



# **DIVERSITY, EQUITY & INCLUSION**

Door County Work Group Report



# Table of Contents

<b>Table of Contents</b>	<b>1</b>
<b>Executive Summary</b>	<b>3</b>
<b>How We Started</b>	<b>3</b>
US Events	3
County Board Resolution	3
Coming Together in 2022	3
<b>Level Setting</b>	<b>4</b>
<b>Starting with a Framework: SDoH</b>	<b>4</b>
Why Social Determinants of Health (SDoH)?	4
Use	5
<b>The Case for Change</b>	<b>5</b>
<b>Assessment</b>	<b>6</b>
Focus Groups	6
What We Know workbook	7
Equity in Action Vignettes	8
<b>Organizational Change</b>	<b>8</b>
<b>Planning Forward: Action Plan</b>	<b>9</b>
Purpose	9
Duration and Time Commitment	9
Roles and Responsibilities	9
Agreements	10
Suggested Meeting Guidelines & Components	10
Desired Outcomes	10
Possible Areas to Explore in Next Phase	10
<b>Appendix</b>	<b>12</b>
Resolution No. 2021-31	12
Common Terms	13
What We Know	13
Resources for Identity and Self-Awareness Development	14
Organizational Assessment	14
Community Survey	14
Focus Group Facilitation Worksheet	14
Focus Group Findings Report	15
<a href="https://drive.google.com/file/d/1V7qL3_fCI0TcZsWeYcDu269H8RuBnhQ5/view?usp=share_link">https://drive.google.com/file/d/1V7qL3_fCI0TcZsWeYcDu269H8RuBnhQ5/view?usp=share_link</a>	15
Door County Equity Toolkit	15

## Statement of Purpose

***We are here to better understand diversity, equity and inclusion strengths and challenges in Door County. Our goals are to identify the strengths and challenges we face, collaborate on actions to address the challenges and amplify strengths, and lead to motivate and empower our community to take action.***

-Door County DEI Work Group Statement of Purpose (2022)

**Community partners:** Bret Bicoy, President of Door County Community Foundation | Sandy Brown, PFLAG | Dominic Frandrup, Door County Library Director | Julie Gilbert, President of Destination Door County | Milly Gonzales, Executive Director of Help of Door County | Jeff Greathouse, Pastor of Bayview Church | Amy Kohnle, Executive Director of United Way Door County | April Konitzer, Manager of NWTC Sturgeon Bay Campus | Eric Krawczyk, Door County Public Health Officer | Joe Kresbach, Director of Door County Health and Human Services | Michelle Lawrie, Executive Director of Door County Economic Development Corporation | Keith Nerby, Principal of Sturgeon Bay High School | Ken Pabich, Administrator of Door County | Pat Scieszinski, League of Women Voters | Brian Stephens, President of Door County Medical Center | Yvonne Torres, Senior Director of Finance & Operations of Destination Door County | Josh VanLieshout, Administrator of Sturgeon Bay

**Facilitation and report production by:** Amanda Chu, Trainer for Northeast Wisconsin Technical College- Corporate Training Division, Center for Equity and Growth

**Funded by:** Door County Administration | Door County Medical Center | Door County Community Foundation | Door County United Way | Door County Economic Development Corporation

## Executive Summary

From June 2022 through May 2023, Door County organizational partners went through a process to understand disparities in Door County that exist along racial lines, as well as by income levels, age, disability, sexual orientation and other identities, and then build a plan to address challenges. Additionally, this work group endeavored to identify strengths in Door County that create conditions for all people to feel a sense of belonging and safety. The organizational partners who came together over the course of the year, affirm that the strength and impact of this process is due to a cross-sector commitment to stay engaged and stay humble while building a coalition to address inequity.

The one-year process included the following phases: level setting, assessment and analysis, identity development, organizational change designing, and action planning. This report describes the key components of the process and should be used to provide context for parallel and concentric actions that relate to diversity, equity, inclusion and belonging (DEI or DEIB) in Door County.

## How We Started

### US Events

In 2020, long-standing tensions around racism, discrimination and injustice came to the forefront as communities across the US grappled with the impact of George Floyd's murder. At the same time, a global pandemic amplified the failing systems that perpetuated a widening divide in health outcomes for Black and minority ethnic groups, individuals of poorer socioeconomic backgrounds, and individuals of urban and rural deprived locations. At all levels of government countless leaders leaned in to understand how these systemic challenges showed up in their communities and committed to being a part place-based solutions.

### County Board Resolution

In 2021, the Door County Board of Supervisors developed the Door County's Vision of Diversity, Equity and Inclusion resolution (res. no. 2021-31, see [Appendix](#)) to acknowledge the disproportionate impact of structural and institutional racism and discrimination. Along with committing the Administrative Committee to measure progress towards diversity, equity and inclusion, the resolution also encouraged advocacy to dismantle barriers that create disparities and support policies that improve equitable access to thriving in Door County.

### Coming Together in 2022

Taking a systemic approach to advance the understanding of diversity, equity and inclusion in Door County and build an action plan to address shared priorities, the Door County

administration reached out to community partners who would commit to building a coalition around championing equity and inclusion at the organizational, institutional and structural levels. United Way of Door County, Door County Community Foundation, Door County Administration and the Door County Economic Development Corporation resourced the initiative, and the Work Group contracted external facilitation for their process.

## Level Setting

In June 2022, the Work Group consisted of 20 community partners who came from various personal and professional backgrounds. In the process of coming together, these stakeholders, many of whom had a working history, were led through a level-setting phase. This phase allowed partners to build a shared framework and language to understand the complex and often fraught nature of unpacking inequity and oppression.

### Overview of DEI Action Planning Process



This phase included: developing shared terms, establishing group agreements and discussing Whiteness and exploring why DEI work often centers race. See [Toolkit](#) for specific examples of curriculum used during level-setting.

## Starting with a Framework: SDoH

### Why Social Determinants of Health (SDoH)?

After building a foundation during level-setting, the Work Group adopted a community health framework called the social determinants of health (SDoH), in order to organize assessments and planning into bucketed dimensions of residents' and visitors' lives.

HEALTH OUTCOMES					
Mortality, Morbidity, Life Expectancy, Health Care Expenditures, Health Status, Functional Limitations					
Economic Stability	Neighborhood and Physical Environment	Food	Community and Social Context	Education	Health Care System
Employment	Housing	Hunger	Social Integration	Literacy	Health Coverage
Income	Transportation	Access to Healthy Options	Support Systems	Language	Provider Availability
Expenses	Safety			Early Childhood Education	
Debt	Parks	Community Engagement	Discrimination	Vocational Training	Quality of Care
Medical Bills	Playground			Higher Education	Provider Linguistic and Cultural Competency
Support	Walkability				

Adapted from Kaiser Family Foundation  
<https://www.kff.org/disparities-policy/issue-brief/beyond-health-care-the-role-of-social-determinants-in-promoting-health-and-health-equity/>

## Use

As with using any framework, SDoH can be both a useful and imperfect tool. It groups dimensions of life and well-being based on activities that appear similar through a dominant cultural perspective. The Work Group acknowledges the framework's shortcomings and understands that it is currently an accessible way to establish a shared understanding of community health and safety amongst the community stakeholders currently involved.

The SDoH framework will continue to provide the scaffolding to monitor and evaluate community impact regarding belonging, diversity, equity and inclusion.

## The Case for Change

Throughout this initial phase, the Door County Work Group emphasized the strength in approaching complex equity and inclusion challenges cross-sectorally. In order to bring a cohesive explanation of the value, need and plan to address barriers to thriving, the Work Group developed a public value statement that is intended to speak to all audiences.

### Public Value Statement

**"We will tackle institutional and systemic discrimination and inequity in Door County, because by addressing social, economic, educational and environmental inequities, all aspects of living, working and visiting Door County will be improved for all people.**

**We will do so by committing to the next phase of collective action as outlined in the DEI Team Charter with the expectation that 1) the diversity in the community is overrepresented in the Work Group, and 2) projects, programs and policies are shifted to to strengthen a sense of belonging for all people living and visiting Door County.**

**We will know that we have succeeded when the Work Group's capacity has grown, the Equity Toolkit is activated widely, organizations and coalitions can communicate how they are moving the needle to advance equity and inclusion, and Work Group projects and policies are visible and impactful."**

Based on Res. No. 2021-31

Door County's Vision of Diversity, Equity and Inclusion

# Assessment

In order to assess the current conditions in Door County that create or perpetuate inequality, the Door County DEI Work Group took the following actions:

1. Created a community-wide survey to be implemented in the next phase of the Work Group's development (see [Appendix](#));
2. Hosted focus group sessions to learn about the lived experiences of community members with specific backgrounds: persons with disabilities, business owners, and LGBTQIA+ community members (see [Appendix](#));
3. Compiled a large data set, guided by the SDoH, consisting of special challenges and disparities that are known right now, called the *What We Know* worksheet (see [Appendix](#)); and
4. Work Group partners compiled examples of *Equity in Action* within their organizations.

## Focus Groups

Listening sessions of focused groups were planned and convened to learn about people's conditions, in their own words. A [script](#) was collaboratively developed while focus group facilitators and recorders were trained to inclusively support conversations. Initially, the Work Group planned to convene focus groups around eight focused audiences: *Youth, Hospitality and Frontline Service Workers, Business Owners, LGBTQIA+ persons, persons with disabilities, Black, Indigenous and people of color (BIPOC), persons experiencing low income, and Spanish-speakers.*

Not all sessions we're able to convene due to low recruitment or low capacity to organize. In the instance of the BIPOC focus group, a deluge of messages flooded the organizer's inbox after posting the listening session opportunity on Facebook. For BIPOC who have disproportionately experienced intimidation and discrimination, the tremendous volume of messages exacerbated stress and a heightened sense of safety, both for the organizing team and the BIPOC community members.

Of the groups that were able to convene, the following overarching themes were noted:

- **Acceptance, equity, and understanding of all communities.**
- **Foster an environment of support and working together.**
- **Access to mental health resources specifically for those in each community.**
- **Have representation of themselves in health care and businesses**
- **Real transparent effort made to make Door Co more diverse, accepting, and accommodating.**
  - o **Mean what you say and say what you mean.**
- **Provide all community members with the resources they need to thrive in Door County.**
  - o **Such as access to transportation, affordable housing, health care providers, and mental health services.**
- **All of the above will help create a sense of belonging.**

To learn more about themes from the specific focus groups, see [Appendix](#).

## *What We Know* workbook

Oftentimes systems change work begins with an assessment. After assessments, goals are developed based on opportunity areas that are identified during analysis. From August to December 2022, the Door County DEI Work Group began initial analysis by using the SDoH framework, naming the disparities and inequities that are currently understood. This document became the [What We Know](#) workbook. Included during the analysis, group members were asked whether they know enough right now to make a change or whether further assessment was necessary before taking action to address the disparities. The following areas are organized into SDoH categories and then further researched, producing the following list of disparities in Door County:

### Education Quality & Access:

- Poverty and achievement correlations in k-12 institutions
- Mental health in school-age youth
- Access to technology and broadband internet

### Health Care Quality & Access:

- Uninsured rates
- Provider ratios
- Mental health disparities by race, ethnicity and income-level

### Neighborhood & Built Environment

- Housing access
- Public safety
- Sense of safety

### Economic Stability

- Affordable housing shortage
- Disproportionate challenge of food security
- Childcare affordability and availability

### Social & Community Context

- Accessibility (physical)
- Language barriers

After assessing and naming specific inequities in Door County, the group paused, reflected and determined that in order to address the disparities, organizations would need to develop the muscles to embody and lead with equity. As a response, an [organizational change workshop](#) series was designed and facilitated for the Work Group in spring 2023.



## Equity in Action Vignettes

In the process of sharing challenges, Work Group partners identified examples of Equity in Action. Here are two examples of adaptive and inclusive change that have occurred in Door County:

*In 2022, inspired by the County-wide DEI effort, Door County Medical Center began tracking disparity data by race, ethnicity, and uninsured status for key metrics including Mammography rates, Colonoscopy Rates, and management of Diabetes and High Blood Pressure. This gives partners the ability to identify specific disparities in community health and develop targeted actions to address the causes.*

*Over the past 2 years Door County Health and Human Services has made several changes they tie to improved equity outcomes. Registration and intake forms were updated to be more inclusive and offer a variety of pronouns to choose from, and space was added to documents to include preferred pronouns and names in our electronic medical record. They now provide universal access to bathrooms by adding two gender neutral restrooms including signage. Physical obstacles are being removed, like changed door directions and locks that are more manageable to increase universal access to suites, offices and restrooms. While not a requirement, many staff have included their pronouns in electronic communication. Our agency has displays of support for the LGBTQ+ Community by displaying pride flags in visible places such as doors and name tags.*

## Organizational Change

Acknowledging that there are countless points of entry to begin or enhance advocacy and action for diversity, equity and inclusion, the Door County DEI Work Group is approaching the work at both the structural AND organizational levels. As leaders in their own institutions, Work Group members created short term plans for DEI-driven organizational change. During the series of three workshops, members focused on their own organizations while they

- imagined a more liberated future state and considered how they, as individuals, would be challenged to support that vision.
- performed initial organization assessments based on the Organizational Cultural Continuum.
- developed 1-2 change goals.
- performed a stakeholder analysis.
- outlined immediate next steps in moving toward a change goal that would create a more multicultural workplace.

See [Appendix](#) for the workbook that accompanied the Organizational Change Workshop.

## Planning Forward: Action Plan

In March of 2023, the Door County Diversity Equity and Inclusion (DEI) Work Group committed to continuing its collaborative efforts. In order to catalyze action and accountability, the group developed a Team Charter to organize the next phase work. The following details have been taken from the most recent version of the charter as of the publication of this report. For the most current version of the Team Charter, please follow up with a Work Group member.

### Purpose

*We are here to better understand diversity, equity and inclusion strengths and challenges in Door County. Our goals are to identify the strengths and challenges we face, collaborate on actions to address the challenges and amplify strengths, and lead to motivate and empower our community to take action.*

### Duration and Time Commitment

Monthly meetings, June 2023 to December 2025

### Roles and Responsibilities

<b>Team Members (as of May 2023)</b>	Bret Bicoy, President of Door County Community Foundation   Sandy Brown, PFLAG   Dominic Frandrup, Door County Library Director   Julie Gilbert, President of Destination Door County   Milly Gonzales, Executive Director of Help of Door County   Jeff Greathouse, Pastor of Bayview Church   Amy Kohnle, Executive Director of United Way Door County   April Konitzer, Manager of NWTC Sturgeon Bay Campus   Eric Krawczyk, Door County Public Health Officer   Joe Kresbach, Director of Door County Health and Human Services   Michelle Lawrie, Executive Director of Door County Economic Development Corporation   Keith Nerby, Principal of Sturgeon Bay High School   Ken Pabich, Administrator of Door County   Pat Scieszinski, League of Women Voters   Brian Stephens, President of Door County Medical Center   Yvonne Torres, Senior Director of Finance & Operations of Destination Door County   Josh VanLieshout, Administrator of Sturgeon Bay
<b>Convener(s)</b>	Door County - United Way - Door County Community Foundation <i>Supports the team by coordinating with the facilitator and lead efforts to organize resources</i>
<b>Facilitator</b>	To be determined <i>External facilitator works with the Convener(s) to prep before meetings, facilitate during meetings and follow up after meetings.</i>

## Agreements

This team commits to advancing diversity, equity, inclusion and belonging through the practice of the following agreements:

*Be present and prepared*  
*Speak from our own experiences*  
*Listen & Believe*  
*Take space/Make space*  
*Impact > Intent*  
*Permission to speak in first draft*

*Challenge the idea and not the person*  
*Attempt “both/and” thinking*  
*Expect and accept a lack of closure*  
*Curiosity: Struggle together*  
*Confidentiality in who said what and how it was said*

## Suggested Meeting Guidelines & Components

- **Agenda + Meeting Goals:** Articulating what is intended to be accomplished (and why) helps all meeting participants prepare mentally, intellectually and emotionally, as well as provide guardrails that keeps up the momentum.
- **Grounding:** This opening exercise helps meeting participants become more present and brings an awareness to individuals' engagement during the session.
- **'Shares/Asks':** This meeting component allows for participants to bring diversity, equity, inclusion and belonging related shares and asks to the group.

## Desired Outcomes

*This process will be considered a success if... DEI advancement in articulation, engagement and action is occurring at the individual, organizational and structural levels .*

**Articulation:** 1) increased vocabulary to communicate about justice and belonging as well as use of DEI language in regular practice, 2) organizations and coalitions can communicate how they are contributing to moving the needle to advance equity and inclusion

**Engagement:** 1) key leaders are showing continued commitment, 2) increased participation of private sector, 3) increased participation so that the diversity in the community is overrepresented in the group

**Action:** Impact-driven work groups, projects, programs and policies are developed, and then updated and iterated

## Possible Areas to Explore in Next Phase

- ➔ Review organizational change progress
- ➔ Identify areas of opportunity within the social determinants of health framework (*What We Know* workbook) to build action
- ➔ Identify areas of identity and professional development for team members and create mutual learning opportunities

GOAL A: Build capacity to improve belonging in Door County	
<b>OBJECTIVE A:</b> Increase active partners, individuals to institutions	
<b>ACTIONS:</b>	
1	Team members determine how and when to invite their organizational colleagues to engage with the team, and/or subsequent work groups
2	Invite new and previously engaged stakeholders to join the Door County DEI team
3	Develop strategies so that the diversity in the community is overrepresented in the Work Group

GOAL B: Normalize the mindset and practice of equity and belonging	
<b>OBJECTIVE A:</b> Increase articulation and action to advance DEI in organizational contexts	
<b>ACTIONS:</b>	
1	Share the DEI Equity Toolkit at organizations; Mutual learning engagement during the toolkit roll out and monitor the impact of toolkit utilization over time
2	Develop ways for organizations to enhance their understanding and communication skills so they are able to articulate how they are moving the needle to advance equity and inclusion
<b>OBJECTIVE:</b> Increase visibility of <i>Equity in Action</i>	
<b>ACTIONS:</b>	
1	Capture more <i>Equity in Action</i> vignettes and amplify the stories through multiple channels

(last updated: 5/23/2023)

# Appendix

## Resolution No. 2021-31



*As amended*

ROLL CALL Board Members	Aye	Nay	Exc.
AUSTAD	X		
BULTMAN		X	
CHOMEAU	X		
COUNARD	X		
D. ENGLEBERT	X		
R. ENGLEBERT	X		
ENGEL	X		
FISHER		X	
GAUGER		X	
GUNNLAUGSSON	X		
HEIM PETER	X		
KOHOUT	X		
LIENAU	X		
LJUNDAHL	X		
NORTON	X		
ROBILLARD	X		
RUSNAK	X		
THAYSE	X		
VRLEEE			X
VLIES WOTACHEK			X
VOGEL	X		

**BOARD ACTION**  
 Veto Required: Majority Vote of a Quorum

Motion to Approve: Adopted  Defeated

1st Thayse  
 2nd Fisher

Yes: 14 No: 0 Exc: 2

Reviewed by: \_\_\_\_\_ Corp. Counsel

Reviewed by: \_\_\_\_\_ Administrator

**FISCAL IMPACT:** There is no fiscal implication with the adoption of this resolution. STW

**Certification:**  
 I, Jill M. Lau, Clerk of Door County, hereby certify that the above is a true and correct copy of a resolution that was adopted on the 20th day of April, 2021 by the Door County Board of Supervisors.

Jill M. Lau  
 County Clerk, Door County

### Resolution No. 2021-31 Door County's Vision of Diversity, Equity, and Inclusion

1 WHEREAS, Door County must be a leader to ensure all residents and visitors understand our core  
 2 values of accessibility, integrity, respect, and openness, and insure that the County continues to be a  
 3 great place to live, work and visit; and  
 4  
 5 WHEREAS, Door County understands that, across this County, state and local units of government  
 6 are taking action to further the goals of diversity, equity, and inclusion; and  
 7  
 8 WHEREAS, the National Association of Counties and the Wisconsin County Association have  
 9 provided examples where local units of government have passed resolutions declaring Racism is a Public  
 10 Health Crisis based on the American Public Health Associations national campaign against racism; and  
 11  
 12 WHEREAS, Healthiest Wisconsin 2020 states that, "Wisconsin must address persistent disparities in  
 13 health outcomes, and the social, economic, educational and environmental inequities that contribute to  
 14 them"; and  
 15  
 16 WHEREAS, Door County acknowledges that racism is a public health crisis and that Door County  
 17 can and should play a role in seeking lasting solutions; and  
 18  
 19 WHEREAS, Door County acknowledges that institutional and systemic discrimination and inequity  
 20 exist for many groups of people based on identity factors such as age, disability, gender, gender identity  
 21 and expression, race, nationally, ethnicity, parental status, religion, socioeconomic status, and sexual  
 22 orientation; and  
 23  
 24 WHEREAS, Door County elected officials and employees have participated / will participate in  
 25 education and training in an effort to better understand and be able to address these disparities; and  
 26  
 27 WHEREAS, Building a truly Inclusive culture for everyone, regardless of age, disability, gender,  
 28 gender identity and expression, race, nationally, ethnicity, parental status, religion, socioeconomic status,  
 29 and sexual orientation, within the County of Door, is a necessary first step toward addressing these  
 30 disparities; and  
 31  
 32 WHEREAS, inclusive practices, which bring together a range of diverse perspectives, yield  
 33 undeniable benefits, aid in the pursuit of diversity, equity, and inclusion and will lead to a better future.  
 34  
 35 NOW, THEREFORE, BE IT RESOLVED, that the Door County Board of Supervisors asserts that all  
 36 residents and visitors shall be treated with respect and integrity.  
 37  
 38 BE IT FURTHER RESOLVED, that the Door County Board of Supervisors will support policies that  
 39 improve access and remove gaps along social and economic constructs and advance the understanding  
 40 of diversity, equity, and inclusion.  
 41  
 42 BE IT FURTHER RESOLVED, that the Door County Board of Supervisors recognizes that every Door  
 43 County elected and appointed official and employee is responsible for creating and maintaining a culture  
 44 in which we respect diversity, equity, and inclusion in the workforce and the community they serve.  
 45  
 46 BE IT FURTHER RESOLVED, that the Door County Board of Supervisors encourages advocacy, by  
 47 institutions and individuals, to dismantle barriers and promote diversity, equity, and inclusion.  
 48  
 49 BE IT FURTHER RESOLVED, that the Door County Administrative Committee shall work with  
 50 Administration and our departments on monitoring and reporting (quarterly to County Board) measurable  
 51 progress made towards diversity, equity, and inclusion.  
 52  
 53 BE IT FURTHER RESOLVED, that the Door County Board of Supervisors directs the County Clerk  
 54 to send a copy of this resolution to Governor Tony Evers, to all State legislators representing Door County  
 55 constituents, and the Wisconsin Counties Association.

SUBMITTED BY: Administrative Committee

David Lienau, Chairperson  
 Susan Kohout  
 Nancy Robillard  
 Ken Fisher  
 Richard Virlee  
 Joel Gunnlaugsson

## Common Terms

Bias	Preference for something
Stereotypes	Overly generalized belief about a social group or category
Prejudice	Preconceived negative attitude about a someone or something
Discrimination	Unjust treatment due to race, age, gender, religion, ability...
Race	Social and political construct for categorization, mostly based on physical characteristics, such as skin color
Racism	Belief/action that perpetuates a hierarchy by racial category; Prejudice + Power
Ethnicity	Cultural beliefs, traditions and language of a social group
Ethnocentrism	Tendency to view your own beliefs, traditions, language... as superior
Minority Group	Minority Group Group with less power, not always a lower number
Dominant Group	Dominant Group Social category of people who hold power, not always the highest number
Privilege	Unearned advantages
Equality	Everyone gets the same
Equity	giving each what is needed to be successful based on individualized differences
Diversity	The condition of having or being composed of differing elements and/or representations
Inclusion	Practice of integration and equitable empowerment, requires diversity + equity

Adapted from NWTC's *Inclusion* training series

## What We Know

<https://docs.google.com/spreadsheets/d/1R2jw6XxWZ6TqLQp4wbBcBoGI65E0K8OMfBuPP9-v50/edit?usp=sharing>

This workbook was created to name the disparities and inequities that are currently understood in Door County.

## Resources for Identity and Self-Awareness Development

- League of Women Voters of Wisconsin (LWVWI) Diversity Equity and Inclusion resources  
[https://docs.google.com/document/d/11FOyZZYo6GCc4lkgr-Y\\_cG5ClcSliv11G399a1KpJvM/edit](https://docs.google.com/document/d/11FOyZZYo6GCc4lkgr-Y_cG5ClcSliv11G399a1KpJvM/edit)
- [We All Rise African American Resource Center](https://docs.google.com/document/d/1I2mL4H8PDJa0tj5H8Aj6vVBSV-YL0nXi-r0UeoESf-0/edit?usp=sharing) (Green Bay, WI)  
<https://docs.google.com/document/d/1I2mL4H8PDJa0tj5H8Aj6vVBSV-YL0nXi-r0UeoESf-0/edit?usp=sharing>
- “Do Better” by Rachel Ricketts
- “The New Jim Crow: Mass incarceration in the Age of Colorblindness” by Michelle Alexander
- “So you want to talk about race?” by Ijeoma Oluo
- “White rage: The Unspoken Truth of Our Racial Divide” by Carol Anderson
- “What if I say the wrong thing?: 25 Habits for Culturally Effective People” by Verna A. Myers
- @RacialEquityInsights on Instagram
- NPR Podcast, Code Switch
- Scene On Radio podcast: Seasons *Seeing White* and *Men*
- United Way 21-week Equity Challenge  
<https://www.unitedwaywi.org/page/equity-challenge>
- Dr. Kathy Obear and the Center for Transformational Change <https://drkathyobear.com/>
- The Network of WI <http://www.thenetworkwi.com/>
- Government Alliance on Race & Equity (GARE)  
<https://www.racialequityalliance.org/tools-resources/>
- Multnomah County Office of Diversity and Equity <https://www.multco.us/diversity-equity>

## Organizational Assessment

Worksheets that supported the organizational change planning process.

[https://drive.google.com/file/d/18uLy-afEWNgur3C0lnRNkxnBTdKp2dfJ/view?usp=share\\_link](https://drive.google.com/file/d/18uLy-afEWNgur3C0lnRNkxnBTdKp2dfJ/view?usp=share_link)

## Community Survey

<https://docs.google.com/document/d/1U5QSa7gcSQiqI7R215hYJyIS6V5tzrnw2Q6uHDvSZ8w/edit?usp=sharing>

## Focus Group Facilitation Worksheet

[https://drive.google.com/file/d/1Gfbkcdq0Gc5tL6j4fA-dc\\_p6AnxJYX14/view?usp=share\\_link](https://drive.google.com/file/d/1Gfbkcdq0Gc5tL6j4fA-dc_p6AnxJYX14/view?usp=share_link)

## Focus Group Findings Report

[https://drive.google.com/file/d/1V7qL3\\_fCl0TcZsWeYcDu269H8RuBnhQ5/view?usp=share\\_link](https://drive.google.com/file/d/1V7qL3_fCl0TcZsWeYcDu269H8RuBnhQ5/view?usp=share_link)

## Door County Equity Toolkit

[https://drive.google.com/file/d/1ftLgdoRv7Pi5F8ZRBaVFikbYTOqasce/view?usp=share\\_link](https://drive.google.com/file/d/1ftLgdoRv7Pi5F8ZRBaVFikbYTOqasce/view?usp=share_link)





# DOOR COUNTY DEI TOOLKIT

BUILDING A COMMUNITY-WIDE LENS FOR EQUITY

Developed by Amanda Chu, Trainer for Northeast Wisconsin Technical College- Corporate Training Division, *Center for Equity and Growth* for shared use across Door County.

# TABLE OF CONTENTS

<b>PURPOSE &amp; BACKGROUND</b>	<b>2</b>
<b>USING THE TOOLKIT</b>	<b>2</b>
<b>COALITION BUILDING TOOLS</b>	<b>3</b>
Group Agreements	3
Build a Purpose Statement	3
Navigating Tensions	3
Social Change EcoSystem Map	4
Learning Zone	4
Levels of Agreement	5
Scales of Inequity Framework	5
<b>ANALYSIS &amp; EDUCATION TOOLS</b>	<b>6</b>
Stakeholder Influence Mapping	6
Identity Wheel	8
Assessing What We Know	9
<b>APPENDIX</b>	<b>10</b>
Group Agreements	10
Build a Purpose Statement	10
Navigating Tensions	11
Social Change Ecosystem Map	12
Learning Zone	13
Levels of Agreement	14
Scales of Inequity Framework	15
Stakeholder Influence Map	16
Identity Wheel	17
Assessing What We Know	18
Trade-offs in Collaborative Decision-Making	19

## PURPOSE & BACKGROUND

The tools compiled in this toolkit are adapted or adopted from various sources, or have been developed as original content as a part of the Door County DEI Work Group 2022 efforts. Based on The Door County Board of Supervisors Res. No. 2021-31, the DEI Work Group determined that it would endeavor to "tackle **institutional and systemic discrimination inequity in Door County**, because **by addressing social, economic, educational and environmental inequities, all aspects of living, working and visiting Door County will be improved for all people.**"

The purpose of the toolkit is to support and catalyze dialogue, planning and changemaking across Door County that will address social disparities while rooting in values of inclusion, diversity, equity and belonging.

## USING THE TOOLKIT

This toolkit may be used by facilitators, trainers, managers, educators, administrators and at-large community members working with any variety of participants and audiences. The tools have been organized into broader categories: *Coalition Building* and *Analysis & Education*. Each individual tool description includes: a name, reference, description of uses and settings for application.

Note about acknowledgements: All content has been adapted, adopted and/or designed by individuals and organizational teams whose labor should be acknowledged. So, please make sure to reference any material, in any setting.

## COALITION BUILDING TOOLS

### **TOOL NAME** *Group Agreements*

**REFERENCE** This is a commonly used tool and practice that can be tailored to each group.

**USES** This tool and the process to develop this tool helps groups to (re)set shared expectations for how the group members can hold one another accountable so that meetings/gatherings/sessions are constructive, rooted in dignity, reduces incidents of harm, and creates psychological bravery.

**SETTING** Institutional (within one organization), Structural (cross-sectoral collaboration)

### **TOOL NAME** *Build a Purpose Statement*

**REFERENCE** Designed for the Door County DEI Work Group NWTC CTED trainer Amanda Chu (2022)

**USES** This tool can be used to articulate and align a group's purpose for coming together. The statement of purpose can be used as a reference for keeping the group's scope focused and also as a communication tool to external stakeholders.

**SETTING** Institutional (within one organization), Structural (cross-sectoral collaboration)

### **TOOL NAME** *Navigating Tensions*

**REFERENCE** Adapted from the Basic Needs Giving Partnership

**USES** This minimal visual representation of conflicting dynamics (attitudes, expectations, power structures...) at any scale (organizational, inter-departmental, community-wide, internalized) can be used to illustrate the complexity of socio-political landscapes. It can provide an accessible framework from which to name nuanced feelings of group members.

**SETTING** Individual, Interpersonal (between two people, Institutional (within one organization), Structural (cross-sectoral)

**TOOL NAME** *Social Change EcoSystem Map*

**REFERENCE** Developed by Deepa Iyer, Building Movement Project (2018)

**USES** This is a framework that can support the alignment of individuals, networks, and organizations with social change values and roles, within the broader ecosystem. It can be especially helpful when there are perceived interpersonal tensions due to the diverse ways people collaborate. To support engagement with the tool a facilitator can 1) level-set and describe how each person embodies more than one role, and the combination of roles is never static. Then, 2) after participants understand the descriptions of the roles, the facilitator can ask everyone to map themselves on the chart. From there, 3) the group can identify what roles are missing or which roles are strongly represented; reflecting, observing and planning from there.

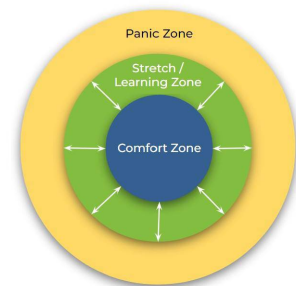
**SETTING** Individual, Interpersonal (between two people, Institutional (within one organization), Structural (cross-sectoral)

**TOOL NAME** *Learning Zone*

**REFERENCE** Adapted from the Interactive Institute for Social Change

**USES** This visual tool aids in the cultivation of participant self awareness as they engage with the work. This can be used by facilitators to call in participants when content is anticipated to be stressful or there is a sense that participants are not learning into the challenge.

**SETTING** Individual, Interpersonal (between two people, Institutional (within one organization), Structural (cross-sectoral)



<b>TOOL NAME</b>	<b><i>Levels of Agreement</i></b>
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**REFERENCE** Adapted from  
<https://www.plays-in-business.com/you-consent-i-dissent-the-five-levels-of-agreement/>

**USES** Levels of agreement can be used to find consensus in a group, while ensuring dynamic perspectives and opinions are being considered in the process. This tool can be used as a temperature check during decision-making discussions, as well as a tool for making the final vote. Facilitators can ask participants to hold up a number on their hand or verbalize the number that most closely represents their current position relates to the decision at-hand. For example, the group may determine that a vote is affirmative only when it gets 4's and 5's.

**SETTING** Interpersonal Institutional (within one organization), Structural (cross-sectoral)

<b>Level 1</b>	<b>Blocking:</b> "I believe this proposal would be majorly detrimental to our group, because either it goes against our fundamental principles or it would lead to a disastrous outcome." "I do not agree with the group's proposal. I feel the need to block its adoption and propose an alternative."
<b>Level 2</b>	<b>Abstain:</b> "I feel we have no clear sense of agreement among the group. We need to talk more before considering a decision."
<b>Level 3</b>	<b>Stand Aside:</b> "I have major concerns with the proposal, and agree to stand aside and let the group proceed with it." The choice to stand aside may be based on (but is not limited to) any of the following: Disagreement with the proposal, or the process used to reach the decision; "I may not be especially enthusiastic about it, but I can accept the group's proposal."
<b>Level 4</b>	<b>Consent with Reservations:</b> "I support the basics of this proposal, and have one or more minor unresolved concerns. I think this proposal is the best choice of the options available to us."
<b>Level 5</b>	<b>Fully Endorse:</b> "I am enthusiastic about the group's proposal and am confident it expresses the best wisdom of the group."

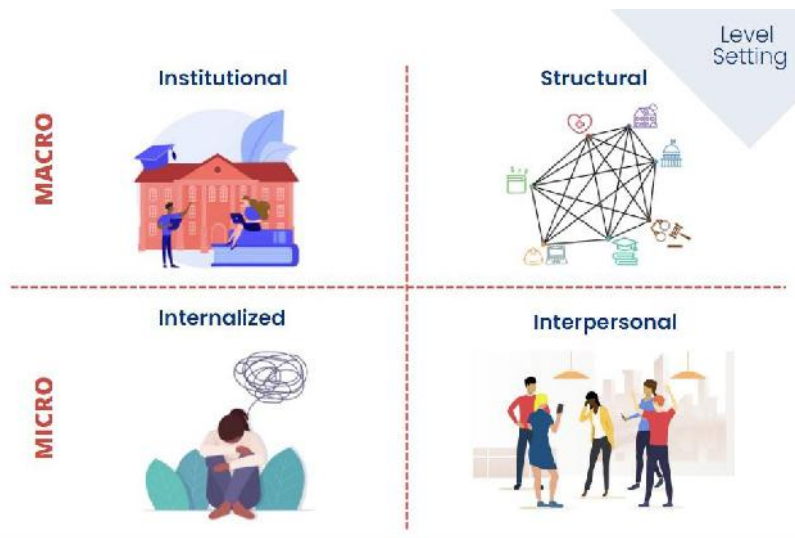
<b>TOOL NAME</b>	<b><i>Scales of Inequity Framework</i></b>
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**REFERENCE** Adapted from the Interactive Institute for Social Change

**USES** This visual tool aids in level-setting with newly formed groups. These terms can be especially helpful to anchor discussion when a

variety of scopes are unintentionally being referenced. For example, a facilitator can use this tool to ask participants which scale of inequity their solution might primarily address.

**SETTING** Institutional (within one organization), Structural (cross-sectoral)



## ANALYSIS & EDUCATION TOOLS

**TOOL NAME** *Stakeholder Influence Mapping*

**REFERENCE** Adapted with permission from the Interaction Institute for Social Change 2020

**USES** Stakeholder analysis can be used anytime an initiative or aspect of a project/initiative will require buy-in. It helps participants assess stakeholders' level of readiness and power to support an action or initiative before designing or implementing a plan. To use the map, the facilitator asks the group to consider an issue or action and asks participants to identify stakeholders.

Who is a stakeholder? (group or people)

- Is likely to be impacted by the outcome of the decision
- Voices unheard or typically marginalized perspectives
- Functions as a connector in or across sector(s)/field(s)
- Is in a position to implement the decision
- Is in a position to prevent it from being implemented
- Has relevant information or expertise

- Has informal influence without authority
- Is responsible for the final decision

Then, organize the stakeholders by the perceived level of their support for and Influence over implementing the action successfully.

When all stakeholders have been mapped, the facilitator reveals the matrix with stakeholder management actions. These can help participants plan how they will engage with stakeholders based on their assessed quadrant;

1. Highly supportive with high influence/authority
2. Highly supportive with low influence/authority
3. With low support and high influence/authority
4. With low support and low influence/authority

**SETTING** Institutional (within one organization), Structural (cross-sectoral)

		<b>Authority or Influence</b>	
		HIGH	LOW
<b>S u p p o r t</b>	HIGH		
	LOW		



### Authority or Influence

		HIGH	LOW
<b>S</b> <b>U</b> <b>P</b> <b>P</b> <b>O</b> <b>R</b> <b>T</b>	HIGH	<b>DEEPEN ENGAGEMENT</b>	<b>DEEPEN INFLUENCE</b>
	LOW	<b>DEFEND/PERSUADE DAMAGE CONTROL</b>	<b>MONITOR/ENGAGE SELECTIVELY</b>

Adapted with permission from the Interaction Institute for Social Change 2020

**TOOL NAME** *Identity Wheel*

**REFERENCE** Adapted from Northeast WI Technical College DEI curriculum

**USES** This is used as a reference for exercises and curriculum related to identity development. Exercise 1: Participants can select 1-5 identities that are meaningful to them. Exercise 2: Ask participants key questions to help them explore their identity development include: When you identify with race, do you acknowledge White as a race?

**SETTING** Institutional (within one organization), Structural (cross-sectoral)



**TOOL NAME** *Assessing What We Know*

**REFERENCE** Designed for the Door County DEI Work Group NWTC CTED trainer Amanda Chu (2022)

**USES** This is an assessment process and tool that can be used to identify and organize the current collective knowledge in the participant group.

About the process (see [Appendix](#) for the tool):

1. The facilitator should level-set on the understanding of disparity and inequity. Then, using the social determinants of health (SDoH) framework as the base, the facilitator asks participants to break into groups based on SDoH categories.
2. Next, the groups work through responding to and recording their responses to primary and secondary questions.
3. Review at a follow up meeting, to refine the first attempt and repeat this exercise.
4. Review statements of inequity for all of SDoH categories.
5. The facilitator may group similarly themed statements and then use the secondary questions to guide a planning process to address the disparities.

**SETTING** Institutional (within one organization), Structural (cross-sectoral)

## APPENDIX

### Group Agreements

developed by Door County DEI 2022-2023 work group

*Be present and prepared*

*Speak from our own experiences*

*Listen & Believe*

*Take space/Make space*

*Impact > Intent*

*Permission to speak in first draft*

*Challenge the idea and not the person*

*Attempt “both/and” thinking*

*Expect and accept a lack of closure*

*Curiosity: Struggle together*

*Confidentiality in who said what and how it was said*

### Build a Purpose Statement

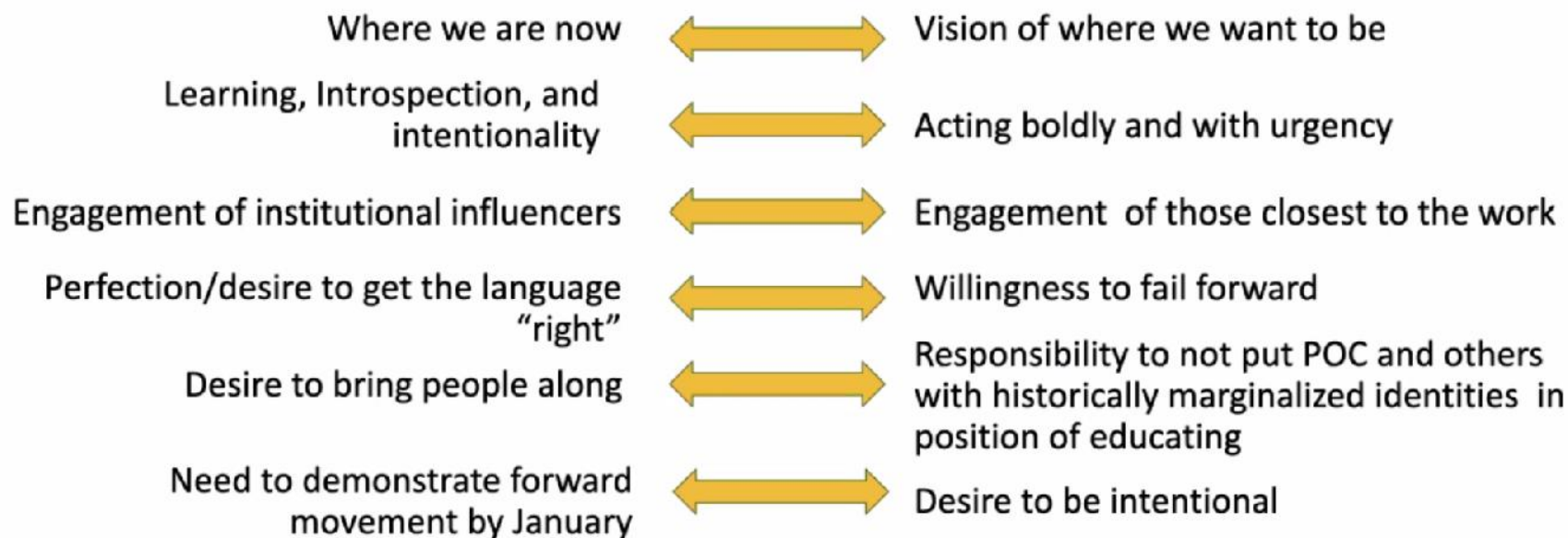
(with suggested time frames)

1. (5 min) Each individual crafts and records their response to the prompt: *Describe the purpose of this work group.*
2. (8 min) Individuals meet in pairs to bring their statements together and develop a single blended statement.
3. (8 min) Next, pairs meet with other pairs to combine statements again. Depending on the size of the group, repeat this cycle until there are only 2-3 statements left.
4. (15+ min) share out with the last 2 to 3 statements.
5. (10 min) Groups ask clarifying questions to more fully understand the statements being offered. Highlight the language and terms that align. Distill to make these more concise.
6. (5 min) Highlight the language and terms that appear to contrast and distill them to make them more concise.
7. Finally, review the final statement and find group consensus.

## Navigating Tensions

# Tensions We're Navigating

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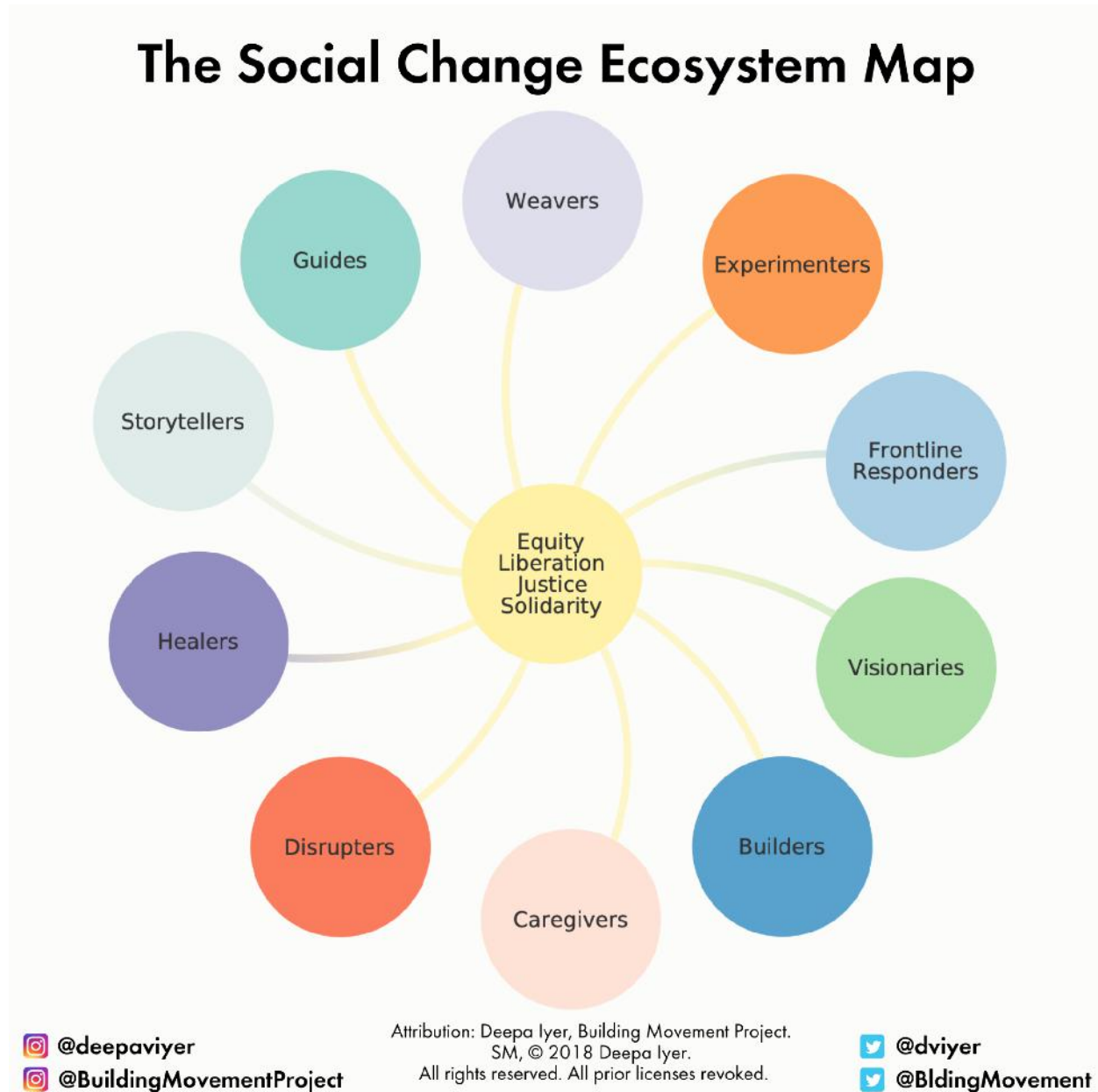


This graphic should be modified in order to reflect the specific dynamics that cause tension in the group's context.

## Social Change Ecosystem Map

The Social Change Ecosystem Map is a framework that can help individuals, networks, and organizations align with social change values, individual roles, and the broader ecosystem.

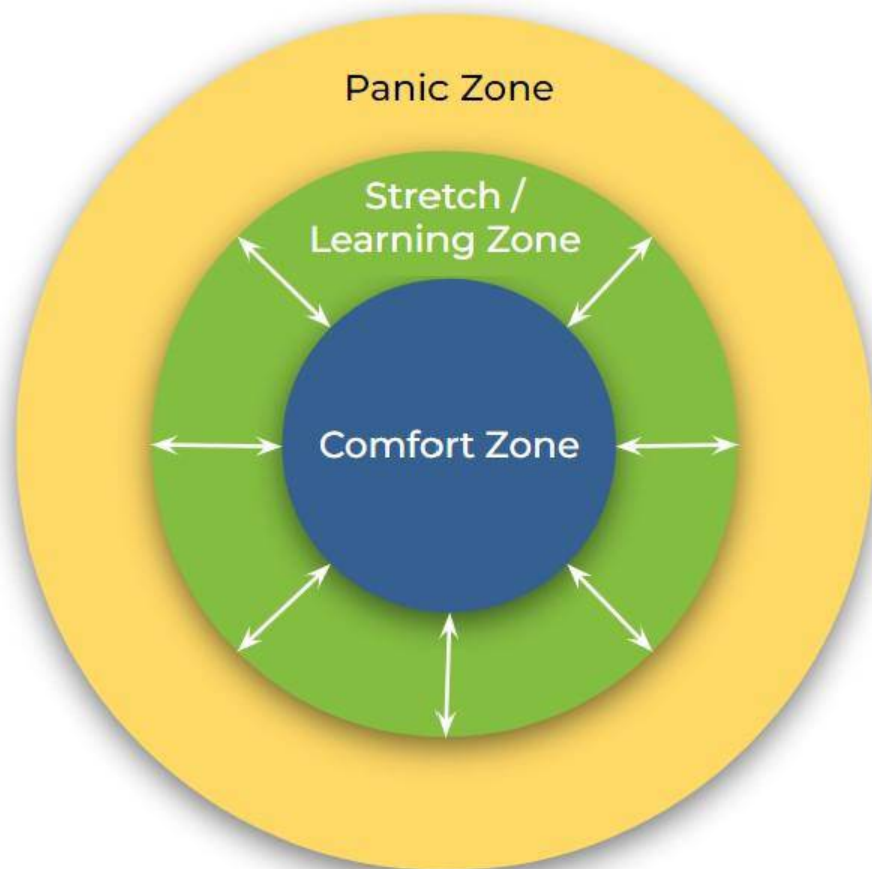
Developed by Deepa Iyer, Building Movement Project (2018)



## Characteristics of the Roles

- **Weavers:** I see the through-lines of connectivity between people, places, organizations, ideas, and movements.
- **Experimenters:** I innovate, pioneer, and invent. I take risks and course-correct as needed.
- **Frontline Responders:** I address community crises by marshaling and organizing resources, networks, and messages.
- **Visionaries:** I imagine and generate our boldest possibilities, hopes and dreams, and remind us of our direction.
- **Builders:** I develop, organize, and implement ideas, practices, people, and resources in service of a collective vision.
- **Caregivers:** I nurture and nourish the people around me by creating and sustaining a community of care, joy, and connection.
- **Disruptors:** I take uncomfortable and risky actions to shake up the status quo, to raise awareness, and to build power.
- **Healers:** I recognize and tend to the generational and current traumas caused by oppressive systems, institutions, policies, and practices.
- **Storytellers:** I craft and share our community stories, cultures, experiences, histories, and possibilities through art, music, media, and movement.
- **Guides:** I teach, counsel, and advise, using my gifts of well-earned discernment and wisdom.

## Learning Zone



## Levels of Agreement

<p><b>Level 1</b></p>	<p><b>Blocking:</b> "I believe this proposal would be majorly detrimental to our group, because either it goes against our fundamental principles or it would lead to a disastrous outcome." "I do not agree with the group's proposal. I feel the need to block its adoption and propose an alternative."</p>
<p><b>Level 2</b></p>	<p><b>Abstain:</b> "I feel we have no clear sense of agreement among the group. We need to talk more before considering a decision."</p>
<p><b>Level 3</b></p>	<p><b>Stand Aside:</b> "I have major concerns with the proposal, and agree to stand aside and let the group proceed with it." The choice to stand aside may be based on (but is not limited to) any of the following: Disagreement with the proposal, or the process used to reach the decision; "I may not be especially enthusiastic about it, but I can accept the group's proposal."</p>
<p><b>Level 4</b></p>	<p><b>Consent with Reservations:</b> "I support the basics of this proposal, and have one or more minor unresolved concerns. I think this proposal is the best choice of the options available to us."</p>
<p><b>Level 5</b></p>	<p><b>Fully Endorse:</b> "I am enthusiastic about the group's proposal and am confident it expresses the best wisdom of the group."</p>

<https://www.plays-in-business.com/you-consent-i-dissent-the-five-levels-of>

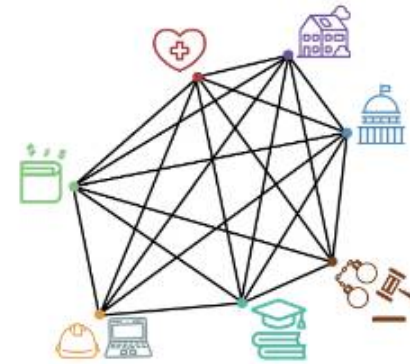
### Scales of Inequity Framework

**MACRO**

**Institutional**



**Structural**



**MICRO**

**Internalized**



**Interpersonal**



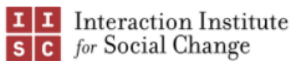
Adapted from the Interactive Institute for Social Change



Stakeholder Influence Map

**Authority or Influence**

		HIGH	LOW
<b>S u p p o r t</b>	HIGH		
	LOW		

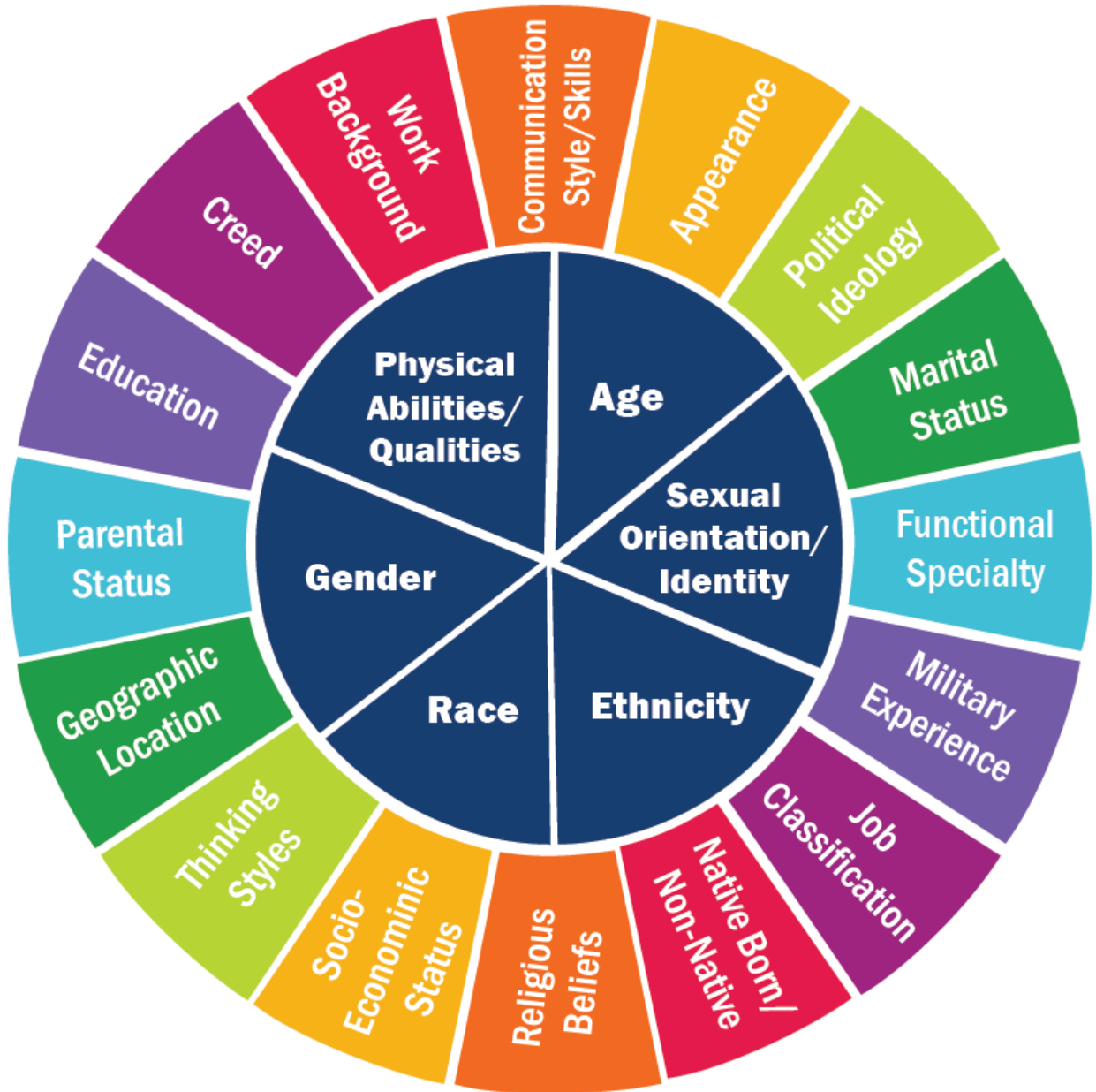


**Authority or Influence**

		HIGH	LOW
<b>S u p p o r t</b>	HIGH	<b>DEEPEN ENGAGEMENT</b>	<b>DEEPEN INFLUENCE</b>
	LOW	<b>DEFEND/PERSUADE DAMAGE CONTROL</b>	<b>MONITOR/ENGAGE SELECTIVELY</b>

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### Identity Wheel



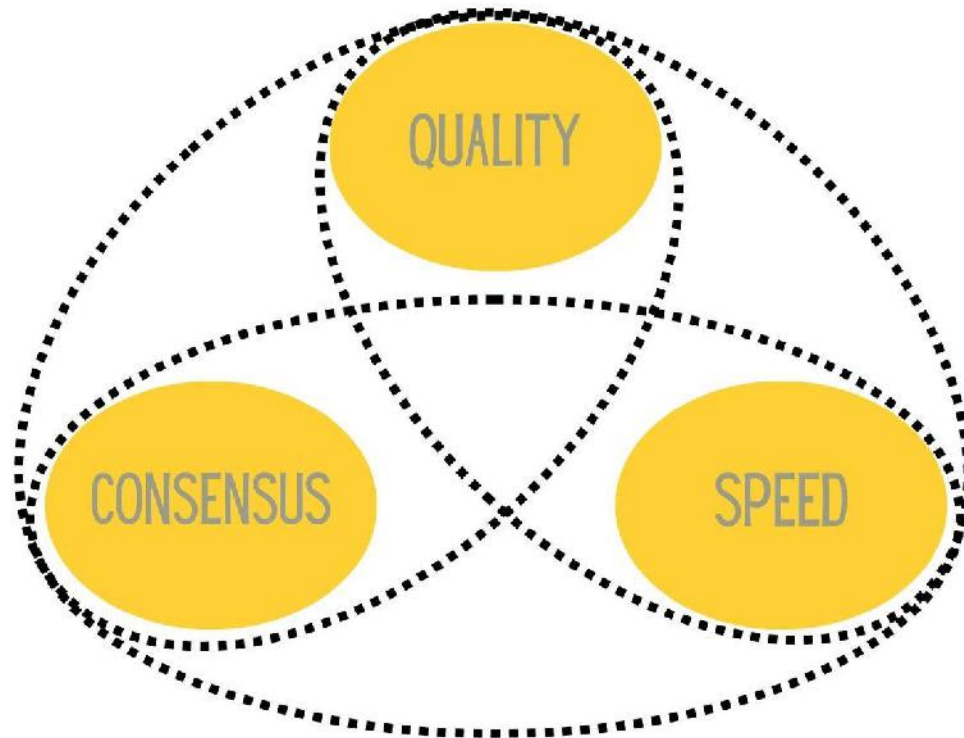
## Assessing What We Know

SDoH Category:

State the inequity or disparity			
How do we know this? Get specific.			
What is currently being done to address these inequities?			
Who is currently involved?			
Is this being adequately addressed?	<input type="checkbox"/> yes, probably <input type="checkbox"/> no, not likely <input type="checkbox"/> unsure	<input type="checkbox"/> yes, probably <input type="checkbox"/> no, not likely <input type="checkbox"/> unsure	<input type="checkbox"/> yes, probably <input type="checkbox"/> no, not likely <input type="checkbox"/> unsure
Do you know enough to take action now?	<input type="checkbox"/> yes, probably <input type="checkbox"/> no, not likely <input type="checkbox"/> unsure	<input type="checkbox"/> yes, probably <input type="checkbox"/> no, not likely <input type="checkbox"/> unsure	<input type="checkbox"/> yes, probably <input type="checkbox"/> no, not likely <input type="checkbox"/> unsure
Who needs to care more?			
If not, what else do we need to know before developing a plan to address this inequity?			
What will the problem look like when it is solved?			
What might progress look like in one year or six months?			
Next step(s)			
Who is the Lead			
With what resources			

## Trade-offs in Collaborative Decision-Making

### Trade-offs in Collaborative Decision-Making



The intention is to achieve a high quality outcome, in a process that embodies collective decision-making, and realizes the results as quickly as possible.

Source: Moore, de Jong, Reville, Lynne, and Burgess. (2020). Change at the Speed of Trust: Advancing Educational Opportunities through Cross-Sector Collaborations in Louisville. Bloomberg Harvard City Leadership Initiative.