

Inclusive Leadership and Preparing for Tomorrow



COVINGTON

georgia





Background

Dr. Scott Andrews

- 19 years of Municipal Management experience
- International City/County Management Association Credentialed Manager
- Doctorate of Education, MPA degrees
- Interests- Community and Economic Development, Community Engagement, Diversity & Inclusion
- Previous cities include: Smyrna, GA, Sugar Hill, GA and Temple Terrace, FL





Snapshot of #TeamCOV

Founded in 1822

35 minutes from ATL

Full(er)Service

175 Films/Shows

\$140M

320 Strong

14k

West East

Mayor

3

3



Snapshot of Me



“Know Thy Self”

The Atlanta Journal-Constitution

Local News Opinion AJC Podcasts EPaper COVID-19 Sports Press On

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Smyrna task force on diversity to be reformed

< Caption

News Bites: City Welcomes New Communications



Scott Andrews started with the City of Sugar Hill of Communications, Events, and Downtown Management. He has direct contact on all events, city-related communications, community outreach. Scott is a native Floridian, with 11 years of government administration, event planning, recreation, and community development. He is currently serving the City of Temple Terrace the past 11 years.

Scott was very involved in his previous community throughout his entire life. He was a high school coach and a member of the community. He is looking forward to embracing his role as a city ambassador in Sugar Hill as well. One of the city's fully funded programs is the city lawn and amphitheater on a city lawn and other types of family friendly entertainment. City of Sugar Hill is partnering with the city on downtown events are urged to contact Scott. Activities are being planned for the city of Sugar Hill.

Activities are being planned for the city of Sugar Hill. Scott can be reached at sandrews@cityofsugarhill.com, or 770-945-6

How do we prepare for the “Community of Tomorrow?”



City Manager and Team

- Transparency
- Customer Service
- Engagement
- Operational Excellence
- Image & Identity

2018 Strategic Plan Goals

- Preparing for the Community of Tomorrow
- Working Toward a Safer Community
- Promoting Small Town Life
- Offering Access to the World

The 6 C's of Inclusive Leadership

Curiosity

Highly inclusive leaders have an open mindset and a desire to understand how others view and experience the world.

Commitment

Highly inclusive leaders are committed to diversity and inclusion because these objectives align with their personal values.

Courage

Highly inclusive leaders speak up and challenge the status quo and are willing to have difficult conversations.

Cognizant of Bias

Highly inclusive leaders are mindful of personal and organizational blind spots, and self-regulate to help ensure “fair play.”

Cultural Intelligence

Highly inclusive leaders are confident and effective in cross-cultural interactions.

Collaboration

Highly inclusive leaders empower individuals as well as create and leverage the thinking of diverse groups.

Inclusive Leader vs. Servant Leader

Servant Leadership:

“Servant leadership puts the needs, growth, and wellbeing of followers first. In other words, these types of leaders adopt a serve-first mindset and prioritize their organization, employees, and community above themselves.”

“Servant leadership is "a philosophy and set of practices that enriches the lives of individuals, builds better organizations and ultimately creates a more just and caring world.”

“Servant leadership puts the needs, growth, and wellbeing of followers first. In other words, these types of leaders adopt a serve-first mindset and prioritize their organization, employees, and community above themselves.”



Inclusive Leader vs. Servant Leader

Inclusive Leadership:

Inclusive leaders are individuals who are aware of their own biases and actively seek out and consider different perspectives to inform their decision-making and collaborate more effectively with others.

An inclusive leader sets the tone and models the behaviors for their team to create an environment where each person feels seen, valued, respected, and able to contribute.

Inclusive leadership is a kind of leadership that values team members, invites diverse perspectives, and creates an atmosphere where people feel their opinions and contributions improve the company's well-being.

Inclusive leaders take a human-centric view of the world, using their knowledge of people and culture to challenge perspectives, create safe and collaborative environments and help foster change within their organizations and beyond.

Opportunities

Firefighters

- stations, bunks

Lactation stations

West Ward event

Continued DEI progress

- dedicated staff vs other priorities

- hybrid role

to assist with....

The Elephant

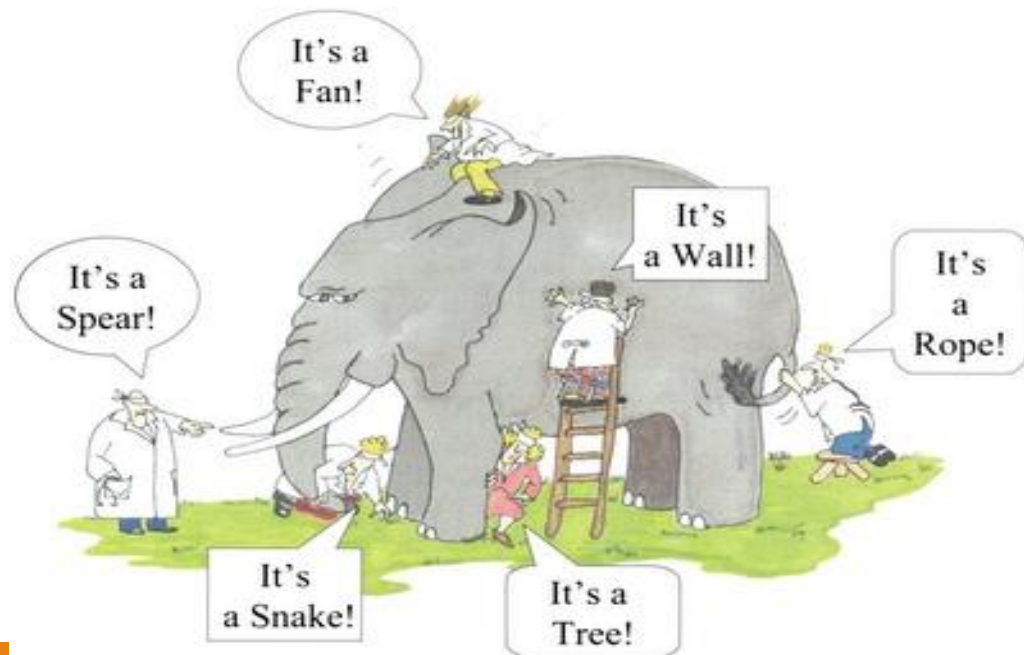
50/50 Community

320 employees

Demographics of **Staff** not **Reflective** of **Community**

Hiring %

- Since 2015, the percentage of minority City employee hires has increased from 16% to: 30% a few years ago to 47% today



24% Non-Male

21% Minority

19% under 30

Hiring Practices

Are you truly prioritizing minority hires in your organization?

Are you casting a wide enough net?

Are you promoting internally? locally?

Are you utilizing community resources to advertise
or just national platforms?

Are you using internships and fellowships?

Social media?

Referral program?



“My Philosophy”

Hire the best person **vs.** other factors

(legal, ethics, politics, facts/numbers)

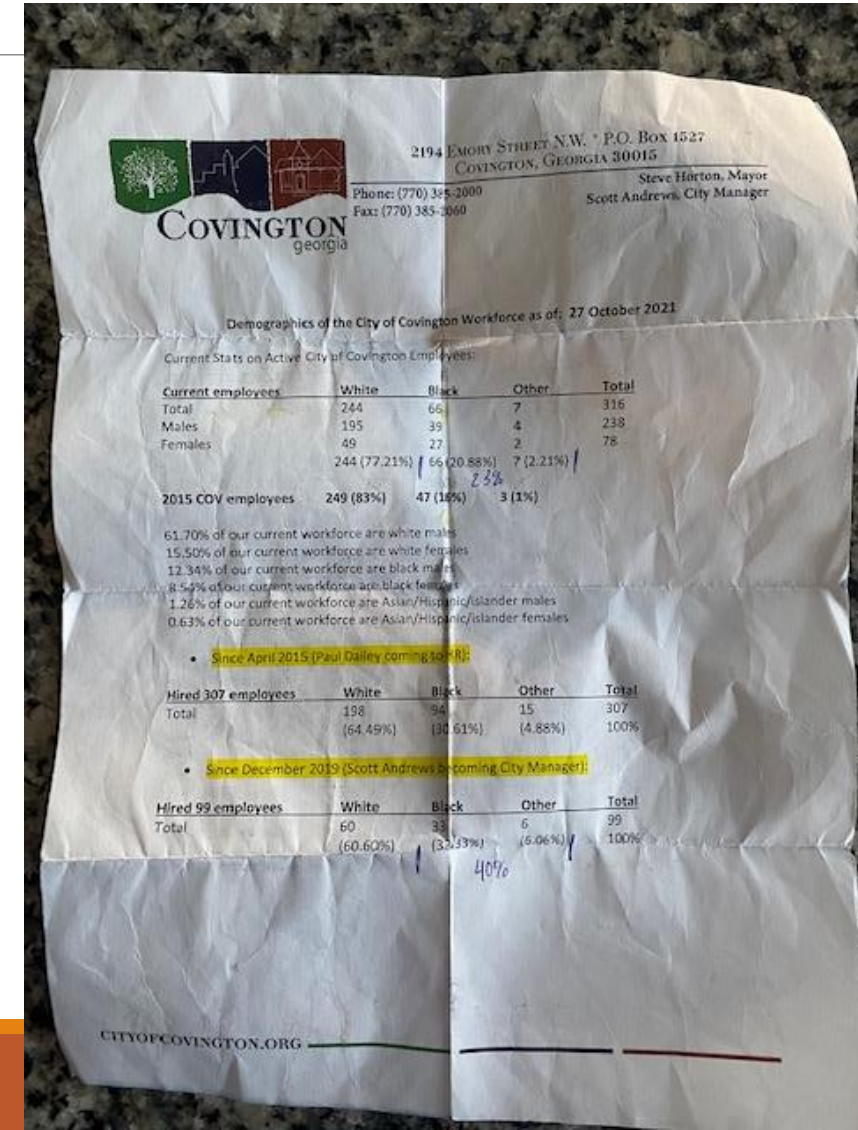
When your team is not close to being reflective of your
community demographics.

Know (and be) thyself.... Be intentional

Leadership Team Buy In

Difficult conversations for some based on world views

Numbers ----- >>>>



The Value in Diverse Candidates

- According to McKinsey and Company research, companies in the top quartile for racial and ethnic diversity are “35% more likely to have financial returns above their respective national industry medians.”
- “In the USA, there is a linear relationship between racial and ethnic diversity and better financial performance: For every 10% increase in racial and ethnic diversity on the senior-executive team.”
- Companies with gender diversity at the executive level were 21 percent more profitable than their less diverse competitors.
- Companies with culturally diverse executive teams outperformed their competitors by 33 percent.
- Companies that fail to cultivate gender and culturally diverse teams perform up to 29 percent worse than their competitors.
- According to a survey by Glassdoor, 76 percent of respondents said diversity is important in attracting, and retaining top talent.”





Community Engagement Initiatives

Diversity & Inclusion Commitment



- The City of Covington recognizes that our greatest strength comes when we are united and inclusive:
 - Since 2015, the percentage of minority City employee hires has increased from 16% to 30% in 2019 to 47% today.
- Stronger Together COV was launched in 2021 as a diversity and inclusion task force for the city
 - Most recently, the task force began training with the Georgia Municipal Association's Director of Equity and Inclusion



Diversity & Inclusion Commitment



- Currently, the City of Covington staff is at an 85% completion rate for GMA diversity trainings, and will bring that number to 100% in future meetings
- Next steps:
 - Bringing our internal taskforce back together to plan a Diversity & Inclusion festival of different cultures and ideologies in the community



Spirit of Covington



- Created at the beginning of 2021, Spirit of Covington is the City's taskforce of religious leaders and organizations in Newton County
- This taskforce has representatives from over 30 churches in the Covington area, and has allowed the City to work towards solving issues such as homelessness
- Current projects include: City of Covington Warming Shelter, Night of Hope unity concert, and continued outreach to the city's homeless population



Coffee Talks with the Mayor



- In order to better understand the needs of the community, the city started sponsoring “Coffee Talks with the Mayor”
- These events would take place at a local bakery or coffee shop, and citizens were free to ask questions of their elected officials
- Due to COVID-19, we have had to halt this program, but we anticipate resuming once cases decline once-more.



PAINT Art Initiative

- PAINT (Public Arts Initiative for Neighborhood Transformation) is a community engagement group initiative designed to beautify the community
- Brought together local artists to donate their talents in the form of murals, fire hydrants, and electrical boxes
- Currently, all fire hydrants in the downtown area have been painted, and the group is moving into the beautification of parks and electrical boxes



Welcome to

Welcome to
SPARTA
MISSISSIPPI
PROGRESSIVE HISTORY
FRIENDLY
Please Drive Careful!

COVINGTON

Georgia

#DiscovCov
Sponsored by:
Furniture House
Downtown District/Arts, Inc. 2022



Community Champions



- Community Champions is one of two communication initiatives designed to increase transparency and openness of our local government to the public
- Every week, a newsletter called the Covington Chronicles is sent out by email to an opt-in listserv. After that, a personal email from the City Manager details some of the more important topics being addressed at the City at that time

Texting Program



- Community Expansion:

With the program as a massive success, the City Council asked us to look into expansion to the rest of the City.



Texting Program

- The second of two communications initiatives was our texting program.
 - Designed to increase transparency and efficiency in City of Covington communications, Textedly was purchased as a mass-texting program that individuals could opt-in to.
- Current use:
 - With many of our employees outside of the office during the day, the City utilizes this program to reach our workers about important items including safety and employee events



Ongoing Training Options

GMA

Carl Vinson

Local organizations

Third party certifications

ICMA – DEI Leadership Institute

Fall of 2022, GMA will offer a Municipal Government Certificate in Diversity, Equity, and Inclusion





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Questions?

Scott Andrews

sandrews@cityofcovington.org