.
6. Share Findings and Take Action: Share the evaluation findings with relevant stakeholders, including department heads, event organizers, and community members. Discuss the results, identify areas for improvement, and develop action plans to address any identified issues or concerns.
7. Continuously Improve: Use the evaluation results as a basis for continuous improvement. Regularly review and update the evaluation tools and procedures to ensure they remain effective and aligned with the evolving needs of the community.

It is important to note that implementing an evaluation system may require collaboration and coordination across departments. Encourage departments to actively participate in the evaluation process and emphasize the importance of gathering data to inform decision-making and improve community events.

By establishing a formal evaluation process, the city can gather valuable insights into the impact and effectiveness of community events. This will enable evidence-based decision-making, enhance community engagement, and contribute to the continuous improvement of these events.

Threats

- The City of Greenbelt is confronted with a particularly grave threat if it ends up overlooking the importance of ascertaining, understanding, and taking action to address the issues that negatively impact the most vulnerable members of its staff and community. However, it is equally crucial to recognize the threat posed by the process itself, which can overshadow the time and effort required to create multiple avenues for the most vulnerable to express their lived experiences. Neglecting this aspect can hinder the city's ability to truly understand and effectively address the challenges faced by these individuals. Here are some key reasons why addressing these issues and ensuring diverse access for expression is vital:
 - Incomplete Understanding: Without providing multiple access points for the most vulnerable to express their lived experiences, the city may only gain a limited understanding of the challenges they face (if any understanding at all). This can result in incomplete or inaccurate audits, leading to ineffective solutions that fail to address the root causes of the issues.
 - Exclusion and Marginalization: Failing to create multiple access points for expression can perpetuate exclusion and marginalization. It can silence the voices of the most vulnerable, preventing them from actively participating in decision-making processes that directly impact their lives. This exclusion can further deepen existing inequalities and hinder the city's ability to create inclusive policies and programs.
 - Missed Opportunities for Innovation: The lived experiences of the most vulnerable often provide valuable insights and perspectives that can drive innovative solutions. The city may miss out on these unique perspectives if it does not provide more avenues to hear them, limiting its ability to develop creative and effective strategies to address the challenges faced by the most vulnerable.
 - Lack of Trust and Engagement: Lacking diverse access for expression can erode trust between a city and the most vulnerable members of the community. It can create a perception that marginalized voices are not valued or heard, leading to disengagement and a lack of participation in community initiatives. Creating multiple access points for expression can foster trust, encourage engagement, and build stronger relationships with the most vulnerable.
 - Sustainable and Inclusive Solutions: To ensure sustainable and inclusive solutions, it is essential to involve the most vulnerable in the decision-making process. The city can tap into the collective wisdom and experiences of these individuals, enabling the development of solutions that are more responsive, effective, and equitable.

Threats (con.)

- In summary: The City of Greenbelt must not only address the issues that negatively impact the most vulnerable, but also prioritize the creation of multiple access points for expression. This involves actively seeking out and amplifying the voices of the most vulnerable through various channels, such as community forums, surveys, focus groups, or partnerships with community organizations. By doing so, the city can ensure a more inclusive, informed, and participatory approach to addressing the challenges faced by the most vulnerable members of its staff and community.



Conclusion

JEDI Structural Audit Conclusion

In conclusion, the City of Greenbelt's JEDI (Justice, Equity, Diversity, and Inclusion) structural audit has identified several key areas for improvement and has laid out a foundation for meaningful change. To ensure a comprehensive and effective approach, the city must create a plan that encompasses the following items (in no particular order):



JEDI Definitions Campaign and Council Approval: The city should launch a campaign to educate and raise awareness about JEDI principles, ensuring a shared understanding among staff, community members, and stakeholders. Obtaining Council approval for this JEDI plan will demonstrate the City's commitment to promoting justice, equity, diversity, and inclusion.



JEDI Vision: The city needs to define and articulate a clear JEDI vision that emphasizes enhancing the sense of community. This vision should serve as a guiding framework for all structural change undertaken by the city.



Alignment Tool: Developing an alignment tool will help ensure that all policies, programs, and practices align with the city's JEDI vision and goals. This tool will serve as a reference point to assess the compatibility of various decisions with the overarching JEDI framework.



5-Year JEDI Plan for Systemic Change: The city should create a comprehensive 5-year plan that outlines specific actions, targets, and timelines for achieving systemic change in justice, equity, diversity, and inclusion. This plan should address all aspects of the city's operations, including HR functions, public-facing departmental structures, and City Code.



Review of City Code: Conducting a thorough review of the City Code is essential to identify and rectify any discriminatory or inequitable policies or practices. This review should be conducted with a JEDI lens to ensure that the city's legal framework aligns with its commitment to justice, equity, diversity, and inclusion.



Focus on All HR Functions: The city must prioritize JEDI principles in all HR functions, including recruitment, hiring, training, performance evaluations, and promotions. This will help foster a diverse and inclusive workforce that reflects the community it serves.



Focus on Public-Facing Departmental Structures: Public-facing departments play a crucial role in shaping community experiences. The City should assess and enhance the structures, policies, and practices of these departments to ensure equitable and inclusive service for all residents.



Data Collection: Establishing a robust data collection system will provide the city with valuable insights into disparities, gaps, and progress related to JEDI initiatives. This data will inform evidence-based decision-making and help track the city's progress towards its JEDI goals.



Engage Wider Community Input: The city should actively seek input and feedback at various venues around the city and from a diverse range of community members to ensure that the city is responsive to their needs and aspirations. Engaging the wider community will foster a sense of ownership and collective responsibility for creating a more just, equitable, diverse, and inclusive Greenbelt.



Leadership Training for Management/Directors: Providing leadership training on JEDI principles and practices to management and directors is crucial for driving systemic change. This training will equip leaders with the necessary knowledge and skills to champion JEDI initiatives within their respective departments.



Create a Decision-Making Tool: Developing a decision-making tool that incorporates JEDI considerations will help ensure that all decisions made by the city are evaluated through a justice, equity, diversity, and inclusion lens. This tool will promote consistency and accountability in decision-making processes.



Systemic Departmental Accountability: Each department should be held accountable for implementing JEDI lens within their respective areas of responsibility. Establishing mechanisms for ongoing monitoring, evaluation, and reporting will ensure that progress is tracked, challenges are addressed, and accountability is maintained.

By implementing these measures, the City of Greenbelt can create a more just, equitable, diverse, and inclusive community. It is through a comprehensive and systematic approach that the city can foster positive change, address disparities, and build a stronger, more inclusive future for all residents.



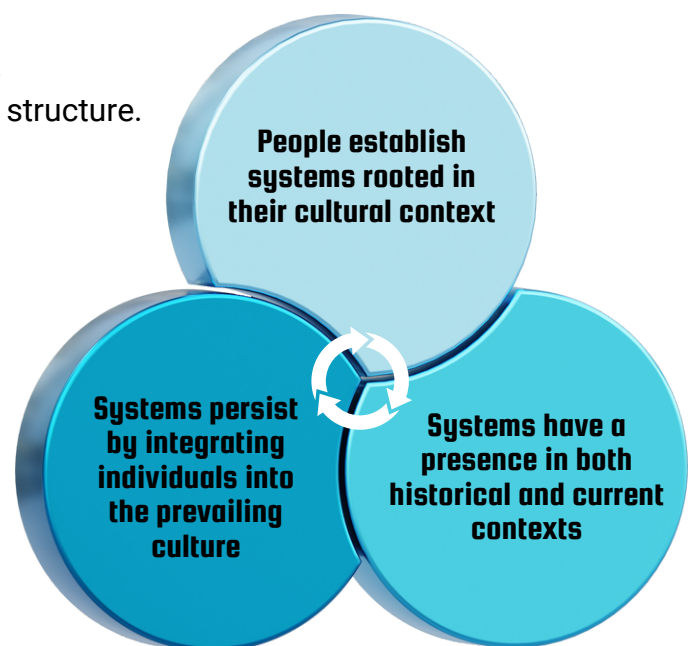
Culture Audit

JEDI Cultural Audit Overview

The JEDI Cultural Audit provides a comprehensive analysis of the city's culture across employees, councils, boards and commissions. This audit examines the nuances of organizational culture through a JEDI lens and the impacts of this culture on individuals and groups. Conducting JEDI-based audits establishes vital, current baselines which allow for:

- Determining adult growth/change over time.
- Identifying the impact of current culture and structure.
- Diagnosing the roots of current outcomes.

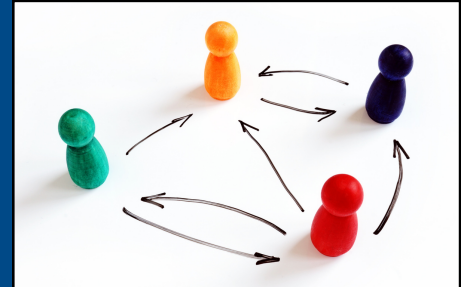
The relationship between employee culture and organizational structure, policies, and practices is constantly evolving. The structure often has a direct, day-to-day influence on the staff culture. Collectively, they significantly affect the larger Greenbelt community.



Organizational Culture

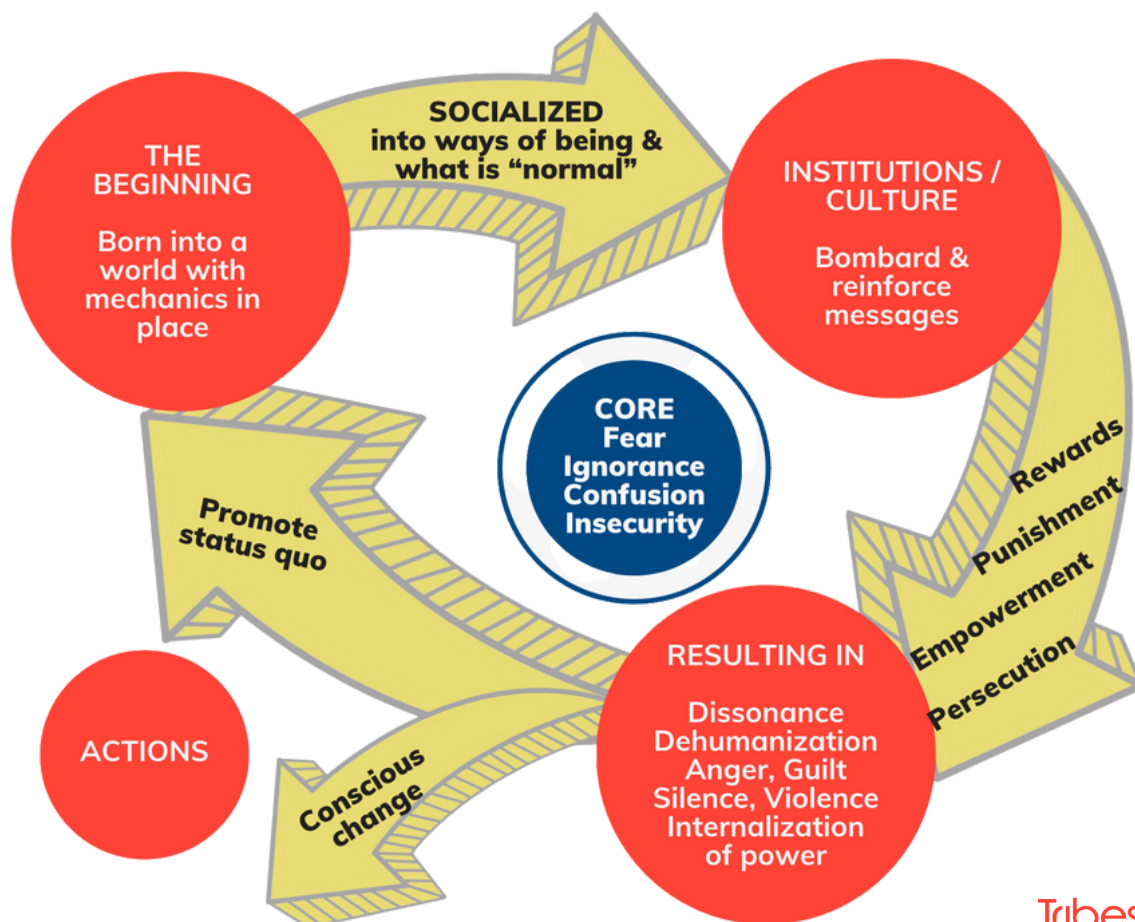
In order to conduct an audit of organizational culture, Tribesy utilizes a definition that incorporates anthropology, psychology and social justice.

Over time, organizations cultivate a collective culture encompassing shared beliefs, perspectives, and values. This culture is rooted in and fortified by a continual socialization cycle, shaping norms regarding appearance, behavior, and identity. It's influenced by broader societal factors like generational gaps, geographic variations, and larger systemic influences.



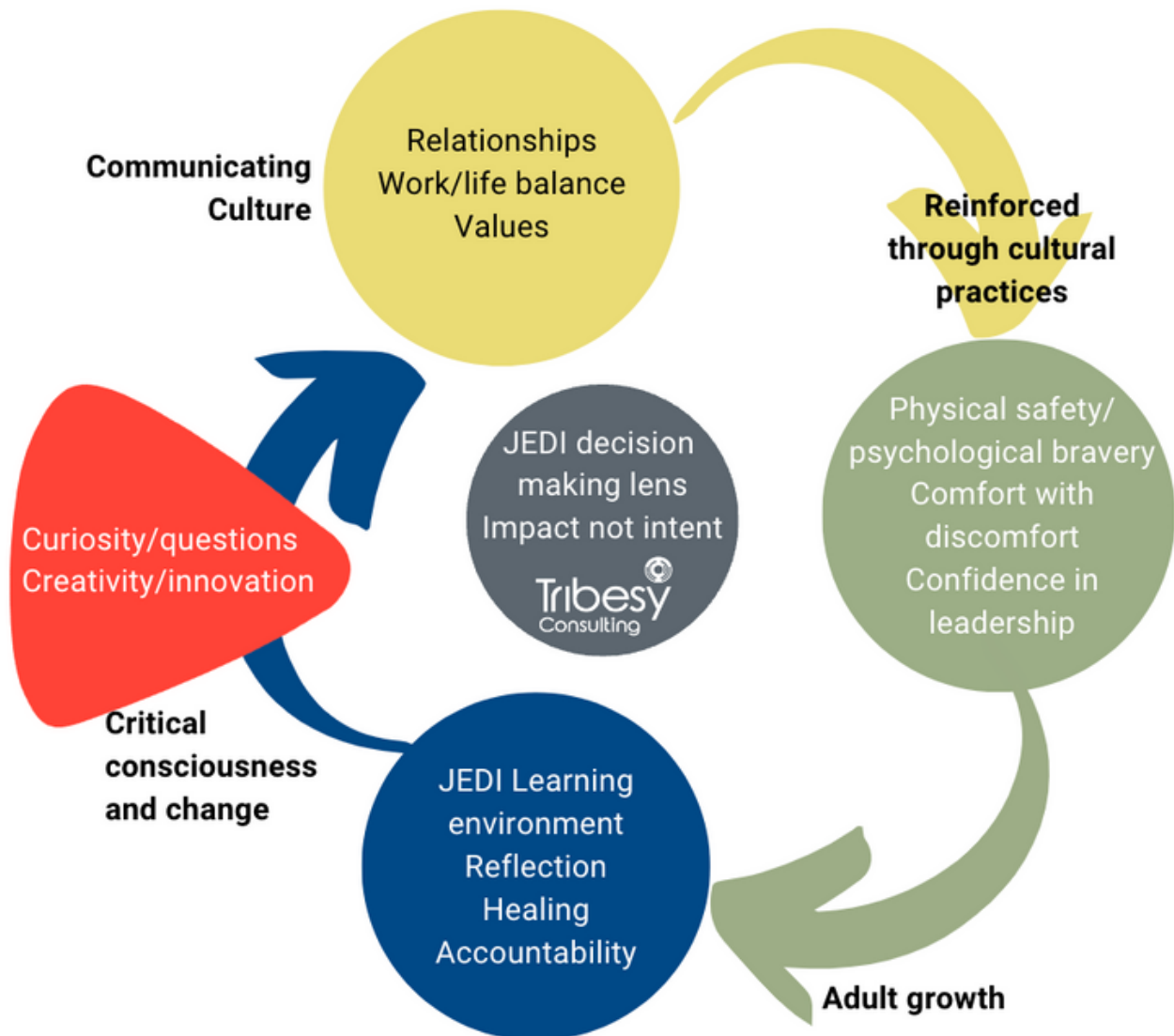
As individuals, we undergo socialization both individually and within groups. The diagram below depicts this cyclical socialization process. While city structures, policies, and regulations affect employees across departments, it's the **culture** that molds collective perceptions and maintains customary relationships and interactions within the framework. This showcases the coexistence of a city-wide culture alongside distinct cultures at individual sites and within departments.

Cycle of Socialization by Bobbie Harro



In a JEDI-based organizational culture, the cyclical socialization process is guided by justice, equity, diversity, and inclusion. There are 14 essential components necessary for JEDI practices to flourish within an organization's culture. These components aren't optional; instead, they represent cultural traits that strengthen and shape the cyclical socialization process depicted in the diagram below.

TRIBESY'S JEDI SOCIALIZATION PROCESS



JEDI Employee Cultural Audit Data

Facilitated Dialogues / Focus Groups

Facilitated dialogues surface a vast quantity of qualitative data and allows consultants to delve into the nuances of culture well beyond what a traditional survey yields. Therefore we don't focus on a specific statistical sampling. It is vital that participants are able to freely share their story, perspective, experiences and ideas.



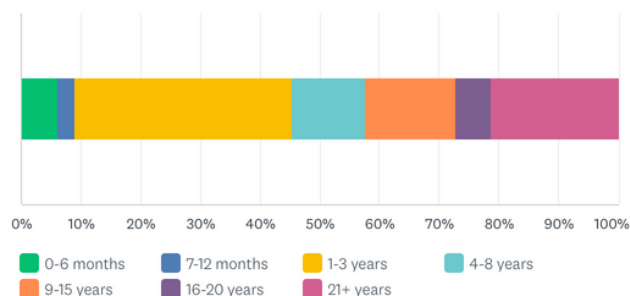
Alignment questions are used to evaluate each of the 14 JEDI organizational cultural components in order to provide an Audit Level (1-5) for each category. These components bolster one another and create a framework for assessing the city's culture. Anonymous quotes are used to highlight some concepts expressed in these dialogues and groups.

Overall City Employee Culture:

**Level
1**

Demographic Survey

Tribesy conducted an online demographic survey of those who participate in facilitated dialogues and interviews to provide additional quantitative data. Recognizing that everyone within an organization is not having the same experience, a demographic survey provides an additional layer of analysis by providing a frame of reference for the qualitative data gathered during dialogues. The ways we are socialized about our various identities impacts our experiences, shapes perceptions and creates blind spots. Below are snapshots of participant demographics. Of the 54 employees that participated, 61% completed the survey.

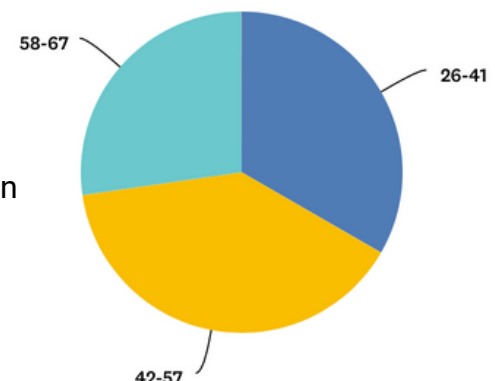


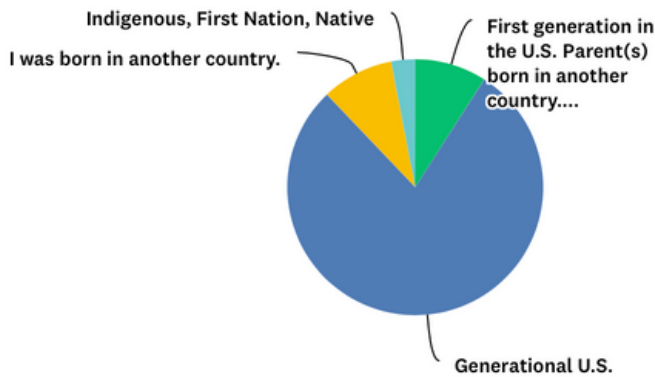
Employment

Participants represented a spectrum of seniority in employment, with 1-3 years and 21+ years as the largest groups.

Age Generations

The participants were distributed fairly evenly across Millennials, Gen X, and Baby Boomers, with no representation from Gen Z. There are notable variations in generational viewpoints regarding JEDI concepts, work/career preferences, and technology. Particularly, older generations may perceive JEDI concepts as more theoretical compared to Gen Z.





Generational Status in the U.S.

The majority of employee participants identified as generational in the U.S. Individuals who are generational in the U.S. may have blindspots regarding embedded societal defaults and their impacts to other groups. Whereas indigenous peoples, immigrants, and first-generation individuals may offer diverse cultural viewpoints and innovative, community-focused strategies.



Socioeconomic Status (SES)

The majority of participants identified as middle class during their “coming of age” years. SES during this period frequently shapes perspectives about class. Those with relative economic privilege may have blindspots to the ways other groups are marginalized.



Blindspots

When there is a significant percentage of privileged social identities within an organization, it creates collective, organizational blindspots or gaps to the experiences and impacts on marginalized groups. Based on this data, there are blindspots relative to the lived experiences of:

- Black, Indigenous, People of Color (BIPOC)
- Individuals with disabilities
- LGBTQ+ community
- Those who experience the systems of Immigration
- Those who's first language is not English
- Youth (Gen Z)

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Embracing Creativity & Innovation 	Continuing with the same approach guarantees stagnation and inhibits innovation. Fostering an environment that esteems and encourages creativity permits employees to take risks and diverge from the established norms without fear of judgment.	• How are new ideas received? • Can individuals / groups experiment with different approaches? • How is thinking outside the current system promoted?

Strengths

- There are employees that want change and embrace different ways of thinking and operating as illustrated in this quote: "The 'Greenbelt way' seems like it's going away. New people bring new ideas. Different level of openness. Being in different places gives you different perspectives." Additionally, there are employees that question current practices. "Why are we doing it this way' is a regular kind of question. How did we end up here?"

Gaps

- City processes and technology are perceived as both outdated and unclear which impacts the overall culture. "Greenbelt has a great reputation from the outside. Once you get here its like the land that time forgot." "Feels like we're still in the 1930's here. Way behind in terms of technology." This may also contribute to a sense of imposter syndrome for some. "People with seniority take over everything and we get no experience."
- Unclear processes enables those with institutional knowledge to make and change "the rules", providing a way to avoid accountability. "They will use that to manipulate the rules." Unclear practices cause inefficiencies whereby staff must "make it work" which contributes to a variety of outcomes such as low morale, poor work-life balance and an inability to devote time and energy to other areas. "For a long time the culture has been just do a work around."
- The employee culture is staunchly resistant to change due to engrained behaviors of pushback, shutting down, and delaying new ideas. "Feels like the way things were done, that's the right way." "Staff don't embrace new ideas or new people. Even those hired new will take on the culture of the old crew just to survive." Younger and newer employees in particular are negatively impacted. "Some younger folks have new ideas and older people snuff them out. They leave and take their ideas elsewhere. Losing lots of good people."

Opportunities

- Make city processes transparent and easily accessible to all employees to ensure broader awareness and provide a foundation for accountability. There is an opportunity to promote inclusivity and cross-department collaboration by developing teams to outline, document, and/or review unclear procedures.
- Identify and support individuals and groups with creative and innovative ideas and approaches.
- Leadership publicly models and names ways they are trying new or different approaches. Provide clear context for changes so that all employees can make connections regarding why a change is occurring.
- Acknowledge and value creativity and innovation among departments and employees publicly, even when the outcomes are not as intended.
- Give permission, through leadership, for employees to try something different.

Threats

- Lack of creativity and innovation leads to a stagnant organizational culture. The city will lose new talent and have an inability to attract quality replacements. Stagnant work cultures inhibit adult growth which creates a vicious cycle of mediocrity.
- A culture that is actively resistant to change can cause employees to retreat and/or stay in “survival” mode, which harms their wellbeing and quality of work. It contributes to a toxic work environment which can have wide ranging impacts.
- An environment where only some individuals hold institutional knowledge supports a culture of power hoarding. Power hoarding ensures a lack of accountability and leads to abuses of power, which ultimately harms the most vulnerable and/or marginalized employees and residents.



“Folks are resistant to change and take major, horrible steps to prevent change. Its sabotage.”

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Embracing Discomfort 	The socialization process fosters an expectation that discomfort is a valuable opportunity for adult growth.	- Are there meaningful conversations about 'isms'? - How do individuals / groups react when norms are challenged?

Strengths

- Hiring of the new City Manager has made many employees feel that some aspects of City culture can change as indicated in this quote: "The color of the leader matters. Some things [isms] are clearly not as tolerated."

Gaps

- Employees repeatedly identified veteran White employees that have considerable power -- "Those who've been here a long time have lots of social power to control the culture." This group is seen as actively undermining individuals and calls for change. "There is a culture of sabotage. A lot of weight on my shoulders, so I have to do it on my own so I'm not sabotaged." "Some try to shut down the process."
- There is a pervasive culture of defensiveness based in leaders taking any challenges of the system personally. Questioning the system and change has been equated to "I'm wrong." "If you try to do things a different way there is an assumption that it was wrong before. I had to get over that." "A pervasive culture of centering self and making it personal preventing conversations about the organization."
- In general, there is a lack of meaningful dialogue about 'isms' and how they manifest and impact employees and residents.

Opportunities

- Identify and name behaviors that have the impact of shutting down and/or redirecting conversations away from questioning the system, impacts and 'isms.' Modelling this behavior builds awareness among employees and enables important conversations to continue.
- Create strategic and intentional spaces of dialogue within meetings that allow for the sharing of multiple perspectives and exploring different ideas.
- Build dialogue skills (not just facilitation skills) among selected groups to begin shifting dynamics.

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- Embrace the discomfort that is inherently part of the change process, and which signals an opportunity for individuals to grow.

Threats

- This cohort of veteran White employees is currently causing trauma and they will continue to cause harm if the status quo persists. Even if this group leaves, they have been socializing other employees into a cultural norm of defensiveness and centering the comfort of White employees to the detriment of all other groups. Ultimately this practice will continue to cause trauma to the most vulnerable and/or marginalized employees (and likely residents).



"Good 'ole White network is here. Lines are racial, not years of service."

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Healing 	Acknowledging unintended historical and present-day impacts and harms supports a healing environment for marginalized groups.	- Have groups that experience historical and present day marginalization been identified? - Is there acknowledgement of harms/difficult times impacting marginalized groups?

Strengths

- While there have not been acknowledgments of harm, a few employees shared experiences such as: "Lots of leniency if its been a tough week is accepted as common practice [in my department]"

Gaps

- Marginalized groups among employees and residents have not been identified. As a result, there are assumptions made about groups. "Here when you mention 'marginalized' automatically people go to Franklin Park."
- A cohort of veteran White employees are causing trauma without any mechanisms for acknowledgement or healing within the culture. "Old timers touch the entire city in different departments. They cause trauma to certain people." "[There is] a core of the 'lifer' group." "Some people have been done wrong for so long they have either normalized the trauma or just deal with it."

Opportunities

- There must be a cultural practice of acknowledging harms and unintended negative impacts in order to lay a foundation for healing. Specifically, acknowledgement of community trauma which is different than individual trauma.
- There are specific phases of organizational healing that include:
 - Protective Inflammation.** Leaders deploy social, organizational and material resources to stabilize decline and performance decreases, protect against potential threats and prepare for additional stages of healing. This means substantive actions and symbolic actions.
 - Relational Proliferation.** (Simultaneous with Protective Inflammation) Acknowledges harm and enables the scaffolding for improved social networking by identifying, building and strengthening key relationships that support the overall recovery.

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- **Remodeling.** Generates core strength in the organizational culture to reinforce and protect against potential harm or a relapse toward a decline of morale, satisfaction, and wellbeing. It is the “reassuring phase.” Requires and organization to reassess the social relationship and social structure to prevent and/or address future incidents.

Threats

- If the current cycle of socialization of Greenbelt employees is not interrupted, a legacy of harm to the most vulnerable and/or marginalized groups will continue generationally.



“There are groups of people who are talking. They get a spokesperson who represents the group and then they trash a person or program.”

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Adopting Values 	Continuously harmonizing employee values with a JEDI-driven vision for the future through consistent practice.	- Do employees have a common understanding of the city's desired identity? - Do employees understand JEDI concepts? - Do employees understand how to apply JEDI concepts to their roles?

Strengths

- There are employees who want to ensure justice, equity, diversity and inclusion within the city culture and are "Excited for potential change."

Gaps

- It is clear that there is not a Greenbelt Identity. Employees used a wide variety of descriptors while adding there hasn't been a conversation about a desired city identity. All groups mentioned the historical context of the city's founding, however, not everyone knew about the legacy of segregation.
- While employees generally reflect that concepts such as inclusion are absent, it is also evident that there is not foundational understanding of how to apply JEDI concepts. "Would like to think they're inclusive. But not really."
- A mindset based in a history of segregation in Greenbelt continues within the culture. "Some still have a mindset from when the city didn't allow Black residents." "People here are lots of times stuck in their ways."

Opportunities

- A process of forming a collective identity ultimately leads to providing a vision based in JEDI concepts so that employees have "one mission" to work towards. Organizational identities are also tied to values, as shared values ultimately drive individual behaviors. Developing a desired city identity based in JEDI concepts provides motivation for engagement and is attractive to prospective future employees.
- An inclusive process to develop city definitions of JEDI concepts will build common understanding and a foundation for conceptual application.

Threats

- Racism and other 'isms' were central to the founding of Greenbelt. Without intentional actions to acknowledge this and develop an identity for the future, this legacy will be permitted to continue within the culture.



*"Vehicles say 'protecting our legacy.'
Our legacy is one of segregation"*

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Confidence in Leadership 	A culture where leaders endorse JEDI concepts and are perceived as mentors, showcasing vulnerability, thereby granting permission for employees to explore JEDI within their roles.	• Are employees confident that leaders will move JEDI concepts forward? • Is there organizational capacity to incorporate JEDI?

Strengths

- There is confidence in some specific leaders to move JEDI concepts forward. "The new City Manager gives me hope. He comes and tells you straight forward. He seems like he's going to shake the box a bit, It needs shaking." "I trust leadership. They make time to teach." "Some level of confidence in the City Manager because he's new."
- Some employees expressed that they want leaders to provide direction regarding JEDI. "Indecisiveness at the top doesn't serve others well. If they make a stand it allows us to know what path we're going down. In some ways we haven't rocked the boat enough here."

Gaps

- There is concern that some leaders will not do this work and that resources won't be allocated to continue a JEDI journey. "Confidence in underlying values. Less confident to commit necessary resources." "Zero [confidence]. Our director has no idea." "If its an option, many won't do it. Not used to having DEI work." "Council can barely make decisions."
- Conflict among directors is strongly viewed as contributing to the siloing of departments, inefficiencies, and lack of communication. "Directors battle with other directors." "Infighting among directors." "That culture - paternalistic, looking down on groups, don't even hear women, they get what they want for their little club." "Being siloed creates an inefficiency. Very frustrating."

Opportunities

- Collaboration across departments builds organizational JEDI capacity and is particularly helpful in cities with small departments. Cross-pollination of ideas and practices is crucial to building relationships and supporting change across the organization. It also helps eliminate organizational inefficiencies.

Threats

- Department siloing inhibits the ability of an organization to infuse JEDI concepts throughout the culture. This practice can isolate employees that are vulnerable and/or marginalized.
- Organizational cultural transformation is prevented when application of JEDI concepts is strictly voluntary. While it may be strategic to start with voluntary groups or departments, over time this leads to employee frustration due to lack of accountability.
- Continued conflict among directors causes frustration among employees and enables defensiveness within the culture.



"Rather than adding on its the capacity to do things differently. I can do things differently. I do feel the silo effect. We can increase capacity by supporting each other."

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Curiosity & Questions 	Backing and motivating curiosity through transformative questions that challenge defaults and unlock potential opportunities.	• Is there a regular practice of questioning defaults to explore various possibilities and change thinking? • How is curiosity facilitated? • Is there skill in developing transformative questions?

Strengths

- Some individuals are viewed as having “the right questions” which supports exploring different possibilities.
- Curiosity exists in small pockets within city employees and departments.

Gaps

- As cited in previous sections, a prevailing culture of defensiveness tied to questions about current systemic practices squashes curiosity. “I challenge norms all the time. I get push back all the time.” “When you question anyone you’re likely to get a defensive response. Its received painfully.”
- There is a lack of skill in developing, using, and supporting transformative questions within the culture. “I get ‘why are you even thinking? Who are you?’”
- There are intentional practices among some employees to prevent change. “They will go to any means to stop what they don’t think should occur. It can be very hurtful.” This negatively impacts many employees while contributing to the siloing effect and inefficiencies across departments.
- There is lack of communication across departments, in particular about the context and basis for questions and change. “Siloing: There is lack of understanding as to why something is needed.”

Opportunities

- Skillful questions can be used to plant seeds of thought and shift paradigms over time.
- Skillful questions can also be asked in order to interrupt behaviors based in defensiveness, while supporting growth among employees.
- Training and learning opportunities in the art of developing skillful and transformative questions build capacity for creativity and enable adult growth.

Threats

- A culture of defensiveness centers individuals and groups with social identity-based privilege and power within society. It is a characteristic of white default and ultimately results in maintaining the status quo in terms of power dynamics.
 - White Default is the **unnamed normalization** of Whiteness. The characteristics of Whiteness are the baseline of judging what is right and wrong in our social norms. These characteristics include voice tone, dress, names, hair texture, education, classics, behavioral expectations, etc., which are then placed in categories of 'normal' or 'other' based on 'their nearness' to White characteristics. Whiteness is a collection of characteristics, not a people.
- Lack of curiosity and change within the culture will exacerbate employee frustrations and will cause some with valuable skills and talents to leave. Those that remain will continue to be socialized in ways that causes harm, particularly to individuals and groups that are most vulnerable and/or marginalized. "Do I go with the status quo and accept the dismissiveness?"



"Suggestions and changes makes them feel inadequate or wrong. It's not wrong, just trying to be efficient or more collaborative."

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Reflection 	Engaging in individual and group reflection facilitates the processing and integration of JEDI concepts.	• Are there formal / informal spaces for honest reflection? • How is reflection used to support JEDI concepts?

Strengths

- Reflection exists in limited pockets. "In our department, there is an open dialogue and we can contribute. Outside there is lots of resistance to change."

Gaps

- Reflection is not part of the current culture and is further inhibited by a culture of defensiveness. There are inadequate dialogue skills necessary to engage in effective reflective practices. "Not without a debate or trash talking. People assume they know more than us." "No open and honest talk."
- Some level of imposter syndrome appears to exist, whereby individuals may feel inadequate despite their role within the organization. "Leaders need internal reflection to realize that you may be holding others back if you aren't willing to change."
- Reflection is not overall valued within the culture. "When you speak the truth [your are] seen as a rabble rouser." "I wanted to share my opinion about something. I was told 'are you sure you want to do that you're so new.' Really concerning that sharing my perspective could put my job at risk."

Opportunities

- Regularly incorporating opportunities for genuine reflection, not just debriefs, is an effective tool for adult growth which can address imposter syndrome as well as defensiveness.

Threats

- As cited in previous sections, the current environment inhibits reflective practices due to a culture of defensiveness which inhibits the city's ability to change. "Don't feel there is anyone I can talk to in confidence about any issue."



"I would like to have this [reflection] if we could."

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Prioritizing Impact Over Intent 	An environment that emphasizes accountability for the effects on marginalized communities/identities, rather than fixating on intentions, enables necessary changes to redress inequities.	• In what ways do individuals / groups account for impacts? • Are evaluations tied to impacts on marginalized identities / groups?

Strengths

- No strengths observed in this area.

Gaps

- Impacts to employees and/or residents are not considered. “Residents aren’t top of mind when people do their jobs.” “Don’t know impact.” “The lowest person on the totem pole is wrong. No talk about impact to mental health.”
- The current culture of defensiveness prioritizes an individual’s intent over their actual impacts and outcomes. “Being wrong is the priority over possibilities.”

Opportunities

- Regularly investigate blindspots by asking questions such as ‘What am I missing?’ that allows for exploration without judgement. Incorporating questions such as ‘How do we know?’ provides an opportunity to check biases and assumptions.
- Incorporate the practice of asking about impacts in all meetings. This is a two-fold practice of finding out the impact of the meeting itself on employees as well as connecting impacts to the topics at hand.
- Intentionally invite and surface experiences from different departments, groups and individuals that are most vulnerable and/or marginalized within the culture.

Threats

- There can be significant, unintended consequences when impacts are not centralized as a critical factor in evaluating all aspects of the city. Meetings, communications, programs, events and activities with the best of intentions can still result in causing harm and/or marginalization. If impacts are not explored, then changes can’t be implemented.

 *I am still in survival mode. Affects my every day decisions. I don’t think I’m effective for residents.”*

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Decision Making Lens 	The norm is to model and provide guidance on employing a JEDI decision-making lens in everyday tasks.	• Are employees involved in making decisions? • In what ways are employees mentored to support their application of JEDI in decision making? • Is there an either/or mentality?

Strengths

- There is a strong desire to participate in the decision-making process.

Gaps

- Employees in general are not included in decision-making processes. "Not afforded the time to get people on board."
- There is a culture of either/or thinking. "I've heard 'if we don't do things this way it will be chaos.'"
- Decision making is based in a culture of maintaining the status quo. "Passive aggressive is the norm." "There is a cultural norm of putting off. A lot of deferring and waiting. Glaringly."
- A veteran group has significant power to impact decision making on multiple levels. "Just go with residents requirements even if its not logical. All the rules go out the window for that small group."

Opportunities

- Employees overwhelmingly responded positively when asked about the impact of the facilitated dialogue (focus group) sessions that were conducted as part of this audit. There is an opportunity to build upon these experiences to involve and engage employees and lead to expanded decision making.
- Develop a decision-making lens based on the development of Greenbelt definitions of justice, equity, diversity and inclusion. This will provide transparency and understanding for the basis of decisions and any changes as a result. When used across all city functions, it will foster a cultural shift based in JEDI concepts.
- Ongoing support, mentorship, and reflection in applying a JEDI decision making lens ensures adult growth and holistic cultural transformation.

Threats

- Either/or thinking is based in white default. It serves to maintain the status quo and limits thinking to decisions based in a restrictive binary. When left unchanged, it inhibits considering other possibilities.
- When decision making is primarily in the hands of a few individuals, it can systemically marginalize those who are excluded from the decision-making process.
- Lack of inclusion and transparency in the decision-making process promotes an environment of distrust and frustration among employees.



Personally I'm up to the challenge, its refreshing to have admin want to hear their employees. Exercises [focus group] like this to me is very encouraging."

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Physical Safety Psychological Bravery 	The culture should guarantee physical safety while motivating employees to take psychological risks, fostering a metacognitive* state conducive to JEDI growth. <i>*Metacognition involves transient stages marked by planning, self-audit/monitoring, cognitive/affective strategies, and self-awareness.</i>	• Is there a sense of physical safety among employees? • Do employees feel they can take risks and be vulnerable? • How is bravery supported?

Strengths

- Employees expressed feeling physical safety.
- There is some psychological bravery in pockets where employees will speak up.

Gaps

- Bravery, vulnerability and risk taking are not fostered within the culture. "Newer staff members talk to each other more. Safety. Most of us experienced the same thing. We don't feel alone."
- There is a level of fear within the current culture which inhibits change. "People seem afraid to step out there and make a decision." "Can't bring up ideas. Must tell volunteers and they organize, talk to committees and bring it up at council. They direct staff."

Opportunities

- Leaders can promote taking risk through demonstrating their own vulnerability. Use of stories and sharing experiences with employees can be a powerful tool to promote bravery within the culture.
- Identify and support employees who are willing and able to take risks on various levels in order to empower employees.

Threats

- An ongoing culture of fear will reinforce and exacerbate threats outlined in other sections. Pervasive cultural fear is also a characteristic of White Default, and serves to marginalize groups.



"[The] culture is sweeping stuff under the rug if it doesn't affect them."

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Accountability 	A setting grounded in individual and collective growth, where individuals and groups take ownership of their JEDI competencies.	- In what ways do individuals / groups account for their abilities relative to JEDI concepts? - How is adult growth fostered and assessed?

Strengths

- A significant desire for departmental accountability, and to collectively learn and grow in understanding JEDI concepts.

Gaps

- There is not accountability across departments. "Some departments run well, others aren't. They're the chief in their village."
- The culture does not promote individuals, teams, or departments to account for their abilities, growth and impacts.
- There is some level of acceptance of mediocrity and ineffectiveness which causes frustration. "Culture of acceptance of individuals that do a poor job." "Seems more people take it offensively if you're direct about things that [they] need to work on."
- There is no accountability for the impact of conflict between leaders on employee well-being, effectiveness of city functions, and resources. "Lots of animosity and bile between directors. Trash talking. Won't help other departments. No one tells them they can't act like that." "Everything flows downhill. It affects morale."

Opportunities

- Developing an inclusive process to regularly evaluate JEDI awareness, skills, and applications supports an environment where individuals, teams, and departments can account for their abilities and demonstrate growth and effectiveness over time.

Threats

- Continued conflict among leaders and siloing of departments without accountability to JEDI concepts fosters cultural frustration and distrust. There is no mechanism to determine impact and effectiveness of city functions on employees and residents, which can lead to unintentional harm and marginalization.



"We could do a better job."

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Prioritizing Relationships over Transactions Level 2	The culture places importance on the interconnection among individuals by nurturing internal relationships and external community connections to cultivate empathy and understanding.	In what ways are meaningful relationships fostered among/with employees and community members?

Strengths

- There are some individuals with a mindset of building relationships and teamwork. "I'm building leaders to take my place. I want you to be ready. Expose them to all that I do. Bring great people into your fold so they can be the best they can be. Positive mentorship." "City manager seems more vested in getting to know us." "People have come together to help me. Good experience of teamwork."

Gaps

- Fostering relationships is not part of the overall city culture.
- Departmental siloing has resulted in employee disconnect on multiple levels. Employees don't know each other and their roles within the city. It has also led to ineffective communication between and within departments. "More like World War Z [movie] with massive walls around departments." "We don't know what each other does." "Feels like we're not working as a team. It's a competition."

Opportunities

- Identify and tap into employees with relationship building mindsets and skills.
- Formally prioritize relationship building in meeting spaces.
- Establish intentional time for inter-departmental dialogue, collaboration, and relationship building to begin dismantling silos and build community.

Threats

- A culture of departmental siloing will exacerbate competition and conflict, which fosters distrust among employees. This inherently limits the city's capacity to develop relationships, which better enable teambuilding and collaboration in city functions.



"We are all part of the ecosystem."

JEDI Employee Cultural audit

Component	Description	Alignment Questions
JEDI Learning Environment 	A setting that promotes dialogue, enabling individuals to share their lived experiences, learn from each other, and foster a continuous JEDI learning environment.	• Are there formal spaces for learning? • Is informal learning actively incorporated in the environment?

Strengths

- Employees expressed a desire to learn more about JEDI concepts and engage with their peers.

Gaps

- Formal and informal learning spaces are not built into the culture of the City. JEDI based learning has been very limited and sporadic. "In 21 years, I've never had a diversity class."
- As previously mentioned, there may be some imposter syndrome within employee culture due to lack of ongoing awareness and skill building and tied to defensiveness. "The needs of jobs have changed over the years. They feel threatened by those with credentials."
- Siloing does not allow for employee sharing and learning across departments. "A lot of disconnect between departments."

Opportunities

- Incorporate informal learning opportunities within the workday through intentional incorporation of diverse dialogue spaces. Dialogue spaces are designed to draw upon lived experiences and expertise to broaden group awareness and understanding.

Threats

- The absence of continuous learning opportunities enables power hoarding to persist, as illustrated in previous sections.
- There is a real threat that the City of Greenbelt will stagnate and fall behind as illustrated in other sections. Ultimately this will affect employees and residents that are most vulnerable and/or marginalized.

 ***"A mindset - definitely what I'm doing is more important than what you're doing. Its not collaborative."***

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Work Life Balance 	Demonstrating and providing explicit backing for work/life balance prioritizes quality of life and well-being, challenging societal norms that advocate for a constant sense of urgency.	Is there respect for family / personal time?

Strengths

- Some employees expressed that their role lends itself to a healthy work and life balance. "I feel like I have a lot of free space." "Increasing amount of flexibility given to employees has helped a lot." "Manageable."

Gaps

- Some employees believe that the structure, funding, and the nature of their roles does not lend itself to a healthy work and life balance. "Demand for services continues to grow exponentially. It's impossible to use our leave." "Work 60+ hours because of staffing issues." "Long tradition of under resourcing staff. Very much an attitude of push up sleeves and get it done. Yes, I can do it. But the burnout is real." "Council will be there til midnight as they get in the weeds." "Lack of understanding how much you have to work outside of regular work hours."
- In some departments, there is a perception that taking time off has negative consequences. "If you take any sick leave or time off, you're judged. Then you won't get overtime."

Opportunities

- Leadership can prioritize employee well-being by modeling work and life balance in their roles and encouraging respect for personal time among employees.
- Identify contributing cultural factors for lack of work and life balance in different roles and evaluate equitable possibilities to mitigate these factors.

Threats

- Prioritizing quality of life is not just about balance between personal time with work. Employee culture is a major factor in quality of life on the job. Threats outlined in previous sections may lead to increased employee dissatisfaction and turnover, burnout, ineffectiveness and trauma. Individuals and groups that are currently most vulnerable and/or marginalized will continue to be most negatively impacted.



***"Departments are small. People are pulled
in a hundred different ways."***

JEDI Council, Boards & Commissions Cultural audit

Overall Council/Committee Culture audit:

**Level
1**

CATEGORY	AUDIT LEVEL
Embracing Creativity & Innovation	1
Decision Making Lens	1
Prioritizing Impact Over Intent	1
Adopting Values	1
Embracing Discomfort	1
Accountability	1
Physical Safety and Pyschological Bravery	1
Curiosity and Questions	1
Healing	1
Reflection	1
Confidence in Leadership	2
JEDI Learning Environment	1
Work and Life Balance	1
Prioritizing Relationships Over Transactions	2

JEDI Council, Boards, and Commissions

Cultural Audit

There were many correlations between employee culture and that of Council, Boards, and Commissions. Specific gaps are highlighted for each of the 14 categories with an overall summary of strengths, opportunities and threats. Anonymous quotes are used to illustrate some points.



Summary of Strengths

- Demographics shifts on Council are perceived as a positive as illustrated in this quote: “Diversity makes me think differently. Makes us all better.”
- There is a general desire to ‘do’ JEDI.

Gaps by Category

Creativity and Innovation. Participants described “long termers” with a “fixed way of thinking” that pushback on new ideas to maintain the status quo.

- “Proud city and its hard for change to occur.”
- “I’ve been told I can’t really understand unless I’ve lived here my whole life.”
- “Some want innovation and change but don’t know how to think creatively.”

Decision Making Lens. A clear decision-making lens does not exist. In the absence of a lens, those with the power, privilege and access have the greatest influence on decisions.

- “No representation outside of old Greenbelt.”
- “We placate the loudest voices.”
- “Most focus goes to those in old Greenbelt - White and older. 65+ is the voice of the city.
- “My board is all White.”

Prioritizing Impact Over Intent. Determining the impact of decisions, city-sponsored events, communications, and services is not part of the culture and conversations. In particular, there is no connection between the city’s actions and/or inactions with quality-of-life impacts for the most marginalized and/or vulnerable employees and residents. Additionally, Council meetings are not evaluated to determine impact on employees, members, and residents.

- “Consciously thinking about impacts of decisions doesn’t really happen.”
- “No discussions about impact.”
- “Don’t think they [Council] can truly envision what impact looks like.”
- “Who wants to listen to a 3-hour Council meeting?”

JEDI Council, Boards & Commissions Cultural Audit

Gaps By Category (con.)

Adopting Values. There is no Greenbelt Identity that reflects the current community. The legacy of segregation surrounding the City's founding creates a disconnect for many.

- "Think of ourselves as very progressive. In fact, we may not be so progressive. Interesting self-identity."
- "Obsessed with nostalgia not history."
- "Haven't really talked about identity."
- "JEDI values doesn't go beyond lip service."
- "Anytime try to push out of that envelope of past identity of planned White community get pushback from both sides. Either going too fast or not fast enough."
- "Greenbelt sees itself as a cocoon and proud of that."

Prioritizing Relationships Over Transactions. Council spaces and city culture is not based in facilitating relationships among employees, residents, and members.

- "No conversation about how to facilitate good interactions."

Embracing Discomfort. There is considerable silence around the legacy and current context of "isms" within the city, which creates significant blind spots to the lived experiences of employees, members, and residents.

- "Once you make a choice it will make some people unhappy. If in deliberation then that won't happen. Lots of study sessions."
- "Glacial speed. Tough to see action."
- "Elected officials don't want to admit making a mistake. Put on a face and not honest."
- "Isms only exist if something is a problem. We don't even think of isms because we're all melded together."
- "Hard to get over the history."
- "If it doesn't make Greenbelt look perfect, then there is hesitancy to look at it."

Reflection. Honest and open reflection is not part of the Greenbelt culture, inhibiting the ability of leaders to affect change. The current structure and frequency of meetings impedes dialogues that could support reflection.

- "Don't do a lot of reflection. So busy trying to get through agendas."
- "Don't think we do it. Not sure about the skill."
- "Good at getting community input in advance, but they don't do the after event reflection."

JEDI Council, Boards & Commissions Cultural Audit

Gaps By Category (con.)

Confidence in Leadership. While some expressed “high confidence” in leadership, most referred to it as a “mixed bag.” Residents and employees who are “long timers” are viewed to have considerable sway on leadership.

- “There’s a certain hesitancy. Concern for pushback even when it’s the right thing to do. My confidence is strained.”
- “Many people in leadership roles on council and the city don’t understand the importance of DEI. That impacts how dedicated they are.”
- “People don’t know how to do the work. It becomes so big so they just do reparations or a Kwanza event. Put a bandage on it.”

Accountability. Accountability for impacts and JEDI growth is non-existent.

- “Only consequence for elected is not being re-elected, but that never happens.”
- “Council doesn’t know how to be part of this [JEDI] work.”

Work and Life Balance. Lack of work and life balance not only affects those currently in leadership, but it may also privilege those who have capacity to commit to leadership roles. It was best described by: “Doesn’t apply to elected. The burden of number of meetings creates a challenge.”

Curiosity and Questions. There is a culture of “pushback” on new ideas and questions that challenge current practices, causing considerable frustration.

- “Feels like staff gets frustrated.”
- “Feeling ‘how is this going to change things for me in a bad way.’”
- “They do listen to us. Sometimes it gets done sometimes it doesn’t.”

Healing. Because impacts are not considered in city functions, it isn’t known the extent to which individuals and groups are marginalized and/or oppressed, requiring a healing approach in order to engage with these groups.

- “Insidiousness of issues. Greenbelt is literally a White bubble with a belt of green around it. It was baked into the cake in the 40’s.”

Physical Safety & Psychological Bravery. The culture discourages experimentation and risk-taking.

- “Not a culture of the city to talk about it [isms].”
- “Identifying [barriers] is a problem.”

JEDI Council, Boards & Commissions Cultural Audit

Summary of Opportunities and Threats

Opportunities

- Changing demographics on the Council will bring new perspectives and ideas.

Threats

- Nostalgia about Greenbelt's founding is prioritized over a history of exclusion that prevents honest reflection regarding ongoing effects of that legacy.
- Boards and commissions are a "White bubble" with little or no racial / ethnic diversity.
- The unexpected death of a Council member has resulted in a lack of voice on the council from Franklin Park; an area which has been historically not represented.
- There are assumptions about groups and geographic regions that aren't represented on the council or within boards and commissions.
- There is pervasive fear of making mistakes, hindering decision making.
- There is noticeable silence and discomfort regarding "isms." The persistent perception is that diverse groups do exist within the community and that everything is alright.
- Current board meeting format and interactions among board meetings are not conducive to creating an inclusive environment for all employees and residents.



Conclusion

JEDI Cultural Audit Conclusion

In conclusion, the City of Greenbelt's JEDI (Justice, Equity, Diversity, and Inclusion) cultural audit has identified several key areas for improvement and has laid the foundation for meaningful change. To facilitate a culture that evolves proactively, the city must create a plan that encompasses items in the structural and cultural audits presented here, along with processes that:

- Cultivate a sense of belonging across departments
- Consider diverse experiences and perspectives
- Prioritize vulnerable and/or marginalized groups
- Identify and address impacts throughout the process
- Facilitate adult growth

Recommendations below are in no particular order.



Collaboration across departments and relationship building. Create intentional space for employees to build relationships, share, and collaborate across departments. In particular, this could be used to develop transparent processes to address power hoarding.



Spaces of intentional dialogue. Allot time and space for dialogue within meeting spaces. Conversations rooted in dialogue vs discussion have different purposes, behaviors, skills, and outcomes. Dialogue spaces are specifically designed to build a collective deeper understanding of topics through learning from experiences, perspectives, and ideas. This leads to building stronger connections and relationships, set an expectation for a different level of engagement, and mitigate some behaviors based in defensiveness.



Lead meetings with skillful and transformative questions. Leading with questions rather than agenda items opens up possibilities. Skillful questions, along with dialogue, create an environment to support employees with creative ideas and reframes thinking to address pushback and defensiveness. Set expectations for leadership to lead with questions within their departments. Training will be required to build the necessary skills to formulate artful questions.



Identify and support individuals seeking change based in JEDI. Said individuals should be encouraged, mentored, and supported. They will be critical to activities designed to shift employee culture while simultaneously building JEDI capacity such as:

- Developing a process for crafting a desired Greenbelt Identity. This future identity will provide direction for changes.
- Formulating JEDI definitions in the context of Greenbelt to be used as a decision-making lens.
- Developing approaches to determining groups that are most marginalized and/or vulnerable among staff and residents.
- Craft a “why” statement that addresses why employees should incorporate JEDI. Understanding why this work is important will establish common values and drive behavior.
- Developing approaches to facilitating departmental and city-wide accountability based in regularly accounting for growth in abilities.



Prioritize assessing impact. Integrate questions about impacts into all meetings, planning, and conversations, explicitly including them on agendas. Leadership should establish expectations and offer guidance for consideration, acknowledging that, given this departure from past practices, many may struggle to answer impact-related questions.



Identify behaviors rooted in White Default. Formulate strategic approaches to skillfully recognize and label behaviors contributing to a culture of defensiveness and power hoarding. The focus should be on preventing these behaviors from stifling or redirecting conversations, rather than centering on the individuals displaying them.



Model risk taking. Leadership must demonstrate vulnerability and a willingness to learn as a vital component to creating an environment that supports risk taking.



Communicate JEDI expectations across all departments. Strategic communications should establish the tone for a full organizational transformative journey centered on justice, equity, diversity, and inclusion.



Organizational Healing. Develop strategies to acknowledge harms caused by the overall city culture, and implement strategies rooted in organizational healing (protective inflammation, relational proliferation, and remodeling).



Connect the Dots. Leaders should assist employees in linking changes in internal practices with their underlying reasons. Actively address cultural tendencies of labeling things as "wrong" by emphasizing the focus on impact and fostering a healthier culture.





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OFFICIAL NOTICE

In accordance with Section 3-305(b)(1) of the General Provisions Article of the *Annotated Code of the Public General Laws of Maryland*, a closed session of the Greenbelt City Council will be held on Wednesday, September 9, 2026, immediately following the Diversity, Equity and Inclusion (DEI) Discussion Work Session, in Council Chambers of the Municipal Building:1) to discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom this public body has jurisdiction; any other personnel matter that affects one or more specific individuals.

The purpose of this meeting is 1) to discuss personnel matters.

**** The public may attend the Special Meeting of the City Council prior to the closed session and observe the vote of the Council to move into the closed session on Wednesday, September 9, 2026.***

Bonita Anderson
City Clerk