



## SHAKER HEIGHTS

### Diversity, Equity and Inclusion Committee Agenda Via Zoom Thursday, March 16, 2023 at 8:00 a.m.

This meeting is being held remotely (Zoom) pursuant to Chapters 113 and 115 of the Codified Ordinances (as amended in Ordinance 22-28), and Resolution 22-29, enacted on March 22, 2022.

Join the Zoom meeting as a viewer or listener from a PC, Mac, iPad, iPhone or Android device at <https://us06web.zoom.us/j/85378789992?pwd=RFNBa1JPakVGY1lwYlA3MUJzQUtaZz09>, Password: 33553400; Description: DEI Committee; or join by phone at 833-548-0282 (toll free); Webinar ID: 853 7878 9992; Password: 33553400. International numbers available at <https://zoom.us/u/ahwKbeuA>. The audio of the meeting will be available the following day on the City's [website](#).

1. Approval of February 16, 2023 meeting minutes.

Documents:

[DEI MIN 20230216.PDF](#)

2. Recap the February Community Conversation:
  - Discuss takeaways
  - Discuss next steps, goals and metrics for each initiative
3. Announce dates and times for remaining three community meetings this year.
4. Announce format for March 16th Community Conversation on Building and Housing.
5. Updates/Announcements.



# SHAKER HEIGHTS

**DEI Committee Minutes**  
**Via Zoom Pursuant to Chapters 113 and 115 of the**  
**Codified Ordinances (as amended in Ordinance 22-28), and**  
**Resolution No. 22-29, enacted March 22, 2022.**  
**Thursday, February 16, 2023**  
**8:00 a.m.**

Members Present: Council Chair Sean P. Malone  
Mayor David E. Weiss  
Council Member Anne Williams  
Council Member Carmella Williams  
Citizen Member Phillip Rowland Seymour  
Citizen Member Julie Kaufman

Others Present: Chief Diversity Officer Colleen Jackson  
Chief of Police Wayne Hudson  
Police Commander Rick Mastnardo  
Welcoming/Inclusion Subcommittee Vice Chair Andrea Boyd

The meeting was called to order by Council Chair Sean P. Malone at 8:03 a.m.

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### Approval of the January 19, 2023 Meeting Minutes

Ms. Kaufman asked about information in the minutes regarding Kay Coaching.

Council Chair Mr. Malone stated that the reference that the City will work with Kay Coaching was accurate at that time. Since that time Kay Coaching has backed out. That is one of the things they will be looking at in 2023, what to do with neighborhood and community engagement. Ms. Kaufman had a fair point but at the time that was an accurate statement, and what was said at the meeting.

It was moved by Ms. Carmella Williams and seconded by Ms. Boyd to approve the January 19, 2023 meeting minutes.

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### Shaker Heights Police Chief Wayne Hudson

Council Chair Mr. Malone welcomed Police Chief Wayne Hudson. They greatly appreciate him joining them this morning. They were thinking they would give him 10 or 15 minutes. Just about everyone on the DEI Committee has met him, but if not they wanted to give him a chance to introduce himself, give him the floor for a few minutes, and if they have time ask a few questions. They are looking forward to working with the Chief much more over the months and years to come.

**CITY OF SHAKER HEIGHTS**

Chief Hudson stated that he is currently in London, England. He came to Shaker from Omaha, Nebraska, where he was the Chief Deputy Sheriff for the Douglas County Sheriff's Office. That agency had overall jurisdiction of about 500,000 people. His primary patrol population was about 93,000. He was born and raised in Omaha, Nebraska. He earned his bachelor's degree in criminal justice and master's degree in public administration. He is an Air Force veteran of six years. He did a lot of community engagement and community service in Omaha. He found through surveys and neighborhood talks that was something the public really wanted to see, a better partnership with the local law enforcement agencies in the community. He spent a lot of time engaging the community and finding out what they could do to improve overall criminal justice issues and societal issues. Law enforcement tentacles touch a lot of different areas. It's more than just arresting people and writing tickets. They see people at their worst and have an opportunity to help them while they're at their worst. They had an embedded co-responder in Douglas County they were just getting off the ground, and found that to be very helpful. He is glad that there is one in the Shaker Heights Police Department and Fire Department. She is invaluable. As far as DEI, he was involved from the ground floor in Douglas County with their DEI efforts, especially when it came to a lot of the challenges they faced. Shaker had the same issue a little while ago until they changed it. There was a state law that said for every one position, the sheriff can only select from the top three candidates. When you are trying to diversify an agency, that's hard to do when you only have a handful of minorities that apply for the test. The difference between his old agency and here is that in Shaker it is the top 20. To diversify any agency you have to have a law enforcement Chief who is intentional and who understands that diversity is good. Diversity of race and gender brings diversity of thoughts and ideas. Corporate America has known this for years. Law enforcement is catching up. He has been married for 25 years and has three kids. He is in London visiting his oldest daughter. He will spend about two and a half weeks with her, and then will be back to hit the ground running in Shaker.

Ms. Boyd welcomed Chief Hudson and stated that she looks forward to working with him and seeing exactly what he brings to the community. Shaker is a very close knit community which strives to be diverse and a melting pot. When you have everything to become the most fantastic community, the question is how you get everyone to melt harmoniously. She is excited that he has neighborhood engagement experience. She looks forward to speaking more with him about his idea of what that looks like.

Chief Hudson stated that one of the things that really intrigued him about this position was the overall job description. The depth of what the City and the Police Department are doing when it comes to diversity, equity, and inclusion is not something you see in a lot of cities across this nation. They are not really invested in doing that type of work. They'll hire it out to a company to check a box to say they have done it. What he has seen in Shaker, it's more than a checked box. It's a culture. The rewriting of the mission statement of the Shaker Heights Police Department says in the first lines "in partnership with our community." That's huge. Typically what you see is a bold statement from law enforcement, but it doesn't involve the community. In partnership means here we want to work together. Yes the question is how we do it. We have those conversations, which the DEI Committee already started. Those are uncomfortable conversations, but we can't get past that road block until we have those uncomfortable conversations and open up. From a law enforcement standpoint, they haven't always been on the right side of history. They have to acknowledge that. They have to understand that there are going to be certain parts of the community who are always going to be hesitant about law enforcement. They need to understand and embrace that. They must work every day to build better relationships. That is what he is going to do every day.

Council Chair Mr. Malone stated that he was curious if the Chief, as someone coming from outside of Shaker, has had any impressions after being here a few weeks that are different from his initial expectations. Shaker has a reputation statewide or even nationally, and we're very proud of our reputation, but sometimes when people move here it's either different from what they expected or didn't live up to the expectations.

Chief Hudson stated that one thing he noticed that's different from his old agency and other communities is that Shaker's not afraid to talk about diversity. The City is not afraid to have those conversations. The City is not afraid to have it on their Facebook page, or on the website. You don't see that in a lot of jurisdictions. They say they're doing it, but they're not outwardly showing that they're doing it. In the short time that he has been here, he has been to churches, businesses, and grocery stores having conversations. The community wants to see where the City's going with the overall diversity, equity, and inclusion. They like the direction that the Mayor is going in and the fact that we have a full-time Chief DEI Officer. They're waiting to see the next step. That means you have buy-in from the public. He thinks the City is on the verge of having something great, and he wants to be a part of it.

Council Chair Mr. Malone stated that the community at large is hoping this can continue to be part of our culture indefinitely and have these conversations ongoing.

Ms. Kaufman welcomed Chief Hudson and stated that the DEI Committee is new and the fact that he is here is a wonderful beginning. She extended the offer on behalf of everyone to work with the Police Department.

Chief DEI Officer Ms. Jackson thanked Chief Hudson for participating and asked him on behalf of resident attendee Cindy Maxey, what changes people want to see specifically.

Chief Hudson stated that they want to see the Shaker Heights Police Department more visible in all parts of the community. He was told that they want to see bike patrols and foot patrols. He will be meeting with his commanders to map out how that's going to look. Every survey he has read shows the community engagement goes up when law enforcement officers get out of the cruisers and into neighborhoods. He also heard they want to see law enforcement officers interacting with youth in the community. He is going to spend the next two and a half weeks fine tuning some of those ideas. They would like to have different panels to talk about law enforcement and community relations. That is something he is definitely willing to do. They want to have conversations on traffic stops and some of the recent events that have occurred across the nation. In Shaker we can't think we're in a vacuum and what happens in other communities is not a ripple effect that could happen here. With George Floyd, although it didn't happen in Shaker, there were protests all across the nation and even in England. We must be consciously aware of what's going on. He and the Mayor did a joint statement in regards to the Memphis situation. Those are the things that the community wants to see. They hope that something like that can't happen in Shaker, or that we have policies and procedures to ensure that it doesn't happen.

Chief DEI Officer Ms. Jackson stated that it is exciting to know when some of the desires of our residents and law enforcement overlap with some of the initiatives the committee has been talking about. The DEI Committee is excited to see some of that coming to fruition. Ms. Maxey stated in the chat that the library will be happy to host panels with the Police Department.

Mayor Weiss asked Chief Hudson to comment about the community directed policing.

Chief Hudson stated that everyone has heard the term community policing. One of the tenets of community policing is for law enforcement officers to be assigned a certain area for a certain period of time. That is an opportunity for the community to know that officer and the officer to know that community. He will be doing community directed policing. Instead of having a one size fits all type of community policing style, it's tailored to specific areas. Moreland area has a neighborhood association. The officer assigned would meet with that association and have conversations to find out what they want to see and how law enforcement can help in that area. They don't want to go in thinking they know what residents need. They want to hear from residents. They will sit down, have a conversation, write out what residents want to do, and that is their strategy for that specific area. They will then go to the next area and tweak it. That is community directed policing so they get buy-in from the community. It is more than just enforcement. It's community engagement. It's having a conversation about what to do if you're stopped by law enforcement. That is a class he teaches. That way they get buy-in and build better relationships with the community.

Council Chair Mr. Malone stated that is very exciting to hear.

Ms. Boyd stated asked if community policing will be throughout the department. Previously there was only one or two officers. Officer Dunn is the community liaison. It would be nice to get to know more officers and who they are to build rapport.

Chief Hudson stated that is not the style he is talking about. When this is presented to the community, residents will know Commander Mastnardo, they will know Commander Cole, and shift commanders. Residents will get to know more officers than ever before. Community policing isn't one or two people. It includes him and his entire agency. The Management Team for the City involves different parts of the City too. It involves many tenets of the City of Shaker. Residents will see a more robust community engagement by the end of this summer.

Council Chair Mr. Malone thanked Chief Hudson and hopes to have him join them again on another morning. They are all excited, especially to hear some of the ideas percolating, and looking forward to seeing them implemented. Hopefully, the DEI Committee can do their part.

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**Confirming and planning the format of the February 22, 2023 Community Conversation at the Shaker Heights Public Library.**

Council Chair Mr. Malone stated that they had talked about drilling down in detail on the housing point-of-sale issue. Given the time constraints and the challenges of getting it advertised in a short timeframe, they're going to postpone that for now. He would like the meeting next week to be for recruiting, advertising, brainstorming, getting community members to commit or hopefully commit, and people interested in participating in some of the nine initiatives. Probably three of them are not necessarily worthy of lengthy debate and discussion at this meeting, like holding quarterly community meetings, engaging with the community by making authentic connections, and collecting high quality data and feedback which is a bigger topic. They certainly can mention it, but his thought was to take the other six initiatives and have each member on the committee handle one of them at a table. They could have a 15-minute intro, a 15-minute wrap up, give or take a few minutes on each of those, and

roughly an hour where people could mingle between the tables and learn about each of these separate initiatives to provide input. One of the downsides is that each of them would be limited to one table. In the interest of trying to collect feedback from the community, it might be one way of organizing this. The six topics are: 1) the point-of-sale housing initiative that Ms. Anne Williams has been tasked with, 2) promoting of underrepresented or minority-owned businesses that Ms. Kaufman's been working on, 3) ongoing welcoming work that maybe Ms. Boyd and Carolyn Steiner could work on, 4) revitalizing neighborhood engagement work in light of what Chief Hudson said and the fact that they will no longer be using Kay Coaching to be led by Ms. Carmella Williams, 5) building awareness of key City-wide priorities (like the school's levy, and the police mental health initiative) to be handled by Council Chair Mr. Malone, and 6) intergenerational or youth engagement to be head up by Tracy Williams or Chief DEI Officer Ms. Jackson. This is his proposed organization for the meeting next Thursday, March 22 at the library from 7:00 to 8:30 p.m. It is one of the four quarterly community meetings planned for the year. They will try to get dates for the others in the very near term, but the other meetings would tentatively be in late May, late August and late November.

Ms. Carmella Williams stated that could work. She asked if it will look similar to the first meeting with an introduction period and a review of what they'll talk about. Maybe they could have some group discussions and then break into the small groups.

Council Chair Mr. Malone stated that he was thinking about something similar to that, but he wouldn't want people stuck at one table necessarily. He would want them to be able to go from place to place for 45 minutes to an hour. They should lay some ground rules at the outset, not the least of which is that they know there are lots of other things they could work on but this is what they're working on this year. Probably a lot of ideas folks might have could fit into one of these categories. They are certainly open to hearing new ideas, but he would prefer they try to focus on these initiatives that they've settled on.

Ms. Carmella Williams asked if there is a way they could structure it so that someone who may see three topics that interest them could participate in all those conversations in some way. She asked if they could do it in the time they have which would allow someone to plug into multiple conversations and if they will create or encourage a connection after this meeting. She asked how the work will continue and if these will end up becoming small work groups or something to that effect.

Council Chair Mr. Malone stated that is exactly what he was hoping. Maybe the six of them holding the table groups would get everyone's email and follow up. The goal is recruiting people who want to do this work with them. There could be a conversation going on for 15 minutes and someone may wish to jump into it. He is not sure how they get around that challenge. They could put the six topics on the whiteboard so people know which table to go to.

Chief DEI Officer Ms. Jackson stated she agrees with having the six main areas of focus for 2023 for the people who expressed interest in being involved. It would be great if people could bounce around and sign up for what they want. Ash Wednesday is February 22. Holidays are one of the reasons for making sure they pick a day where more people can be at the point-of-sale conversation. This is more of an informal situation where people can get information. There may also be space for a community conversation about a specific topic. People have expressed interest in several areas so if they learn about at least three or four of the goals there's potential for them to sign up.

Chief Hudson stated that if there is anything the DEI Committee needs from his office, to please let him know. He will have many more conversations with Chief DEI Officer Ms. Jackson.

Ms. Anne Williams stated that she was thinking about having someone let people know how much time has passed so they are aware that time is moving on. She suggested maybe having four total announcements, with one every 15 minutes, if people want to explore something else. Maybe they could have table cards that have the topics so people will see that easily. She likes how this is coming together.

Council Chair Mr. Malone stated that it's very challenging to get dates when rooms and Council members are available. That is something they will always struggle with in this committee. If they can get these other meetings on the calendar, people will know if they miss one they could make the next one. People can always attend these monthly meetings too.

Ms. Anne Williams suggested having those dates set by next week to give out at that meeting and start promoting now. It sounds ambitious but that would be great. In her conversation with Chief DEI Officer Ms. Jackson yesterday they talked about having the point-of-sale conversation March 16.

Council Chair Mr. Malone stated that is the same date as the next DEI Committee meeting.

Chief DEI Officer Ms. Jackson stated that date is when the team is available for a community conversation. It would take place from 7:00 p.m. to 8:30 p.m. Committed to attend is Director of Building and Housing Inspection Kyle Krewson, Housing Commissioner Bill Hanson, and Housing Inspector Reginald Evans who is also a realtor. They're excited about meeting with the residents. She will have a form posted on the City's DEI web page so people can submit questions ahead of this meeting specific to point-of-sale or other issues that might be handled through the Building and Housing Inspection Department so they may have a robust conversation in March.

Council Chair Mr. Malone asked if this is intended as one of the four quarterly meetings or a drill down into this specific topic. He thought that in the four quarterly meetings they would discuss all of the topics together. Separately off line they would discuss the specific topics. He thought the four quarterly meetings would be in-person with a bigger community meeting, and then spinoff meetings at any variety of times during the year.

Ms. Anne Williams stated that one of the points of this meeting that came from their conversation yesterday was that this is not only to get people to talk about specific problems, but to be an education. For that reason she was thinking of it more as one of the community conversations. She would not say this is a spinoff, subcommittee kind of group. She really wants it to be as broad as possible because these individuals from the City are anxious to find out what the community is talking about, respond to it, and are willing to tweak things. They're incredibly responsive so the committee should promote this meeting to the broader community. She is not sure how to let the community know what these conversations are.

Council Chair Mr. Malone stated that as long as they have four of these big tent conversations throughout the year to check in on any one of the initiatives, they can also have any number of other meetings and invite the whole community to talk about one specific topic.

Mr. Seymour stated that it would be helpful to have time set aside to highlight some specifics on one or more of the goals or topics at these quarterly meetings. Education is two ways, for the committee to be educated about the community and its needs, and for the community to be educated around what the City is doing specifically to meet those needs. In addition to that education, he suggested holding a space to do a semi deep dive into a topic so they have honed in education on something, and then mutual education on everything.

Council Chair Mr. Malone stated that the first meeting next week may be the most general. After they have something more tangible, they could do more drilling down by topic.

Chief DEI Officer Ms. Jackson stated that the idea to talk about point-of-sale came from their first community conversation at The Dealership. It was brought up at several tables and why it made it onto their goal list. They wanted to start using a community gathering space to have the conversation that was requested. The February 22 general meeting is going to be important, and having check-ins for what's on people's minds. It brought them focus for 2023. A lot came out of it that was very helpful.

Council Chair Mr. Malone stated that if the next quarterly conversation is in May, that group will have even more to talk about because they will have had that first conversation. There could be a recap then looking forward from there. It sounds like they need table cards and maybe a signup sheet at each table. If they have the meeting dates they could advertise them for the next meetings.

Ms. Kaufman asked how they wanted to spread the word or how they are making sure people know what's what.

Council Chair Mr. Malone stated that hopefully the City will be sending out emails, if they haven't already.

Chief DEI Officer Ms. Jackson stated that they always send out a reminder for the committee meeting and they also sent a save the date for February 22. She will be talking with the Communications and Marketing staff today to give them more specifics, now that she knows exactly what they're going to be talking about. For follow up correspondence, they always email everyone who attends any meeting. One of the things she will be working on this year is how better to communicate what the committee is doing. She asked committee members to spread the word in all the ways they do. She is leaning toward a newsletter with all the stuff they have going on. If they think of ways other than the email blast she will do and posting it to the DEI web page, please let her know how she can help. She will ask the Neighborhood Development Specialist to send it to his group. She will also be promoting attendance for this at the meeting right before theirs at 6:00 p.m. which is welcoming and inclusion based that she will be attending, to encourage people to come next door and join their meeting afterwards.

Ms. Carmella Williams stated that they are talking about how some of the thoughts and information they heard from the community has made it to their goal list, but they haven't had a conversation on tracking those things from the point where they hear the idea and it becomes an area of focus. The point-of-sale is one example of a topic of conversation or concern. They've moved to creating the space for a conversation with the Building and Housing Inspection Director but she asked what that looks like going forward. She asked how the concerns will be addressed and how they will track that



information to see if it has the impact that the folks who raised it can see, and say how it's impacting them or how it improved or addressed the concern they had.

Council Chair Mr. Malone stated that each of the goal leaders can talk about it at the group tables and come up with measurables for this year, how to track them, how to show they are making progress, and actually make progress. That is a terrific point. He does not recall asking Mr. Seymour to work on a particular goal on the list but they will talk offline to see if there's something he is inclined to support. Subcommittee chairs probably had an email list of folks they were working with so that is a direct communication they could use to let people know about this upcoming meeting.

Chief DEI Officer Ms. Jackson stated that Ms. Vahey submitted ways they could do this. If they see something that speaks to them and want to volunteer, let Ms. Jackson know, but she will work on the rest of it.

Mr. Seymour stated that in addition to a poster, if they have an infographic or something like that exists or can exist, they may post it to their various groups. That would be a good, easy way to increase their outreach.

Chief DEI Officer Ms. Jackson asked what they will call this meeting.

Council Chair Mr. Malone suggested calling it a DEI community meeting. Someone asked in the chat if this is a follow up from the November meeting and the answer is yes.

Ms. Anne Williams suggested calling it a community conversation, which can be general or specific.

Mr. Seymour stated that he would like for the City to consider adopting some of the tenets and principles of Dr. Martin Luther King's beloved community.

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**Establishing the process to apply for committee funds to support meetings that are consistent with DEI Committee's goals/priorities.**

Council Chair Mr. Malone stated that he wanted to touch on the proposed template for expense reimbursements. He asked if anyone had any objections or tweaks to it. There are some things they need to clarify, not the least of which is how people feel about the maximum amount for reimbursement of \$250.

Ms. Anne Williams stated that makes sense. It may be tweaked as they go along. She thought the form was fine.

Mr. Seymour asked if they could craft the language such that the average reimbursement would be around \$250, but would allow flexibility for more. He worries that somebody would truncate a meeting that could be big to fit within that limit.

Council Chair Mr. Malone stated they would always have the prerogative to make an exception if they feel it's a worthy cause. They could raise the maximum amount, but it would probably be rare. They

are trying to encourage as many meetings as they can. \$5,000 divided by \$250 is a good number of meetings.

Chief DEI Officer Ms. Jackson stated that this is the first year so they will learn what people need. Everything costs a little more, but this is a way to contribute to these meetings as opposed to completely funding them. People have had some on their own. This is a way to supplement some of that as opposed to completely paying for it. As they move forward, they may be able to do more. They may include language with the cap as \$250, and people can request an exception. This gives them a place to start. They will see how many people take them up on this offer, and they will advertise it. If someone was hosting a meeting every year that cost them \$500 or more and now the City will give them up to \$250 to support them, it is a good place to start. Hopefully, one day they will have enough money to completely pay for everything, but today they can offer a little support.

Council Chair Mr. Malone clarified that it will be in the form of reimbursement.

Chief DEI Officer Ms. Jackson stated that she was able to front snacks at meetings and store them, but for a meeting outside of the committee, it would have to be reimbursement based.

Mr. Seymour asked if they could look into opportunities for the City to front the funds or foods in the context of equity. If someone doesn't have the resources to front that money it could present a barrier to hosting a meeting. If they can figure out a way for the City to do that it could be helpful for meeting hosts.

Chief DEI Officer Ms. Jackson stated that she would like to encourage more youth to have their own gatherings. She does not necessarily expect students to have \$500.

Council Chair Mr. Malone stated that hopefully they can find an adult who can front it with the expectation that the City would reimburse them. They will explore that further. If a committee member wishes to host a meeting they should go through the same process, fill out the form, and if necessary present it to the committee so that they're holding themselves to the same standard. An exception may be for one of the formal quarterly meetings.

Mr. Seymour asked about the parameters for fund requests.

Council Chair Mr. Malone stated that the form he drafted has five sections: name, phone number, email addresses, and street address; a couple of questions to describe the meeting or event their organization is planning, including where and when it will take place; to explain how the purpose of the meeting or event is consistent with the DEI mission or goals of the City; how much money they anticipate needing to support the event; and how they would use the money. The final question which would be optional is if they would like to present their request to the DEI Committee. He also drafted some language as an explanation as to what the committee is trying to do and the process by which they review requests. He hopes they can post it to the website before too long.

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**Updates/Progress Reports from the “leaders” of each of the 2023 initiatives.**

Council Chair Mr. Malone stated that the City’s internal DEI assessment is almost complete or in the process of being presented.

Chief DEI Officer Ms. Jackson stated that it is almost done. The DEI Task Force finished the Dei Action Plan which is being finalized by MGT. They will present it to the Management Team at the second March Management Team meeting. They are scheduling when MGT will present it to Council. They will be done before they present it, but Council agendas are usually pretty full. They have learned a lot and they have people excited to carry the work forward.

Council Chair Mr. Malone read a question from the chat as to whether they would have paper flyers.

Chief DEI Officer Ms. Jackson stated that she will be meeting shortly with the Communications and Marketing director to discuss what the committee needs. They can't get rid of paper because there are people who still use it.

Ms. Carmella Williams asked about trying to nail down dates for the quarterly meetings so they would have them to share with people next week. She asked if there would be a Doodle Poll or an email of potential dates.

Council Chair Mr. Malone stated that a Doodle Poll would make sense. He suggested including some weekend dates as an option. They will try to find the best dates for committee members and then put it out for the rest of the community.

Ms. Kaufman offered to create the Doodle Poll.

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There being no further business, the meeting was adjourned at 9:02 a.m.

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Colleen Jackson, Chief DEI Officer