



CITY COUNCIL WORK SESSION AGENDA

Work Session - Diversity, Equity, and Inclusion (DEI) Tribesys Audit Update

This meeting will be held in-person and virtual.

**25 Crescent Road
Greenbelt, MD 20770**

OR

**Virtual Participation
Zoom Webinar Attendees:**

Please submit your request in writing via email to questions@greenbeltmd.gov

<https://us02web.zoom.us/j/85228280392?pwd=ZUJKUVdnMnBIY0l0Z3NkVkJtVmt3UT09>

Dial-in: 301 715 8592

Webinar ID: 852 2828 0392

Passcode: 145338

Wednesday, January 17, 2024

7:30 PM

I. Special Meeting/Work Session - Tribesys Audit Update

1. Special Meeting/Work Session - Diversity, Equity, and Inclusion (DEI) Tribesys Audit Update

Suggested Action:

Agenda

- Report Presentation
 - Report and Findings
 - Outline of Recommendations
- Council Discussion
 - Council members' input and feedback

- Questions and Answers
 - Open floor for questions
- Closed Session
 - Discussion related to personnel (Note: This session is not open to the public)

[JEDI AUDIT Presentation.pdf](#)

2. Meeting and Stakeholder List
[meetings.pdf](#)
[Stakeholder Schedule.pdf](#)
3. 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, January 17th, 2024, in Council Chambers of the Municipal Building immediately following the Special Meeting/Work Session – Diversity, Equity, and Inclusion (DEI) Tribesy Audit Update 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 will be to address/discuss confidential and sensitive information acquired during the Diversity Equity and Inclusion focus group.

**** The public may attend the Special Meeting prior to the closed session, and observe the vote of Council to move into closed session on Wednesday, January 17th, 2024***

Bonita Anderson

City Clerk

City Council Work Session Agenda Item Report

Meeting Date: January 17, 2024

Submitted by: Shaniya Lashley-Mullen

Submitting Department: Administration

Item Type: Special Meeting Item

Agenda Section: Special Meeting/Work Session - Tribesys Audit Update

Subject:

Special Meeting/Work Session - Diversity, Equity, and Inclusion (DEI) Tribesys Audit Update

Suggested Action:

Agenda

- Report Presentation
 - Report and Findings
 - Outline of Recommendations
- Council Discussion
 - Council members' input and feedback
- Questions and Answers
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Attachments:

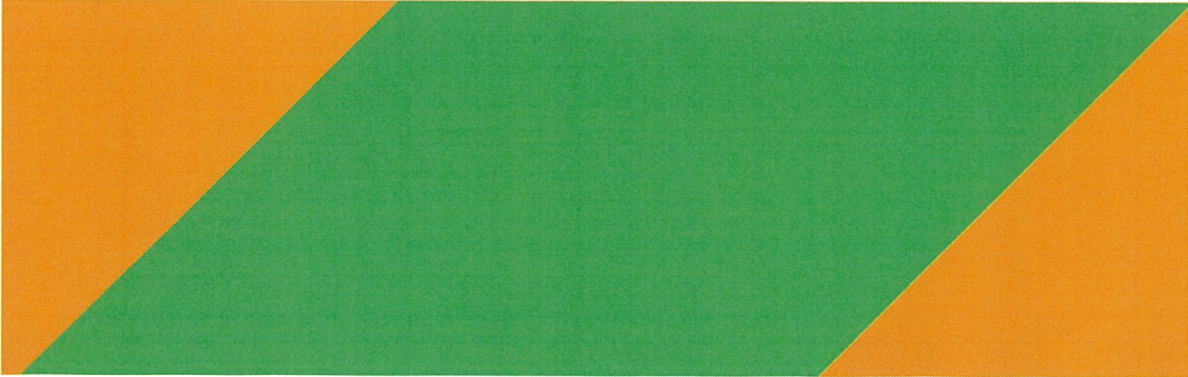
[JEDI AUDIT Presentation.pdf](#)



JEDI AUDIT Overview

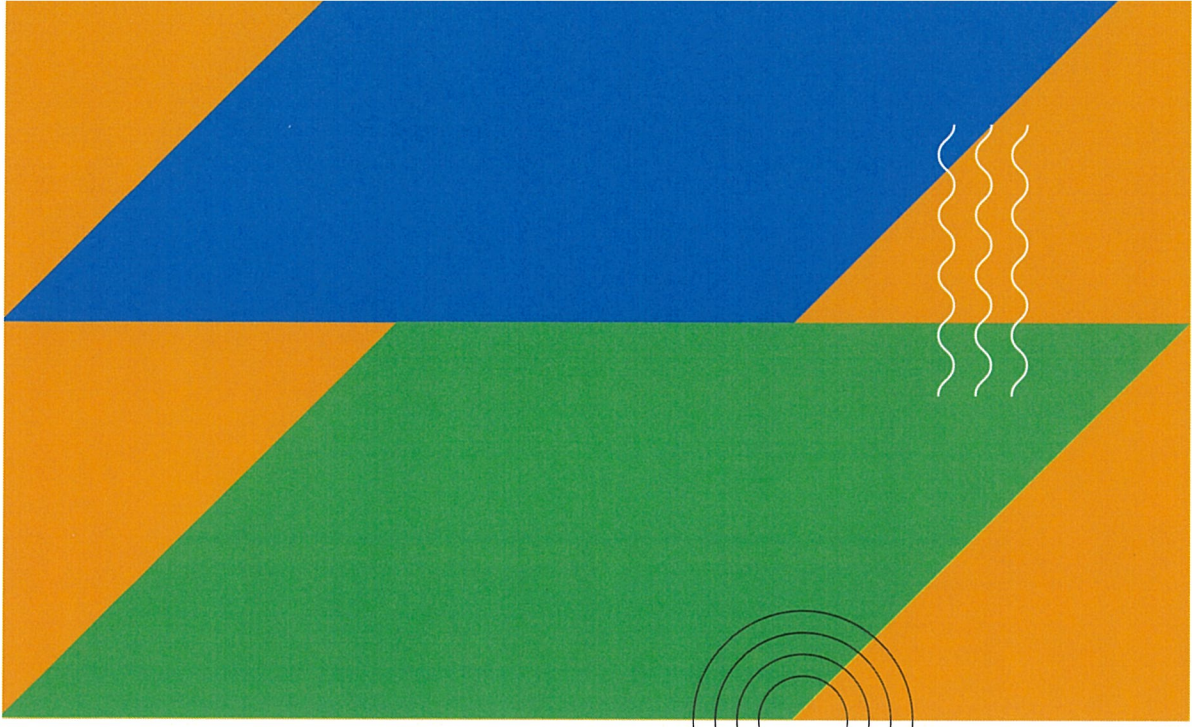
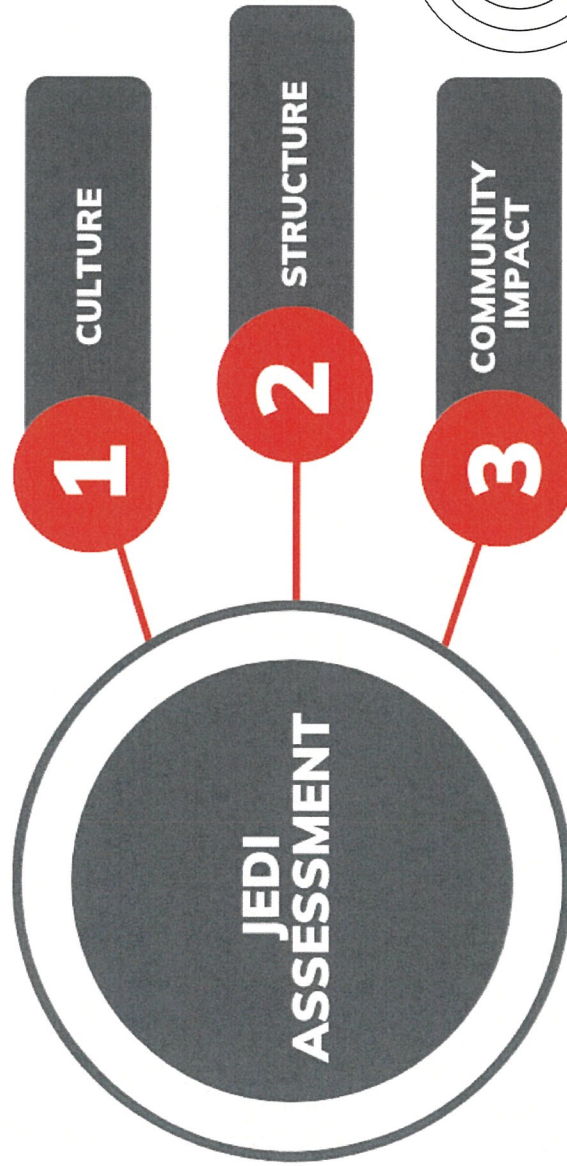
JUSTICE
EQUITY
DIVERSITY
INCLUSION



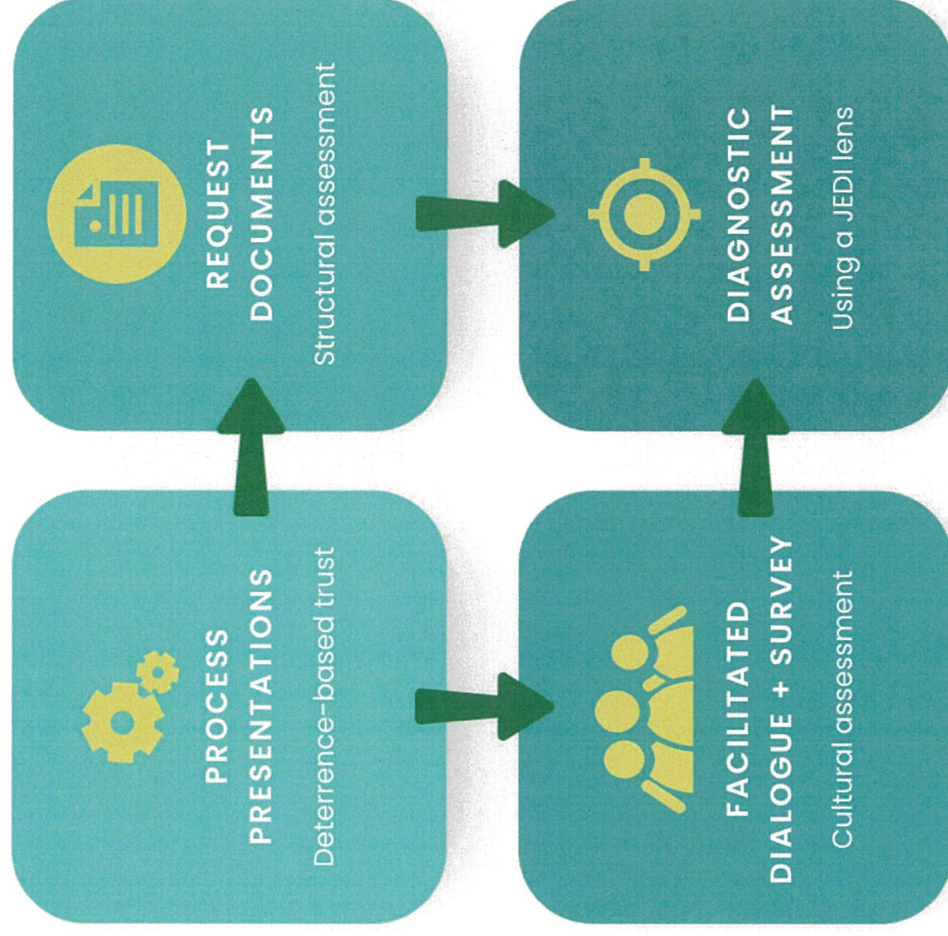


Purpose of a JEDI Audit?

- Comprehensive, holistic
- Engages a wider community
- Strengths, gaps, threats, and opportunities
- Focuses on impact
- Baseline for planning
- Allows for reflective change process for ever-evolving community



Methodology



JEDI Lens

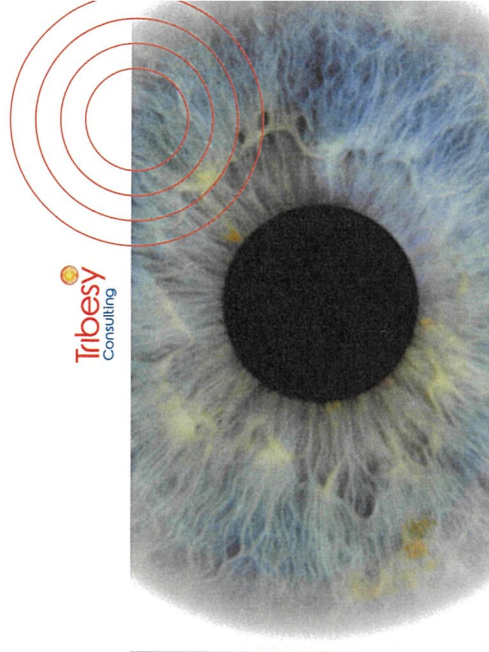


Justice is the practice of taking direct action to repair historic and current systemic oppression which has disproportionately impacted communities and identities most marginalized within society.



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

Diversity is recognition and active engagement to support the intersectionality of varied social identities as opposed to passive demographic data.

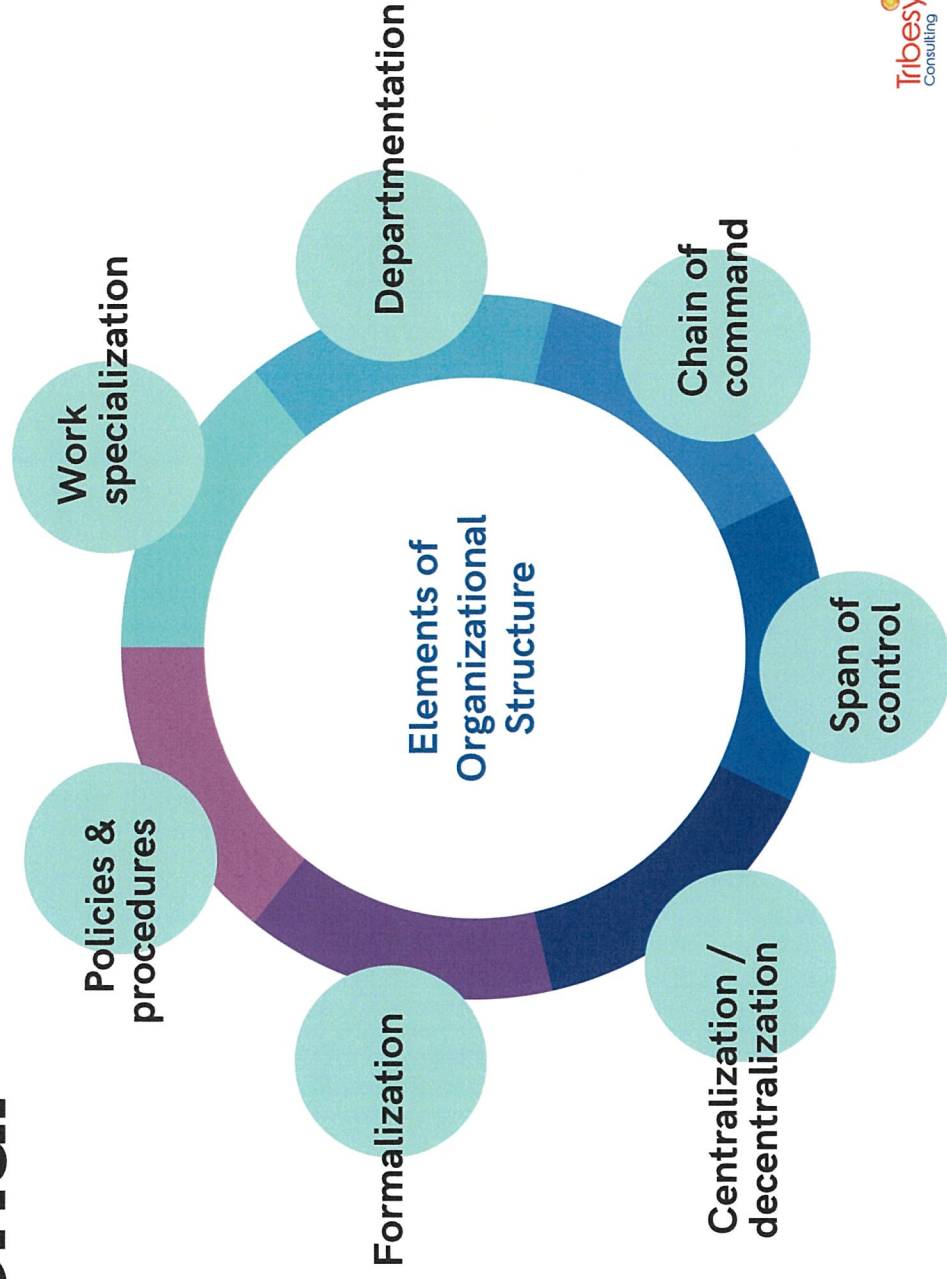


Inclusion is the conscious and purposeful practice of improving the terms of participation and opportunity for marginalized groups. Inclusionary behaviors seek to empower the uniqueness of individuals/groups as a valued characteristic resulting in a sense of belonging.

Organizational Structure

Framework / system that defines how job titles, roles, responsibilities are assigned within an organization.

Establishes hierarchy and relationships / between positions / departments, enabling effective coordination & collaboration to achieve goals.



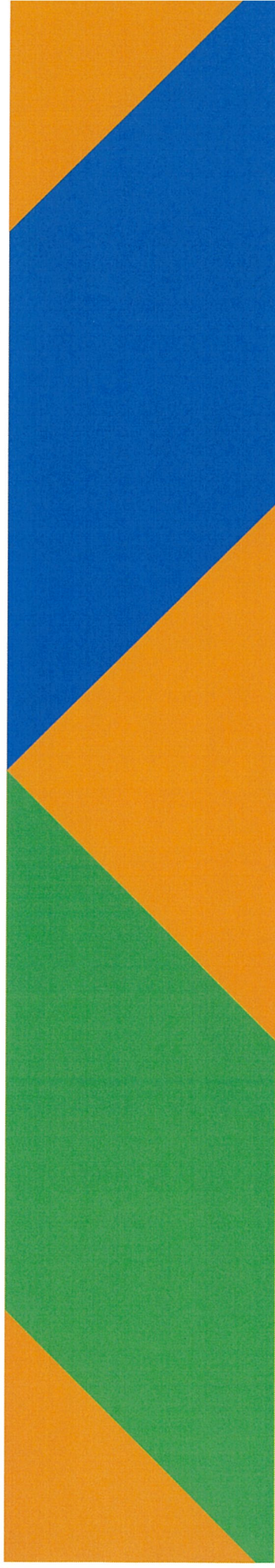
Alignment Questions (Sample)

DIVERSITY

1. Is there evidence that the structure utilizes quantitative data to identify gaps or oppression experienced by different groups?
2. Are there programs or initiatives within the structure that specifically aim to support diverse social identities?

EQUITY

1. Has the structure of the organization identified marginalized, vulnerable, or minoritized staff or communities?
2. Does the organization regularly evaluate the accountability of programs, policies, and procedures based on their impact on those who are most negatively affected by the current systems?



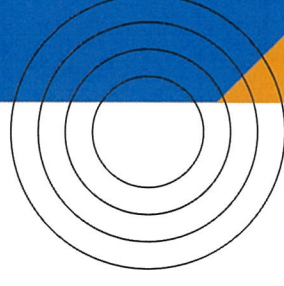
Alignment Questions (Samples)

INCLUSION

1. Is there evidence of intentional analysis within the organizational structure to include those most affected by a decision, program, policy, or procedure?
2. Does the organizational structure provide space for the inclusion of lived experiences from individuals who are typically excluded?

JUSTICE

1. Is there evidence of the organization taking steps to repair the harm caused by historic systemic oppression?
2. Is there evidence of the organization making changes to its codes, policies, procedures, and programs to prevent unintentional and future harm?



JEDI Progress Trackers

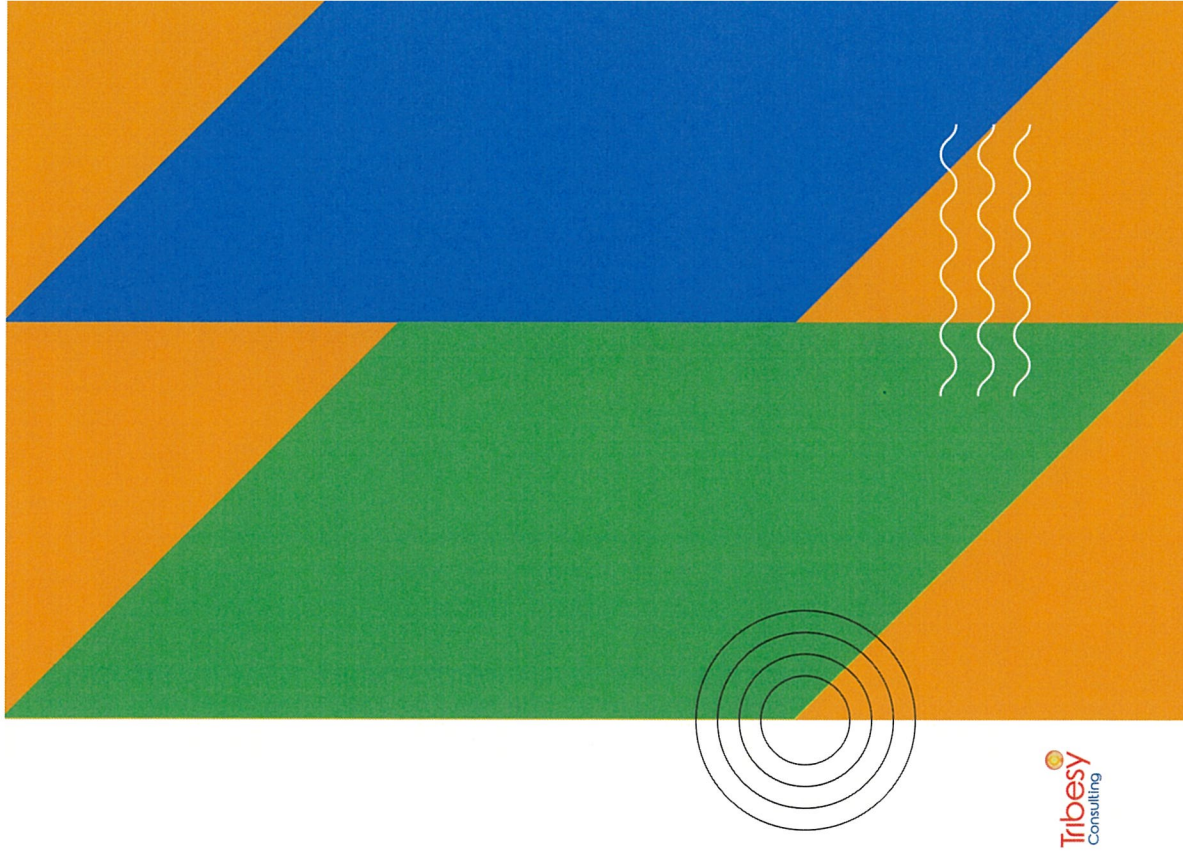


Audit Based on Documents Submitted by:

- General Governance
- CARES
- Human Resources
- Information Technology
- Planning and Community Development
- Public Safety
- Recreation
- Public Information
- Museum

Represents 83% of departments

An average of 28% of requested documents were submitted.





Key Structural Indicators of JEDI

Overall Structural Audit Rating: Level 1



This level indicates that there has been little to no progress in JEDI work.

- Embedded JEDI values in infrastructure
- City Council/Board processes
- Departmental structure & evaluation
- Evaluative focus on impact
- City code/charter/governance structure & language
- Intentional community/staff engagement with a wide range of groups



There are fledgeling JEDI efforts however they may be stifled. There could be an inability to do more than the minimum for various reasons.

- Decision making processes
- Staff demographics & parity



Highlights

Structural Strengths

- Most outward facing documents have JEDI vision and priority
- ARPA funds priorities based in JEDI
- Most partners have a strong sense of JEDI concepts
- Hiring of DEI Director and Social/Emotional expert for Police
- Outward facing departments prioritize physical and financial accessibility, and engage residents of different ages, abilities, social and cultural backgrounds.

Structural Gaps

- JEDI accountability within structure
- Data collection to identify the impact of programs and services on the most vulnerable in the City
- Data collection on staff for prevention of systemic discrimination and trends
- JEDI training, skill and application opportunities
- JEDI inclusion in departmental vision
- Evaluation of staff, services and programs that do not include the impact to the most vulnerable or marginalized in the City
- Departments lack procedure documents

Highlights

Structural Opportunities

- Use criteria in ARPA fund allocations as a basis for JEDI vision and strategic plan
- Objective: Enhance our sense of Community

- Community Safety Conversations with the PD
 - Community events that are also used to gather qualitative information
 - Younger populations want to be involved in local government.
- Increase partnerships with local schools and community colleges

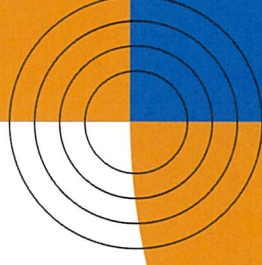
Highlights

- Expand access to bilingual programs and resources
- Define and assess cultural humility in CARES process
- Acknowledge equity issues in infrastructure improvements and transportation.

Structural Threats

- Not enough transparency in processes
- Onboarding frustration
- Staff climate
- Staff demographics do not represent the demographics of the City's residents.
- Community input on key issues are regulated to council meetings only
- Failing to acknowledge past harms could lead to distrust of process and efforts to prevent future harm
- JEDI impact harder to assess in the absence of procedure documents

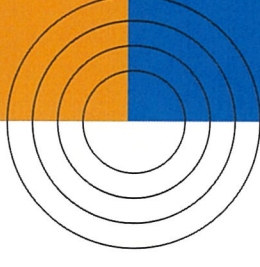
Highlights



Recommendations

- JEDI Definitions Campaign and Council approval
- Create JEDI Vision: Define Enhance Our Sense of Community
- Create an Alignment Tool
- Create a 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 accountability by Department

Highlights



JEDI Cultural Audit (Employees)

C U L T U R E

Over time, organizations develop a shared culture: a set of beliefs, ways of thinking, and a set of values. Culture is based in and reinforced by a cyclical socialization process that establishes how one should look, act and be and is affected by broader societal influences such as generation, geography and larger systems.

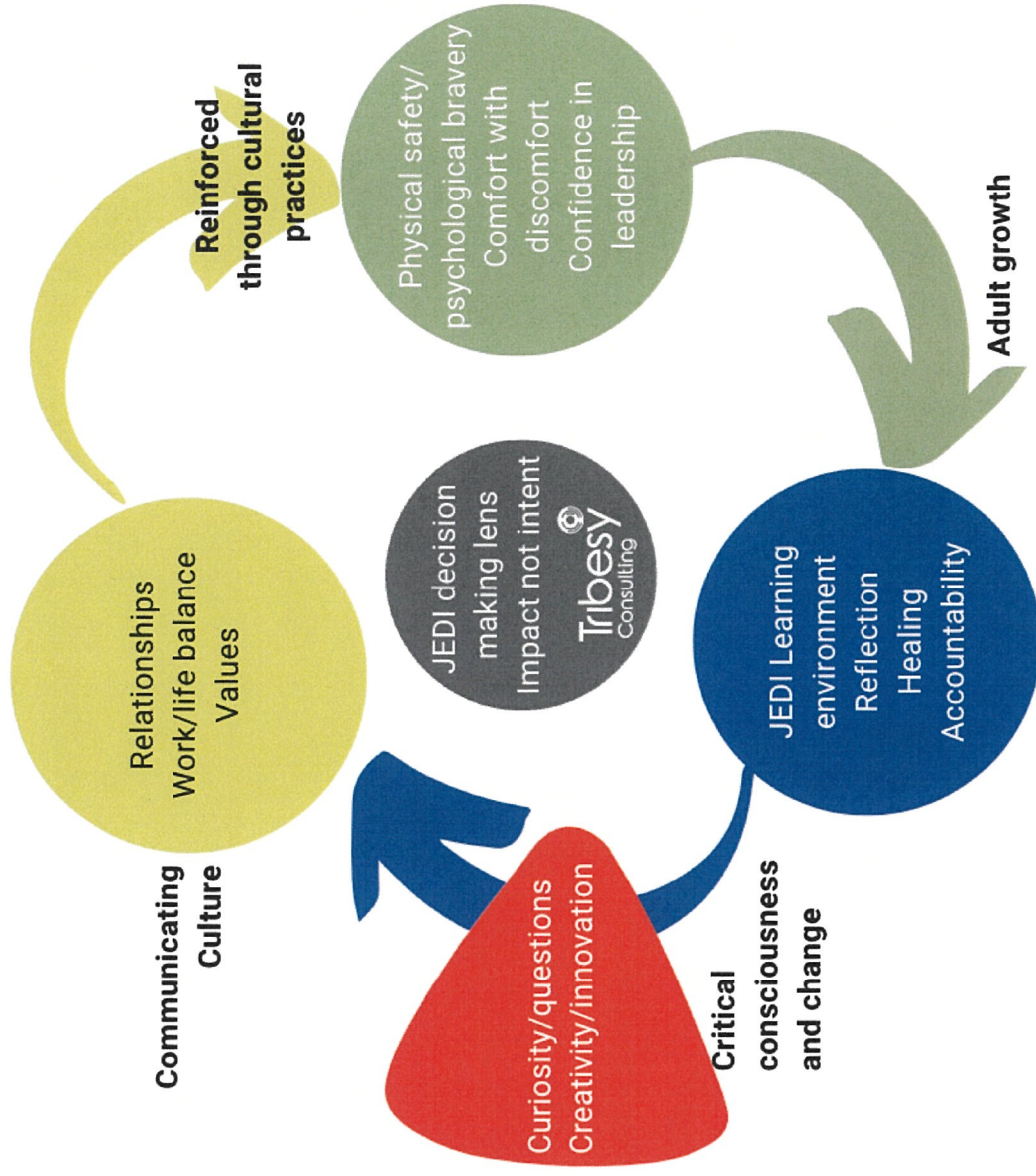
People create systems based in culture.

Systems exist in both a historical and present day context.

Systems are perpetuated through socializing people.

JEDI Socialization Cycle

14 CULTURE CHARACTERISTICS



Key Cultural Indicators of JEDI (Employees)

Overall Culture: Level 1

This level indicates that there has been little to no progress in JEDI work.

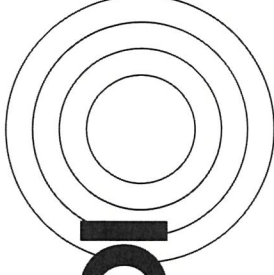
Level 1

- 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

Level 2

There are fledgeling JEDI efforts however they may be stifled. There could be an inability to do more than the minimum for various reasons.

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

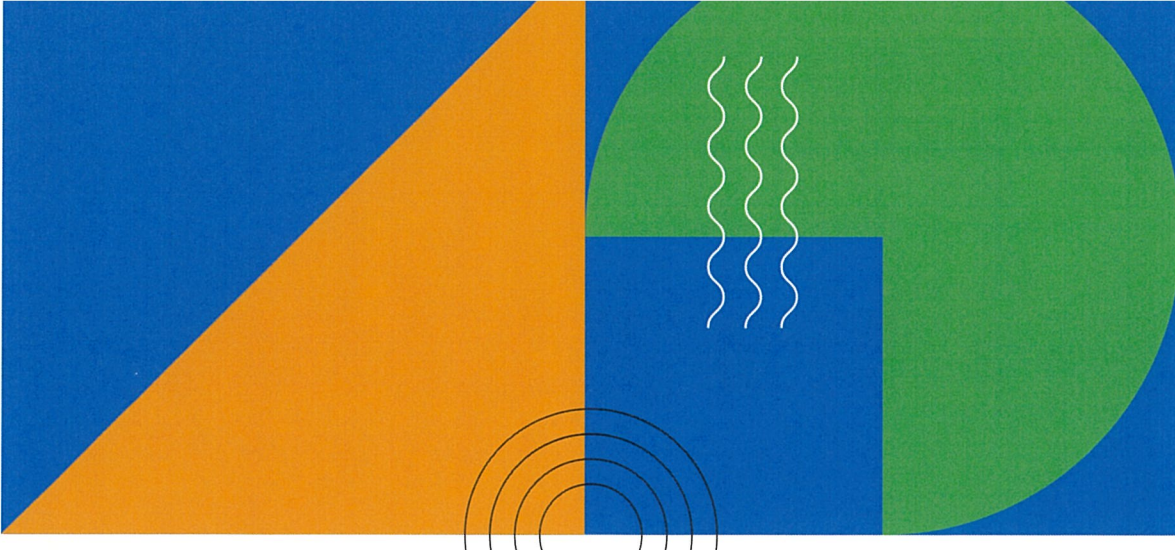
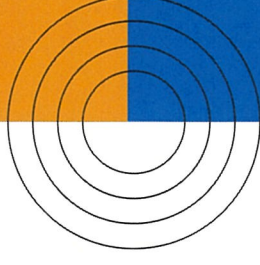


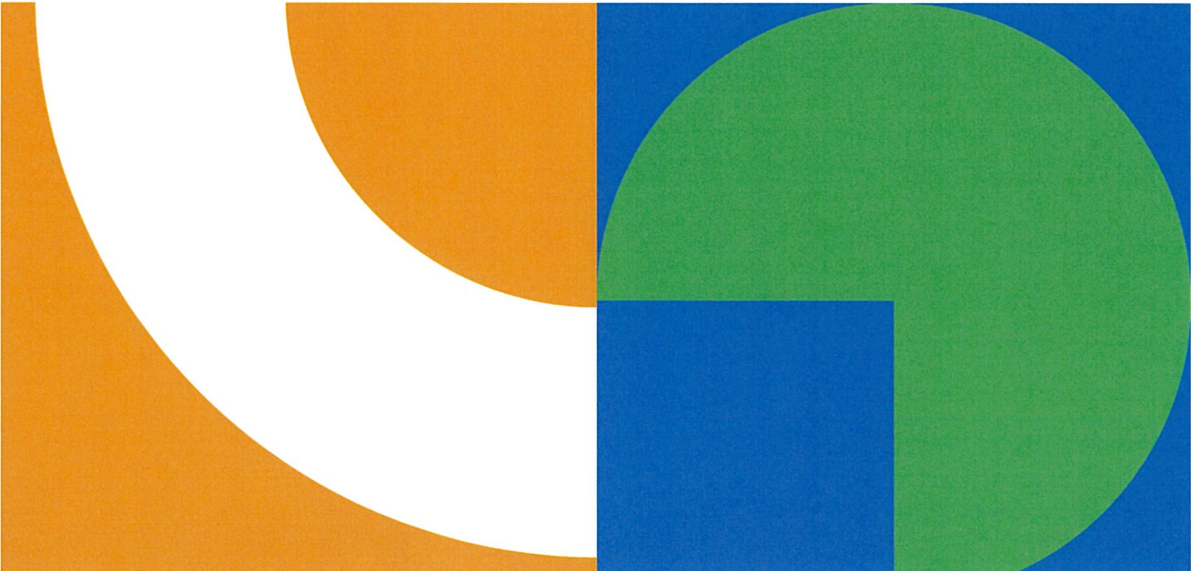
CREATIVITY & INNOVATION

- How are new ideas received?
- Can individuals / groups experiment with different approaches?
- Is thinking outside the current system promoted?
- "Some younger folks have new ideas and older people snuff them out. They leave and take their ideas elsewhere. Losing lots of good people."
- "Greenbelt has a great reputation from the outside. Once you get here its like the land that time forgot."
- "For long time employees the culture has been just do a work around."
- "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."

EMBRACING DISCOMFORT

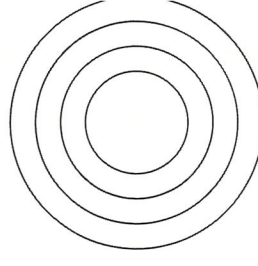
- Are there conversations about “isms”?
- How do individuals / groups react when norms are challenged?
- “There is a culture of sabotage. A lot of weight on my shoulders, so I have to do it on my own so I’m not sabotaged.”
- “If you try to do things a different way there is an assumption that it was wrong before. I had to get over that.”
- “Good ‘ole White network is here. Lines are racial, not years of service.”
- “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.”
- “A pervasive culture of centering self and making it personal preventing conversations about the organization.”
- “The color of the leader matters. Some things [isms] are clearly not as tolerated.”





ADOPTING VALUES

- Do employees have a common understanding of the City's desired identity?
 - Do employees understand of JEDI concepts?
 - Do employees understand how to apply JEDI concepts to their roles?
-
- "Some still have a mindset from when the city didn't allow Black residents"
 - "Those who've been here a long time have lots of social power to control the culture."
 - "About 12 people are core of the 'lifer' group."
 - "Vehicles say 'protecting our legacy.' Our legacy is one of segregation."
 - "People here are lots of time stuck in their ways. They will use that to manipulate the rules."
 - "Would like to think they're inclusive. But not really."



CONFIDENCE IN LEADERSHIP

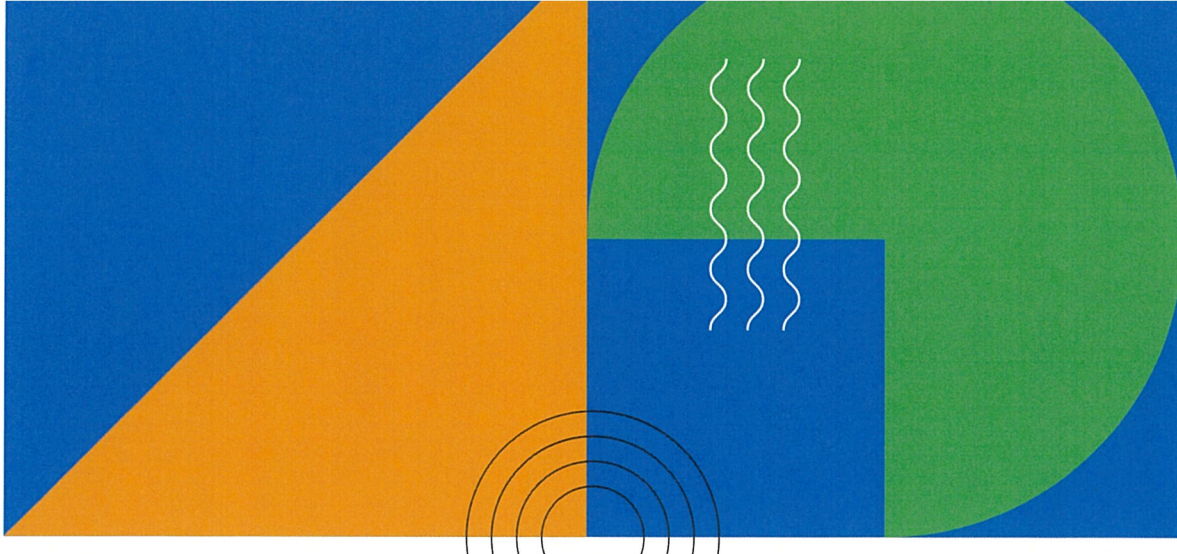
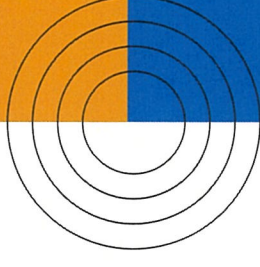
- Are employees confident that leaders will move JEDI concepts forward?
- Is there organizational capacity to incorporate JEDI?
- "The new City Manager gives me hope. He comes and tells you straight forward. He seems like he's going to shake the box a bit, It needs shaking."
- "Confidence in underlying values. Less confident to commit necessary resources."
- "Zero. Our director has no idea."
- "If its an option, many won't do it. Not used to having DEI work."
- "Excited for potential change."
- "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."

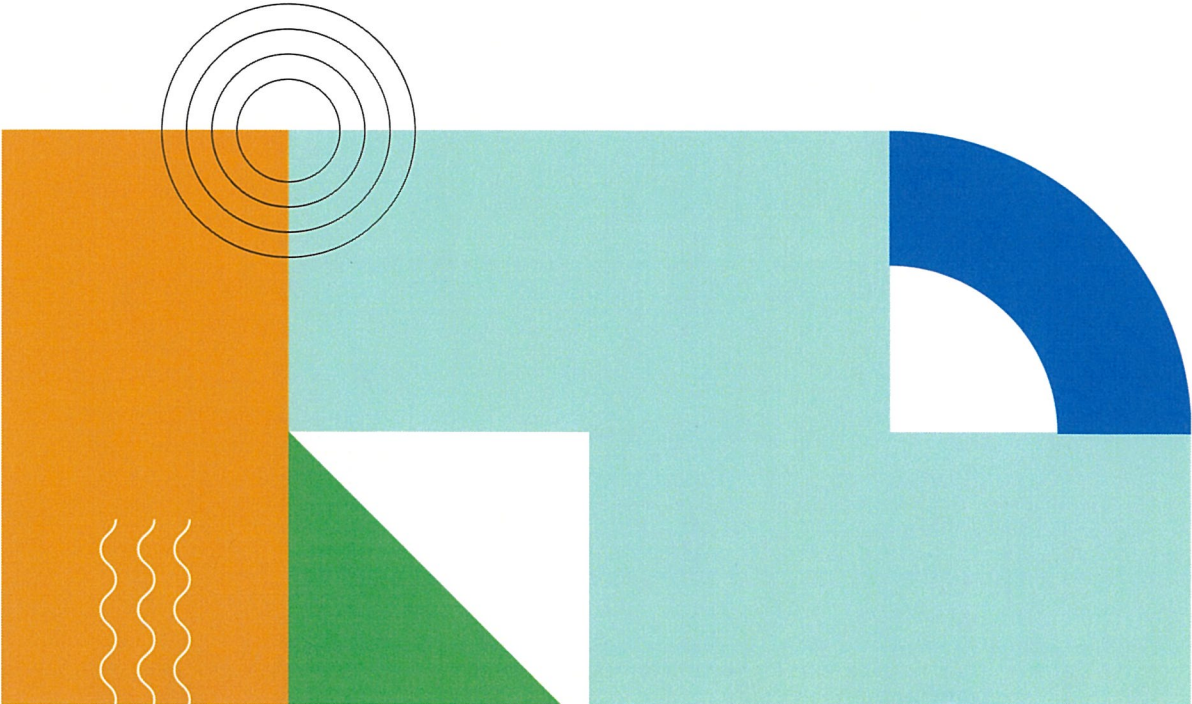
HEALING

- Have groups that experience historical and present day marginalization been identified?
- Is there acknowledgement of harms/difficult times impacting marginalized groups?
- "Here when you mention 'marginalized' automatically people go to Franklin Park."
- "There are groups of people who are talking. They get a spokesperson who represents the group and then they trash a person or program."
- "Old timers touch the entire city in different departments. They cause trauma to certain people."
- "Some people have been done wrong for so long they have either normalized the trauma or just deal with it."
- "No acknowledgements. Lots of leniency if its been a tough week is accepted as common practice [in my department]."

ACCOUNTABILITY

- In what ways do individuals / groups account for their abilities relative to JEDI concepts?
- How is adult growth fostered and assessed?
- "Lots of animosity and bile between directors. Trash talking. Won't help other departments. No one tells them they can't act like that."
- "Some departments run well, others aren't. They're the chief in their village."
- "Everything flows downhill. It affects morale."
- "We could do a better job."
- "Culture of acceptance of individuals that do a poor job."
- "Seems more people take it offensively if you're direct about things that need to work on."





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

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.

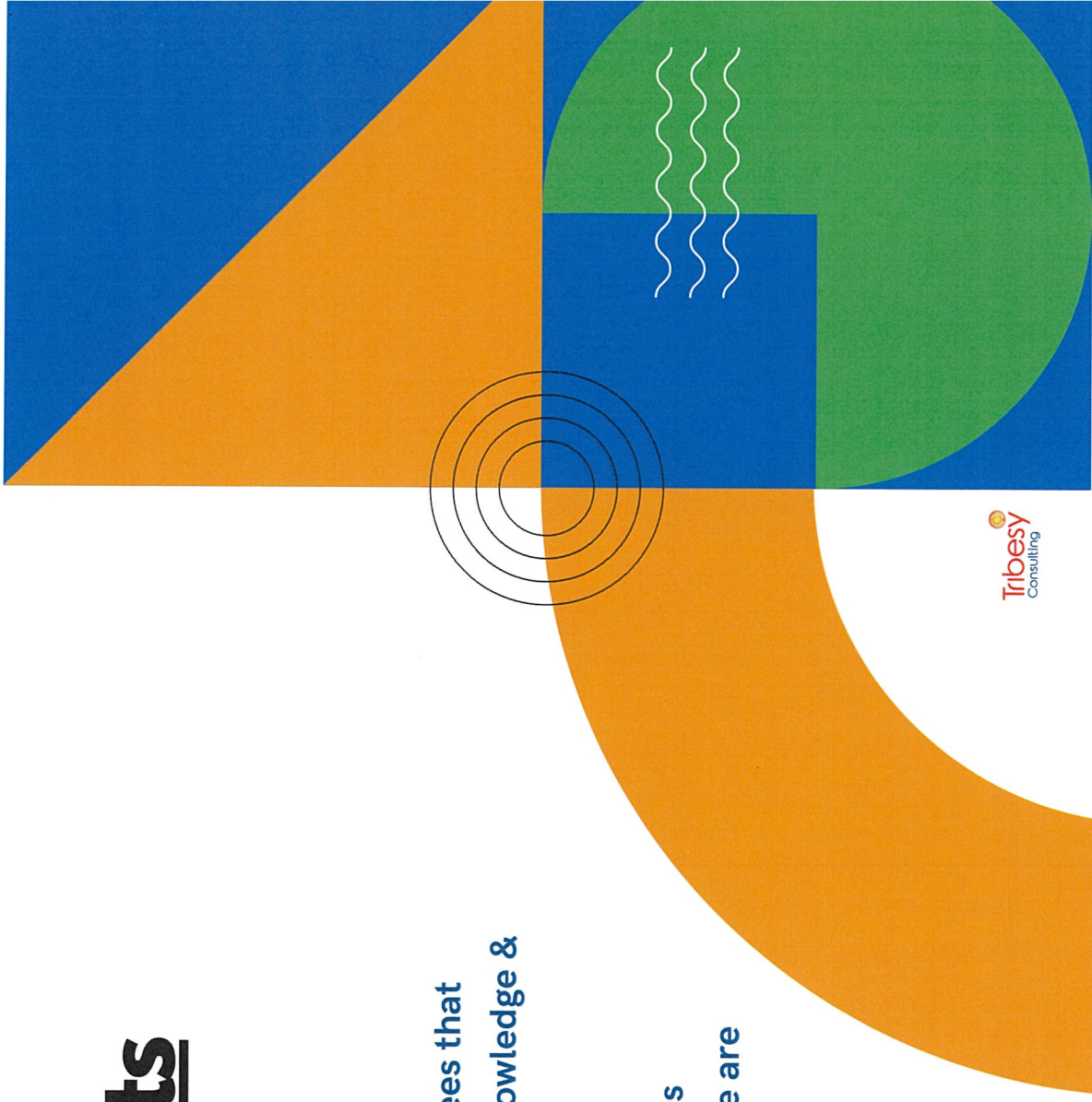
Cultural Opportunities

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

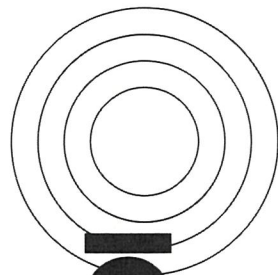


Cultural Threats

- Pervasive cultural characteristics:
 - Defensiveness
 - Only one right way
 - Power hoarding
- Culture shaped by cohort of employees that
 - control access to institutional knowledge & can make their own rules
 - Social power to inhibit change
 - Frustrate / harm other employees
- Perception that change means people are wrong.
- Imposter syndrome
- Conflict among directors
- Departmental silos
- Outdated systems



Key Cultural Indicators of JEDI (Council / Committees)



Overall Culture: Level 1

This level indicates that there has been little to no progress in JEDI work.

Level 1



- OVERALL
- 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
- Work and life balance

Level 2



- Confidence in leadership
- Prioritizing relationships over transactions

There are fledgeling JEDI efforts however they may be stifled. There could be an inability to do more than the minimum for various reasons.

Cultural Strengths

- Some demographic shifts on Council
- There is a general desire to "do" DEI.



Cultural Opportunities

- Changing demographics brings new perspectives and ideas.

Cultural Gaps

- Lack of input / voice from most sections of the city.
- JEDI concepts are not understood
- Impact of decisions and activities is not considered
- Decisions based on "old Greenbelt"
- Boards/commissions are a "White bubble"

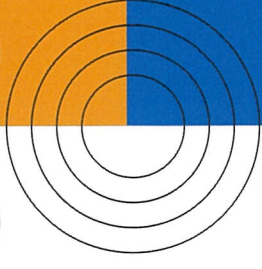
Cultural Threats

- Nostalgia prioritized over history of exclusion
- Loss of representation on Council from Franklin Park
- Assumptions about groups/geography that isn't represented.
- Fear of making decisions / making a mistake
- Silence regarding "isms"
- Current board meeting format and interactions

Recommendations

- Collaboration / relationship building across depts
- Intentional dialogue
- Lead meetings with skillful questions
- Prioritize assessing impact in conversations
- Identify / support individuals seeking change
- Identify behaviors (defensiveness, power hoarding, only one right way)
- Connect the dots. Why change?
- Organizational healing
- Communication across departments
- Risk taking

Highlights





What's Next?

JEDI
COMMUNITY
IMPACT AUDIT

City Council Work Session Agenda Item Report

Meeting Date: January 17, 2024

Submitted by: Shaniya Lashley-Mullen

Submitting Department: Administration

Item Type: MEETINGS

Agenda Section: Special Meeting/Work Session - Tribesy Audit Update

Subject:

Meeting and Stakeholder List

Suggested Action:

Attachments:

[meetings.pdf](#)

[Stakeholder Schedule.pdf](#)

CITY OF GREENBELT, MARYLAND
25 Crescent Road, Greenbelt, MD 20770-1891

1/11/2024 11:01 AM



City Council Meetings & Work Sessions
January – February

Regular Meeting	Mon.	01/22	7:30 pm
Special Meeting – Council Candidate Interviews	Tues.	01/23	7:00 pm
Special Meeting/Closed Session – Deliberation and Selection	Wed.	01/24	7:00 pm
Four Cities Meeting (City of College Park)	Thurs.	01/25	7:00 pm
Council Retreat	Sat.	01/27	9am-2pm
Work Session – City Manager’s Update/ FY 2025 Pre-Budget Discussion	Mon.	01/29	7:30 pm
Special Meeting/Closed Session – Personnel and Pending Legal Matters	Mon.	01/29	Following WS
Work Session – Buddy Attick Park Draft Master Plan	Wed.	01/31	7:30 pm
Work Session – Municipal Building Architect Study Update/Greenbelt Access TV (Tentative)	Mon.	02/05	7:30 pm
Small Business Conference	Wed.	02/07	9:00 am
Work Session – TBD	Wed.	02/07	7:30 pm
Regular Meeting	Mon.	02/12	7:30 pm
Work Session – TBD	Wed.	02/14	7:30 pm
No Meeting – Presidents’ Day	Mon.	02/19	
Work Session – Franklin Park at Greenbelt Station	Wed.	02/21	7:30 pm
Regular Meeting	Mon.	02/26	7:30 pm
Work Session – TBD	Wed.	02/28	7:30 pm

This schedule is subject to change. For confirmation, call 301-474-8000. Regular and Special meetings and Work Sessions are open to the public. If special accommodations are required for any disabled person, please call 301-474-8000 or 301-474-3870 no later than 10 a.m. on the meeting day. Deaf individuals are advised to use Video Relay Services (VRS) at 711 or e-mail banderson@greenbeltmd.gov to reach the City Clerk. Unless otherwise noted, meetings will be held in the Council Chambers in the Municipal Building (MB) at 25 Crescent Road and virtually by Zoom. Zoom meeting information for public participation is posted on the City’s website at www.greenbeltmd.gov on the meeting calendar.

Bonita Anderson, City Clerk

A NATIONAL HISTORIC LANDMARK

(301) 474-8000

fax (301) 441-8248
www.greenbeltmd.gov

MD RELAY 711

CITY OF GREENBELT, MARYLAND

25 Crescent Road, Greenbelt, MD 20770-1891



1/11/2024 11:01 AM

Ready to be scheduled:

Townhall Meeting: Virtual Meetings Accessibility
for Blind and Visually Impaired
City Contracting Policy
Walk-way fixture
Verde Apartments
Greenbelt Road Corridor
Prince George's County Council (*Provided
December dates*)
WSSC (*March/April*)
Bureau of Engraving and Printing
Beltway Plaza (stakeholder)
Religious/Spiritual Organizations

For later scheduling:

Zoning Enforcement
Parkway Apartment Owners/GHI (*parking*)
Northway Fields Master Plan
City Manager Updates (Jan, Pre-budget; July &
Sept/Oct)
Meeting with County on Transportation Plan
Museum Plan
Bernard Penney (*Memorial Donation in honor of
Leonie Penney*)
Potential Bond Referendum/Capital Financing
Cemetery Plans
MARC Train Service/ MDOT
Arts & Entertainment District
EV Chargers Five Year Plan
Fleet Vehicles Ten Year Plan
GHI/Prince George's County (Stormwater issues)

A NATIONAL HISTORIC LANDMARK

(301) 474-8000

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www.greenbeltmd.gov

MD RELAY 711

Annual															
Advisory Group Chairs	7/22	7/23													
Franklin Park at Greenbelt Station Mgmt.	12/21	12/22													
Greenbelt Center HOAs	3/23														
Greenbelt East HOAs and COAs/Greenbelt East Advisory Coalition	4/22	6/23													
Greenbelt Homes, Inc.	8/22	8/23													
Greenbelt Station HOA/Verde Apts.	8/22	8/23													
School Board Member	9/21	2/23	8/23												
State Highway Administration	11/20	11/22	12/23												
Biennial															
Beltsville Ag. Research Center	8/18	11/22	11/23												
Beltway Plaza	9/22														
NASA/GSFC	3/22	4/23													
Greenbelt Business Alliance	10/22														
Greenbelt Park NPS	1/22	3/23													
Greenway Shopping Center	12/20	2/23													
Religious/Spiritual Organizations	6/22														
Twice a Year															
County Council Person and At Large Members	5/23														
Meetings as Needed															
Apartments	4/21														
Comcast/Verizon	3/21														
Greenbelt Office Parks															
Greenbelt Watershed Groups	10/19														
Hotels	8/23														
PEPCO	2/22	9/23													
WSSC	2/22	6/23	10/23												
Washington Gas	8/23														
Prince George's Economic Development Corp.	11/21														
Prince George's Planning Board	10/19														
Roosevelt Center Owner	8/20														
University of Maryland	4/15														
WMATA/PGDPW&T (Semi-Annual)	5/22														
Newly Elected/Appointed Officials (Presentation of a Council Regular Meeting)															
County Executive															
School Board CEO	1/24														
State's Attorney	1/23														