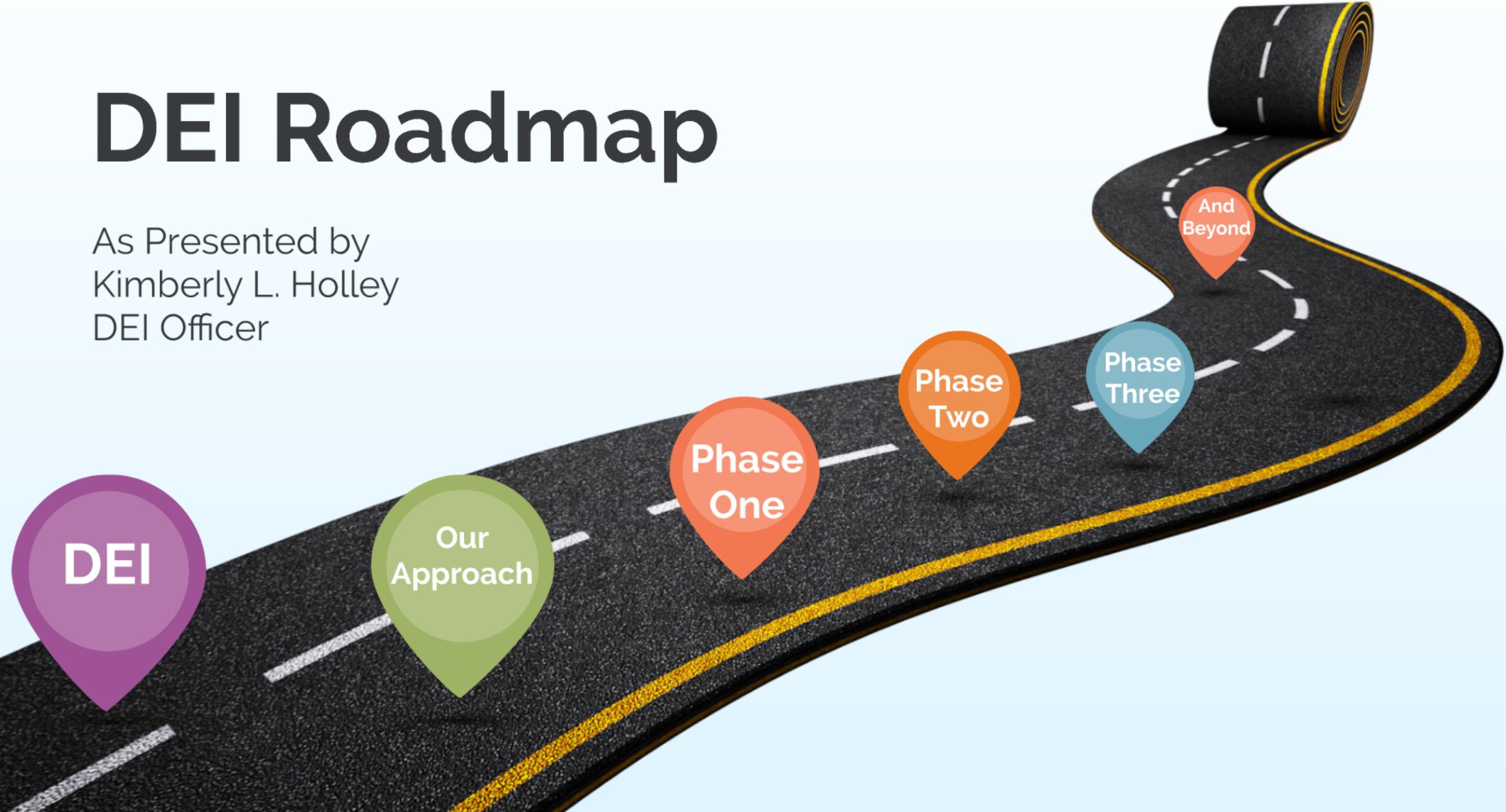


# DEI Roadmap

As Presented by  
Kimberly L. Holley  
DEI Officer



# Diversity, Equity, and Inclusion

“ Diversity is being asked to the party.  
Inclusion is being asked to dance. ” ~Verna Myers

“ Equity is being part of the planning committee. ”

~Ruchika Tulshyan

“ **Diversity** embraces all aspects of human difference and experiences that shape who we are as individuals. **Equity** means everyone has what they need to succeed.  
**Inclusion** is about welcoming people exactly as they are, and valuing their participation. ”

~Kimberly Holley

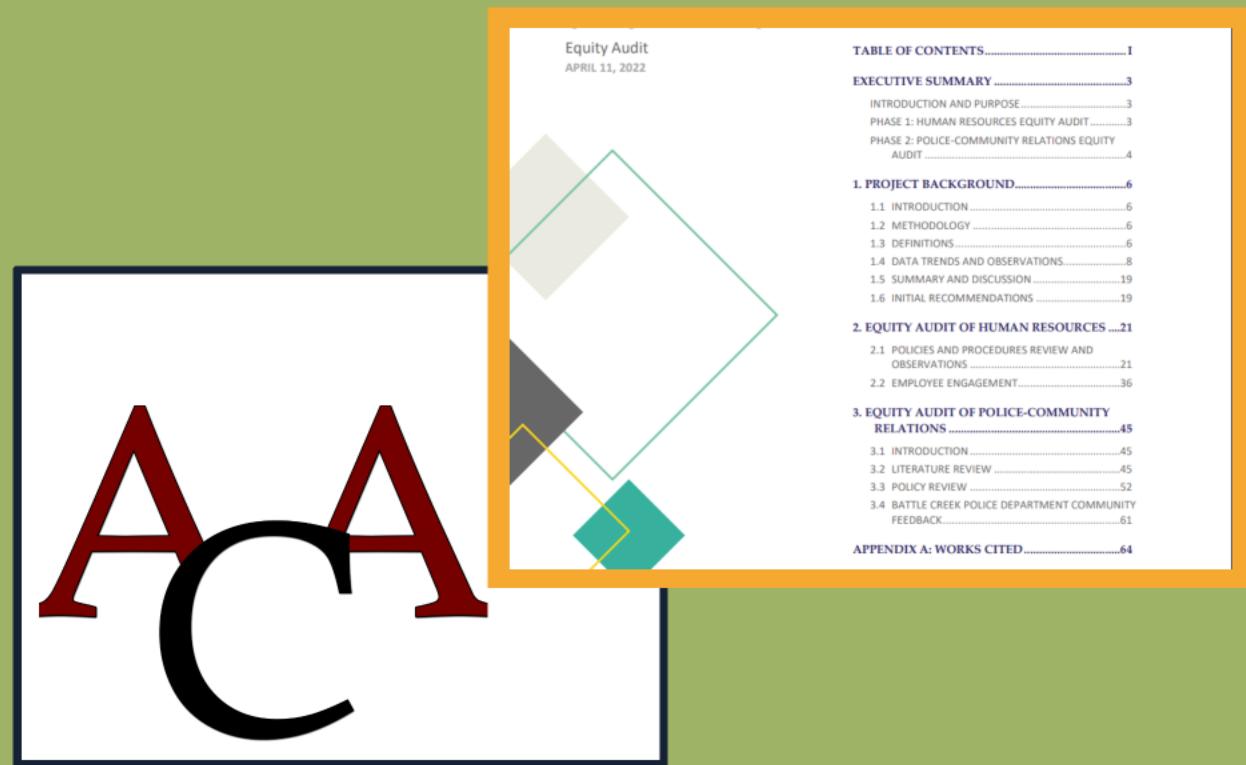
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# Background

- Discussions with African American Collaborative prompted pursuit of an Equity Audit as an initial step towards identifying areas in need of change and enhancing the culture of diversity, equity, and inclusion at the City.
- Equity Audit Report - April 2022
  - Human Resources
  - Police-Community Relations
- Key Findings & Recommendations



# Role of DEI Office

*\*\*\*Initial emphasis on internal systems and culture\*\*\**

- Lead the development and execution of DEI strategies, trainings, and metrics across all city departments
- Assess and analyze current city policies and procedures to eliminate bias and ensure equitable access to services
- Champion the importance of a diverse and inclusive culture
- Build partnerships with community organizations and stakeholders
- DEI Office "Myths":
  - ✗ Is an extension of Human Resources
  - ✗ Provides mediation services
  - ✗ Handles discrimination complaints
  - ✗ Provides direct service to community

# Principles Guiding Our Approach

- All City of Battle Creek employees have an opportunity to contribute and benefit
- Welcome diversity of thought and experiences
- Cultivate collaboration
- Clarity and transparency to build trust
- Grace to learn and grow
- Balance long-term commitment to change with a sense of urgency
- Embracing change management

# Critical Elements

*for impact*

## Why

Know our "WHY"



## Commitment

Commitment to do the work at all levels of city government



## Data / Metrics

Data-driven strategies



## Accountability

Build governance framework for accountability



## Resources

Adequate & sustainable funding, time, and staffing

## Policies & Practices

Focus on systems, not individuals

## Communication

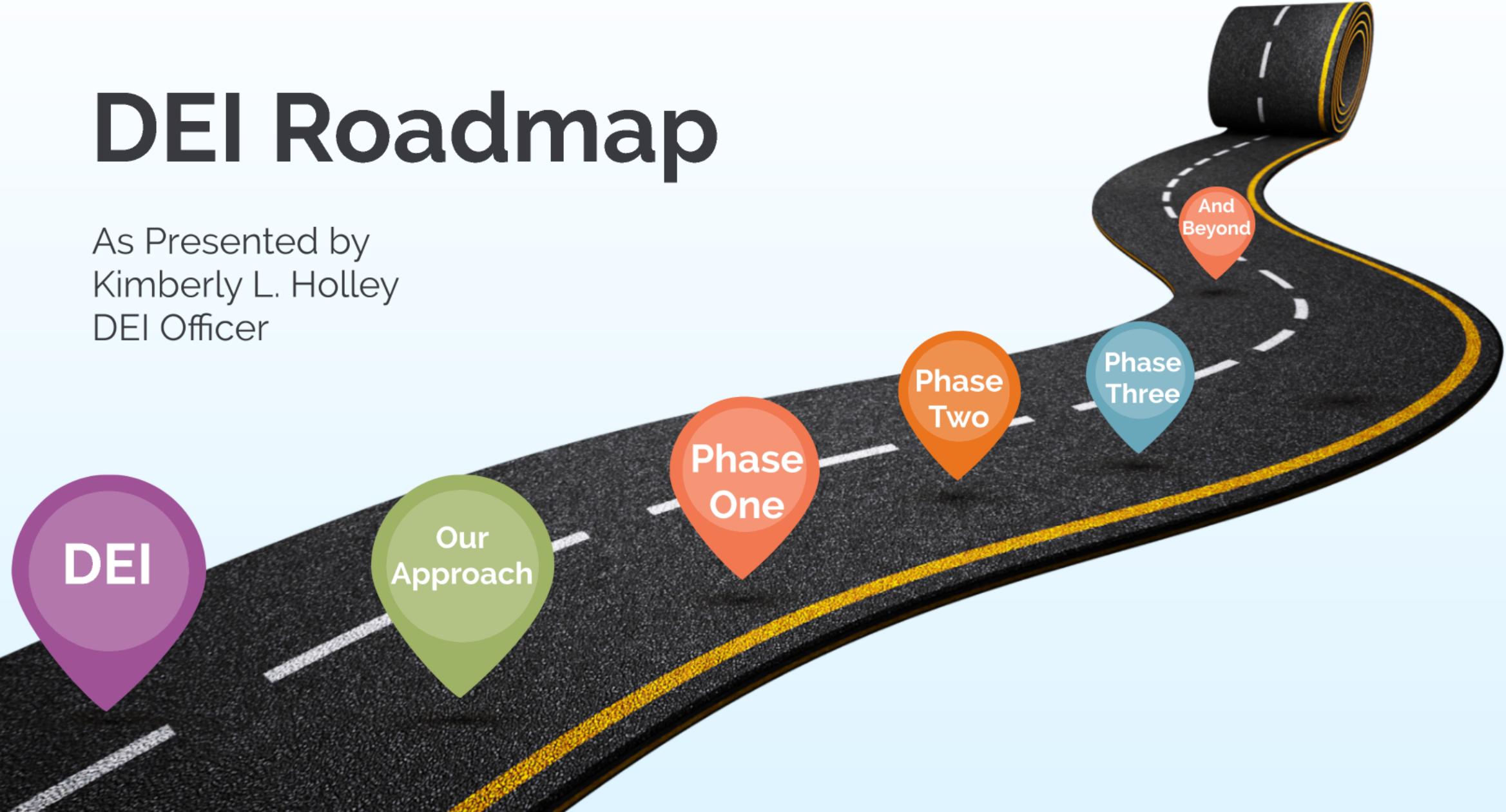
Transparency and communication feedback loop

## Affirmation

Celebrate wins

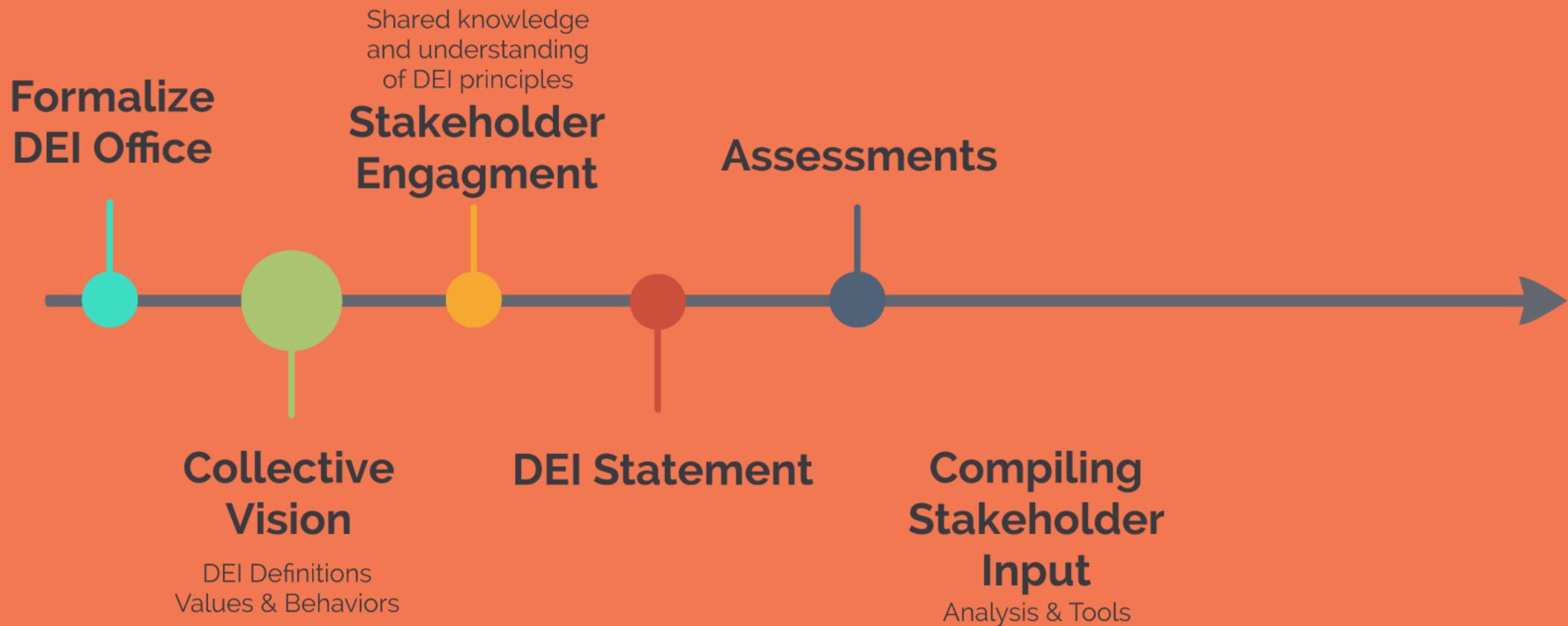
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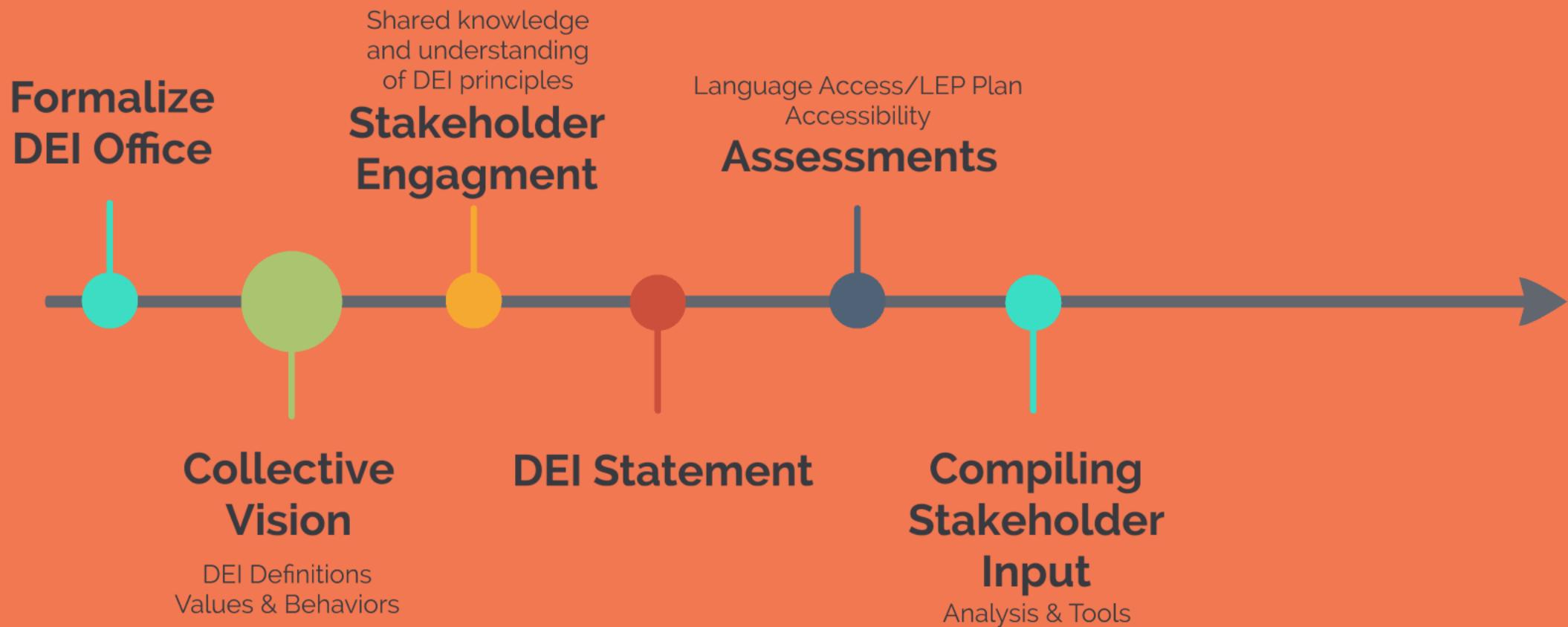
# Phase One: Laying the Foundation

January - October 2023



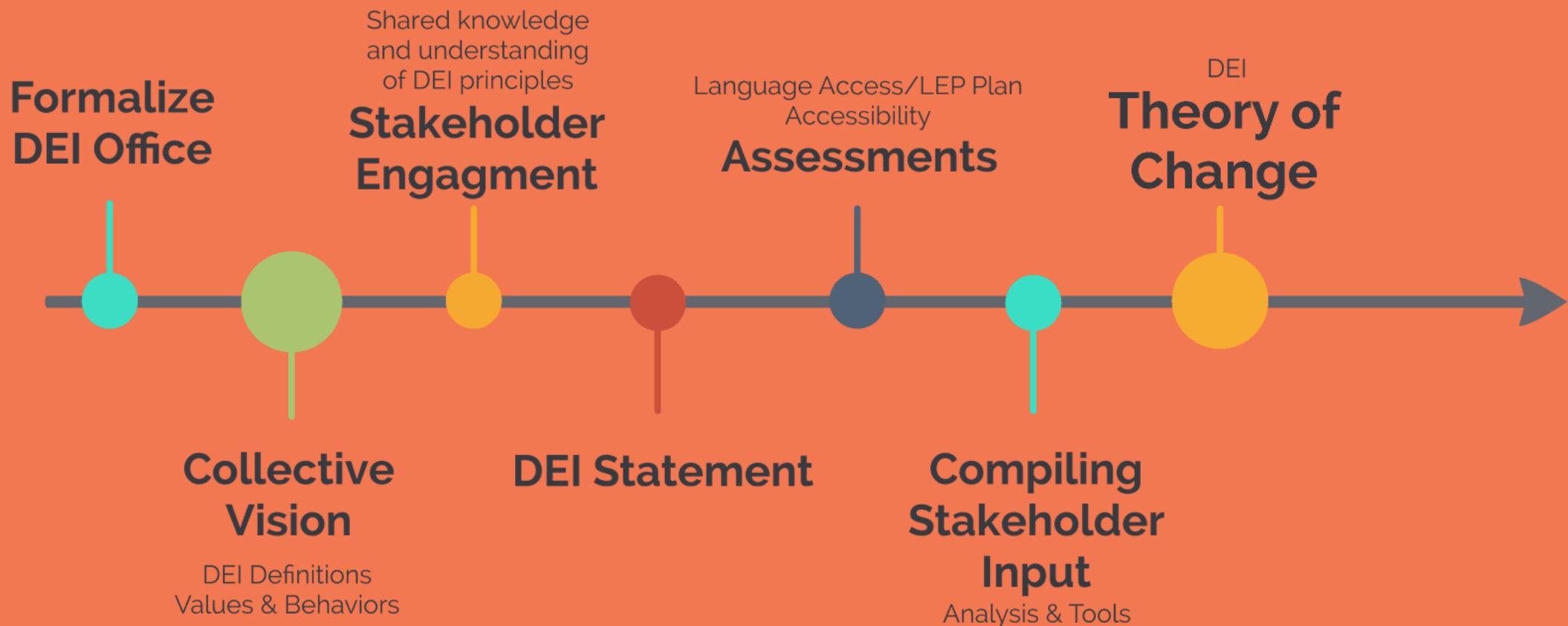
# Phase One: Laying the Foundation

January - October 2023



# Phase One: Laying the Foundation

January - October 2023



DEI

Theory of  
Change

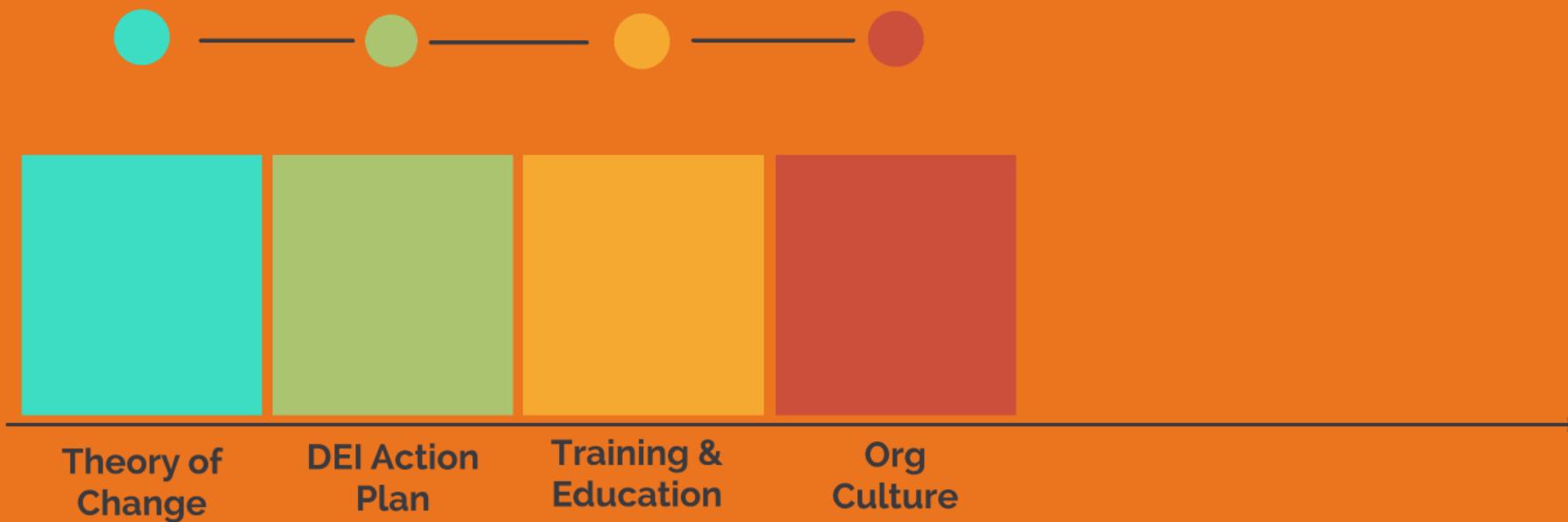
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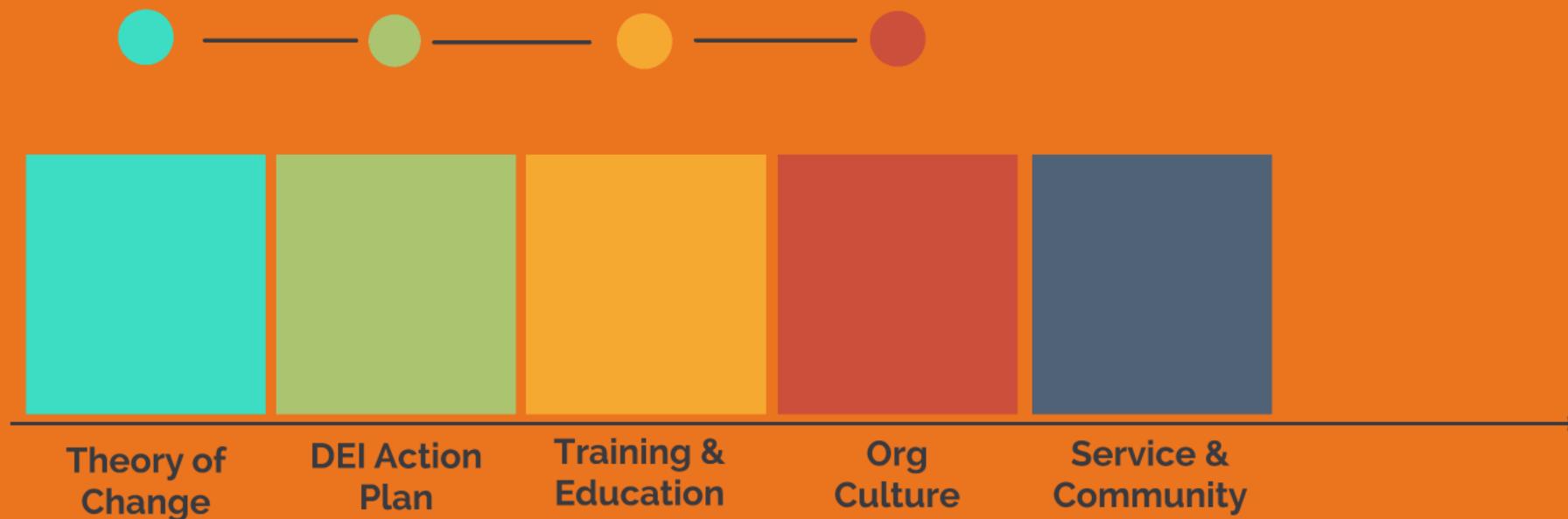
# Phase Two: Foundational DEI

2023-2024



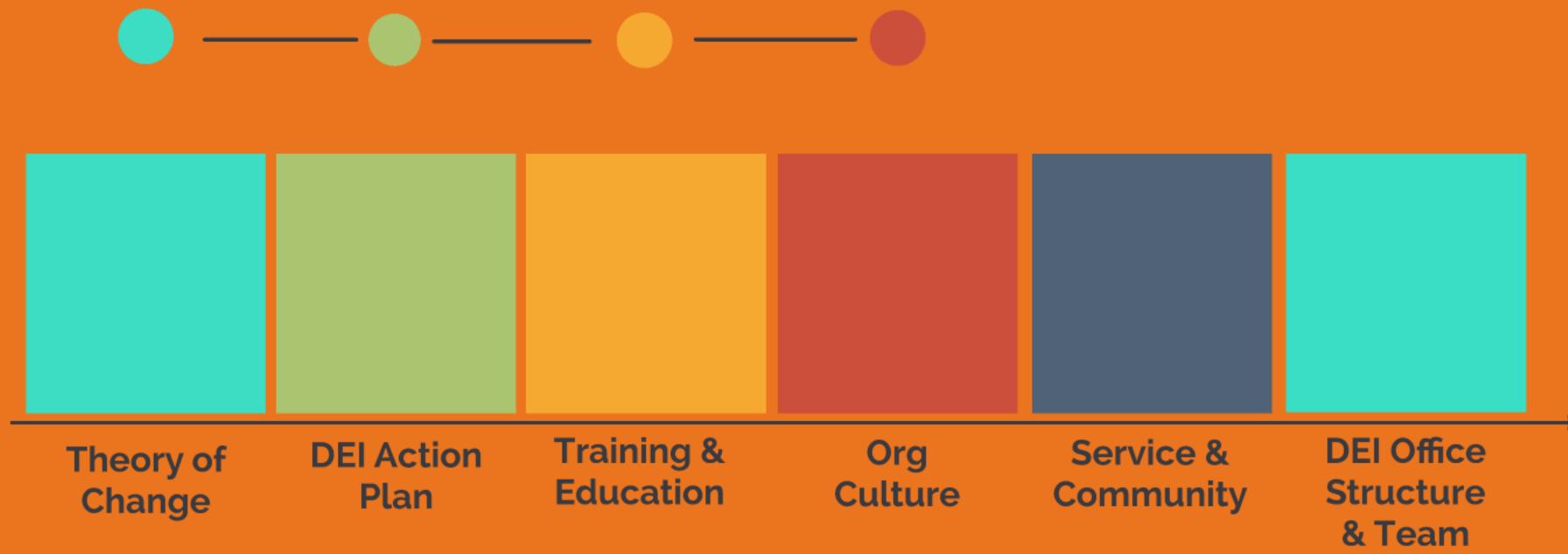
# Phase Two: Foundational DEI

2023-2024



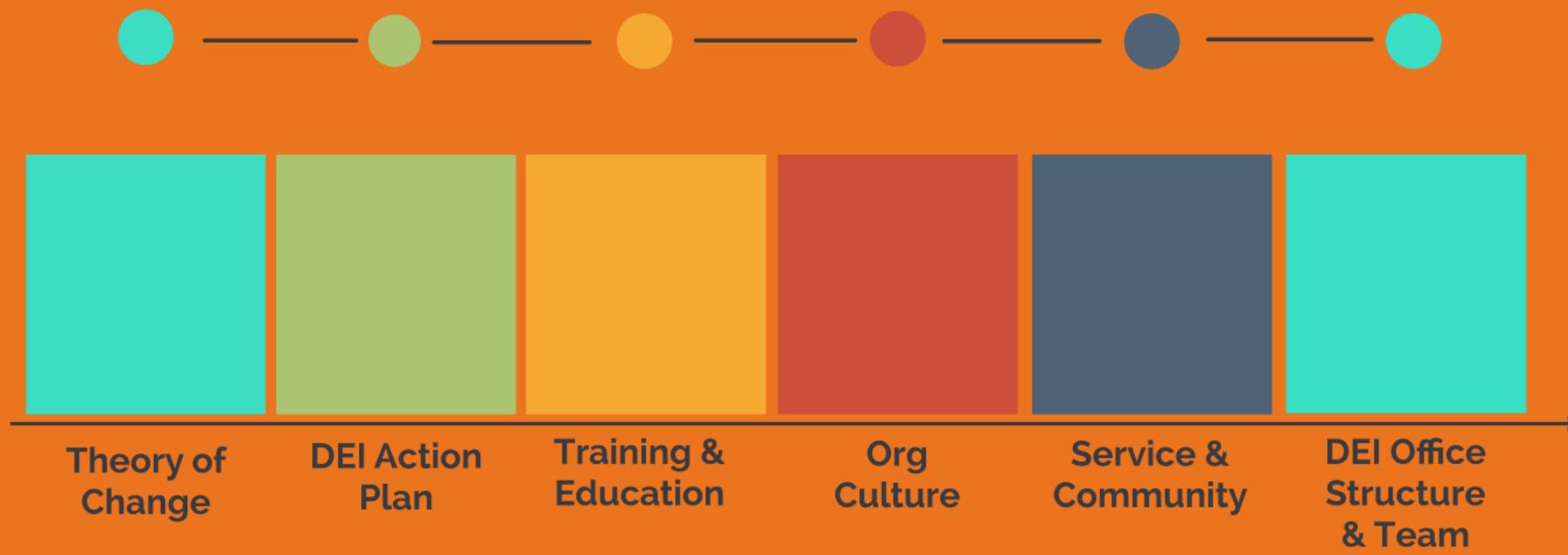
# Phase Two: Foundational DEI

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# Phase Two: Foundational DEI

2023-2024



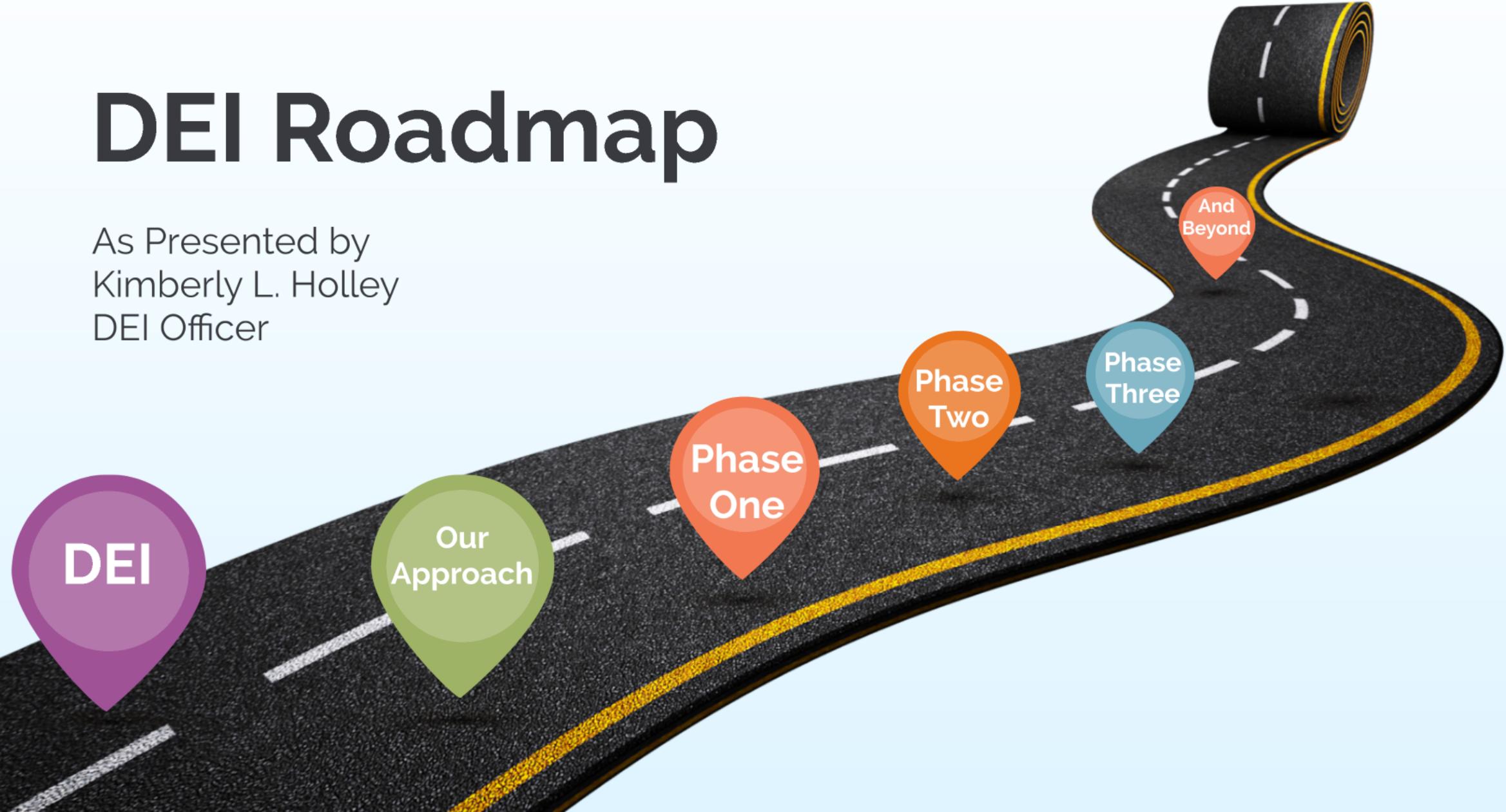
# Foundational DEI

Learning & Execution

DEI Action Plan	Training & Education	Org Culture	Services & Community	DEI Office
Priorities	Competencies	Psychological Safety	Language Access	Resources
Strategies	Practices & Policies	Learning & Reflection	Accessibility	Structure
Objectives	Metrics	Communication	Engagement	Staffing
Performance Indicators	Training & Career Pathways	Inclusion	Partnerships	Consultants

# DEI Roadmap

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DEI Officer



# Phase Three: Operational DEI

2024-2025

Departmental  
DEI Goals

Performance  
Reviews

Stakeholder  
Engagement

Community  
Partnerships

Accountability

Evaluation

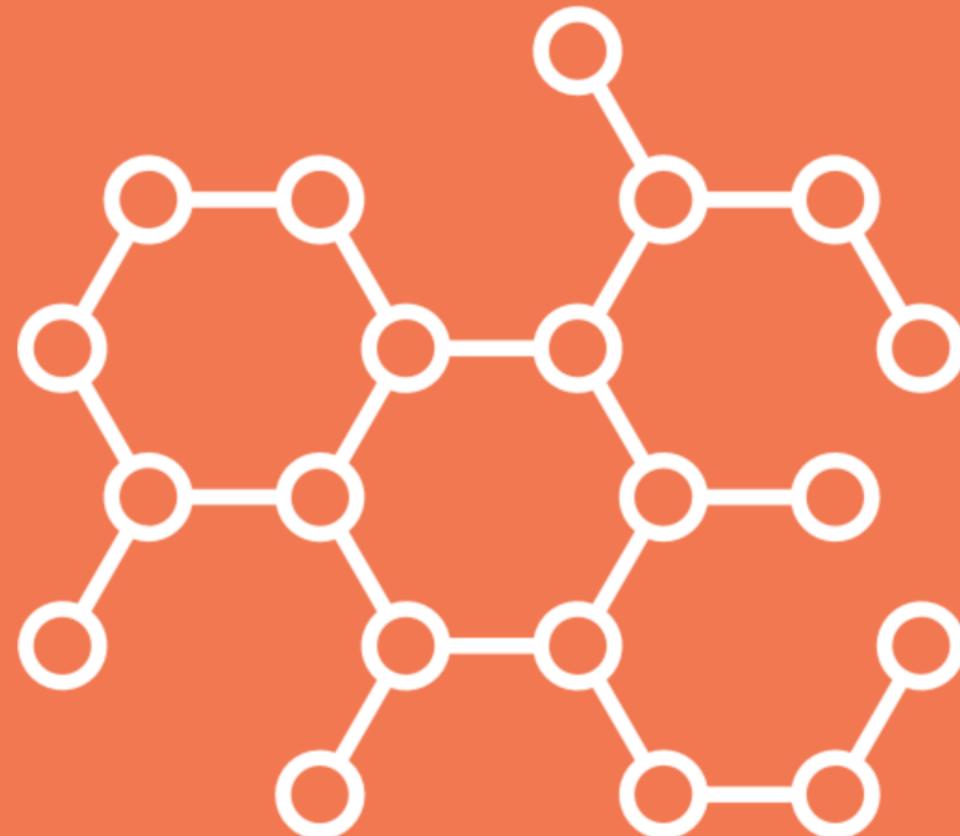
Annual Report

# DEI Roadmap

As Presented by  
Kimberly L. Holley  
DEI Officer



# Battle Creek's Historical DNA



# Contact Information:



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