

# VLCT's 3-Year Equity Strategic Plan

VLCT's Justice, Diversity, Equity, Inclusion, and Belonging Three-Year Strategic Plan outlines the actions the VLCT Board, Equity Committee, and staff plan to do in the short term, medium term, and long term. Each action item indicates the responsible party as well as the priority. This strategic plan was developed by VLCT's Equity Committee and approved by VLCT's Board of Directors on July 21, 2022.

Pillar	Goal	#	Action Item	Priority	Responsible Party
Justice, Diversity, Equity, Inclusion, and Belonging Foundation & Infrastructure	Provide visible, dedicated support and structure with authority and budget to effectively implement Justice, Diversity, Equity, Inclusion, and Belonging.	1	Form and maintain an <a href="#">equity committee</a> to provide municipal and equity input to the VLCT Board and expertise on equity efforts	Short	Executive Director, VLCT Board of Directors
		2	Secure additional funding to support equity work in year two and three	Medium	Chief Financial Officer, Executive Director
		3	Offer stipends for VLCT committees to encourage underrepresented individuals to serve	Medium	Executive Director, VLCT Board of Directors

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Leadership and Accountability	Hold leaders accountable for implementing the Justice, Diversity, Equity, Inclusion, and Belonging vision, setting goals, achieving results, and being role models.	1	Adopt and amend as necessary the <a href="#">VLCT Statement of Equity and Racial Justice</a>	Short	VLCT Board of Directors, Equity Committee
		2	Review the <a href="#">VLCT Equity and Social Justice Plan</a> and the VLCT Three Year Justice, Diversity, Equity, Inclusion, and Belonging Strategic Plan progress report with the Board on an annual basis	Medium	VLCT Board of Directors, Executive Director
		3	Prioritize the inclusion of underrepresented voices on the Boards of VLCT, PACIF and VERB	Medium	VLCT Board of Directors, Executive Director
		4	Provide annual Justice, Diversity, Equity, Inclusion, and Belonging training to VLCT, PACIF and VERB boards	Long	Executive Director, Human Resources Director

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Assessment and Evaluation	To identify and monitor appropriate metrics and accountability measures to achieve and sustain systemic change.	1	Complete the Cultural Competency Survey and Org Maturity Index	Short	VLCT Human Resources
		2	Hold Justice, Diversity, Equity, Inclusion, and Belonging listening sessions to inform VLCT of current state of Justice, Diversity, Equity, Inclusion, and Belonging	Short	Communications, Human Resources, Executive Director
		3	Collect demographic information to help VLCT measure its effectiveness in providing Justice, Diversity, Equity, Inclusion, and Belonging services to members, including questions in member surveys and annual contact database updates about race, ethnicity, gender identification, and more in member surveys as a way to gauge progress	Medium	Communications, Executive Director, Administration

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Equitable Employment Practices	Strengthen the organization by hiring individuals with a diversity of life and professional experiences.	4	Conduct regular assessments of board's Justice, Diversity, Equity, Inclusion, and Belonging competency and commitment	Medium	VLCT Board of Directors, Executive Director
		1	Conduct a Human Resource Policy Review	Short	VLCT Human Resources
		2	Distribute job announcements through new channels including the Vermont Professionals of Color Network (vtpoc.net)	Medium	Human Resources
		3	Develop hiring best practices document that municipalities can use	Long	Human Resources

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DEI Education and Training	To develop workforce awareness, knowledge, and skills necessary to be active partners in creating a diverse, equitable, and inclusive organization.	1	Provide foundational training for VLCT Equity Committee, Board, and Staff (including Inclusive “Excellence: An Imperative for Municipalities” and “Together Forward: Getting to a thriving VLCT Equity Committee”)	Short	Executive Director
		2	Build a cohort of municipalities interested in undertaking equity work and provide them with data collection tools, education opportunities, and networking opportunities	Long	Executive Director
		3	Provide annual diversity, equity and inclusion training that focuses on unconscious bias, respect in the workplace, and microaggressions to members	Medium	Executive Director, Human Resources, Communications

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Inclusive work environment	To have a diverse and inclusive workplace free of harassment, discrimination, and systemic barriers.	4	Offer annual foundational Justice, Diversity, Equity, Inclusion, and Belonging training about power dynamics including systemic racism, ableism and other exclusionary systems to municipal leaders	Medium	Executive Director, Human Resources, Communications
		1	Provide ongoing justice, diversity, equity, inclusion and belonging training to staff	Long	Human Resources
		2	Create and convene municipal official affinity groups to help with inter-municipal learning and VLCT learning	Medium	Municipal Assistance Center, Executive Director, Communications
		3	Build a cultural transformation committee at VLCT aimed at celebrating diversity	Short	Human Resources

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Inclusive Service and Engagement	To ensure inclusive and equitable access to and benefit of municipal services, programs, and facilities	1	Convene municipal equity committees for informal shared learning opportunities	Short	Municipal Assistance Center, Communications
		2	Review and adopt a model equity impact assessment tool to help communities evaluate the impact of their policies on their residents	Short	Equity Committee
		3	Offer equity grants to communities to hire consultants, do equity, training, implement equity related solutions	Medium	Executive Director
		4	Convene workgroup to consider how to use the power of insurance trusts to motivate communities to undertake equity work	Medium	Risk Management Services staff, Executive Director
		5	Provide technical assistance to communities undertaking equity work through an attorney and equity consultant in the Municipal Assistance Center	Medium	Municipal Assistance Center, Executive Director

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Accessible Information and Communication	To communicate both internally and externally in a way that demonstrates, exemplifies, and embodies justice, equity, inclusion and belonging.	1	Build a more comprehensive <a href="#">VLCT equity website</a> , including information about the equity committee, access to the VLCT equity toolkit, and resources	Short	Executive Director, Equity Committee, Communications
		2	Offer an equity awareness curriculum, featuring stats, podcasts, websites, social media, resources related to avoiding microaggressions and examples of inclusive language	Medium	Communications, Executive Director, Municipal Assistance Center
		3	Create and update an <a href="#">equity toolkit</a> , including best practices, model policies and templates	Short	Communications, Executive Director, Municipal Assistance Center, Equity Committee
		4	Consider developing resources to help communities ensure critical municipal information is available to all community members by designing for accessibility, including websites and translation services	Medium	Equity Committee, Executive Director, Communications



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Meaningful Partnerships	To develop positive and respectful internal and external partnerships that contribute to inclusive decision making.	1	Support communities in their consideration of statements of inclusion as a step in their justice, diversity, equity, inclusion and belonging work. Collaborate with promoters of these statements, such as the Declaration of Inclusion promoters. Support communities in their efforts to act on those statements.	Short	Executive Director, Advocacy, Communications
		2	Provide support and advocate for municipalities, local officials, and municipal staff to participate in and join affiliate identity-based organizations including but not limited to ICMA, National Forum for Black Public Administrators, Local Government Hispanic Network, International Network for Asian Public Administrators, CivicPRIDE, and Vermont Women Leading Government	Long	Administration

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		3	Coordinate with the Vermont Community Foundation and the State of Vermont Office of Racial Equity to provide comprehensive and coordinated equity services to municipalities	Medium	Executive Director, Advocacy
		4	Engage with national local government associations doing equity work, such as the National League of Cities' REAL program and ICMA's Government Alliance on Race and Equity Program, to bring national best practices and resources to Vermont municipalities	Medium	Executive Director, Municipal Assistance Center

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