



Project Proposal– DEI Consulting Services

Town of Swampscott

RFP# BD-21-1333-SSPD0-SSPD1-93437

Due: 11/13/2023 9:00am

Response Submitted To:
Town of Swampscott
Natalie Swanstrom
Purchasing Department

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**Empowering Equity:
Building Bridges, Driving Change, and Sustaining Impact**

1.0 Cover Letter

iSuccess Consulting, Inc. (iSuccess) is pleased to provide our response to and interested in providing services for the **Diversity, Equity, and Inclusion Consulting Services** contract for the Town of Swampscott (the Town). We are a certified, minority and woman-owned business enterprise and welcome the opportunity to demonstrate our capability to provide a high-quality DEI consulting services for the Town. **iSuccess agrees to be bound by our proposal for 180 days from the proposal submission deadline of 11/13/2023.** Our firm has over 10 years of experience of advising similar municipalities on the development and implementation of DEI-centered strategies and facilitating complex and inclusive learning processes with small, medium and large groups.

If awarded this contract, iSuccess is committed to become licensed in Massachusetts within thirty (30) calendar days of being selected.

Established in 2011, iSuccess is a national DEI consulting firm dedicated to helping government, corporate, higher learning, and non-profit clients cultivate a diverse and inclusive workplace and community, where all employees and stakeholders have equally shared access to all opportunities. We have provided our contact information, as requested, below:

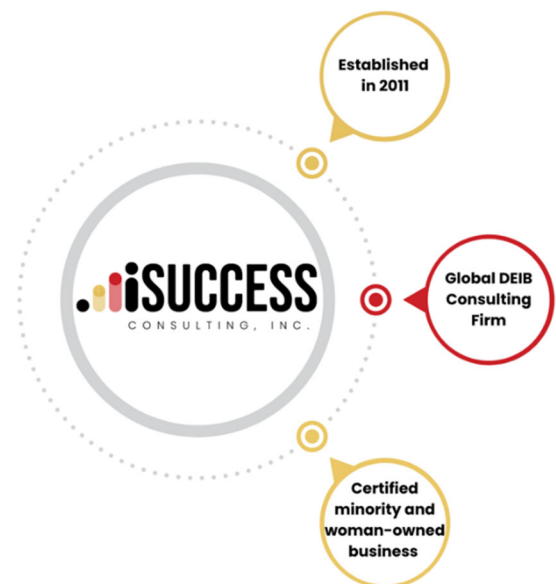
Entity Name	iSuccess Consulting, Inc.
Authorized Entity Point-of-Contact Information	T. Renee Smith, CEO (404) 956-1542 trenee@isuccessconsulting.com
Entity Address	5829 Campbellton Road, SW Suite 104-205 South Fulton, GA 30331

iSuccess will be the prime contractor on this project with no subcontractors and our dedicated key personnel are all currently working with iSuccess. We have identified our list of key personnel below by title and name.

1. **DEI Principal:** T. Renee Smith
2. **Senior DEI Consultant I:** Jackie Munson-Gaines
3. **Senior DEI Consultant II:** Arienna Carlos
4. **Project Manager/Senior DEI Coordinator:** Brittany Arnold
5. **Data Analyst & PowerBI Programmer:** Anthony Smith

Why iSuccess is Your Ideal Partner:

1. **Building Consensus and Collaboration:** Our superpower is bringing stakeholders together, nurturing consensus, and fostering collaboration.
2. **Unique Approach:** Our approach is characterized by innovation, inclusivity, and a deep commitment to human-centered strategies. We don't just think outside the box; we redefine the box itself, ensuring that every voice is not only heard but valued.
3. **Alignment and Best Practices:** Our track record includes aligning DEI plans with established strategic objectives and implementing best practices to guarantee your success.
4. **Project Management Excellence:** We excel in project precision—keeping projects on time and budget, lightening your load, and making strategic planning an enhancement, not a burden.



5. **Engaging and Fun:** Say goodbye to dull and uninspiring meetings and trainings. We ignite enthusiasm for collaboration, innovation, and beyond, turning the journey into a catalyst for achievable outcomes.
6. **Established Expertise:** Our wealth of experience lies in crafting DEI programs that are deeply rooted in input from staff, leadership, partners, and the community, alongside our proficiency in ongoing feedback and enhancement strategies.

With iSuccess, you're not just a client; you're a partner on a transformative journey. Together, we'll replace stagnation with dynamic momentum ensuring a destination not just of clarity, but of strategic excellence.

2.0 Plan of Service

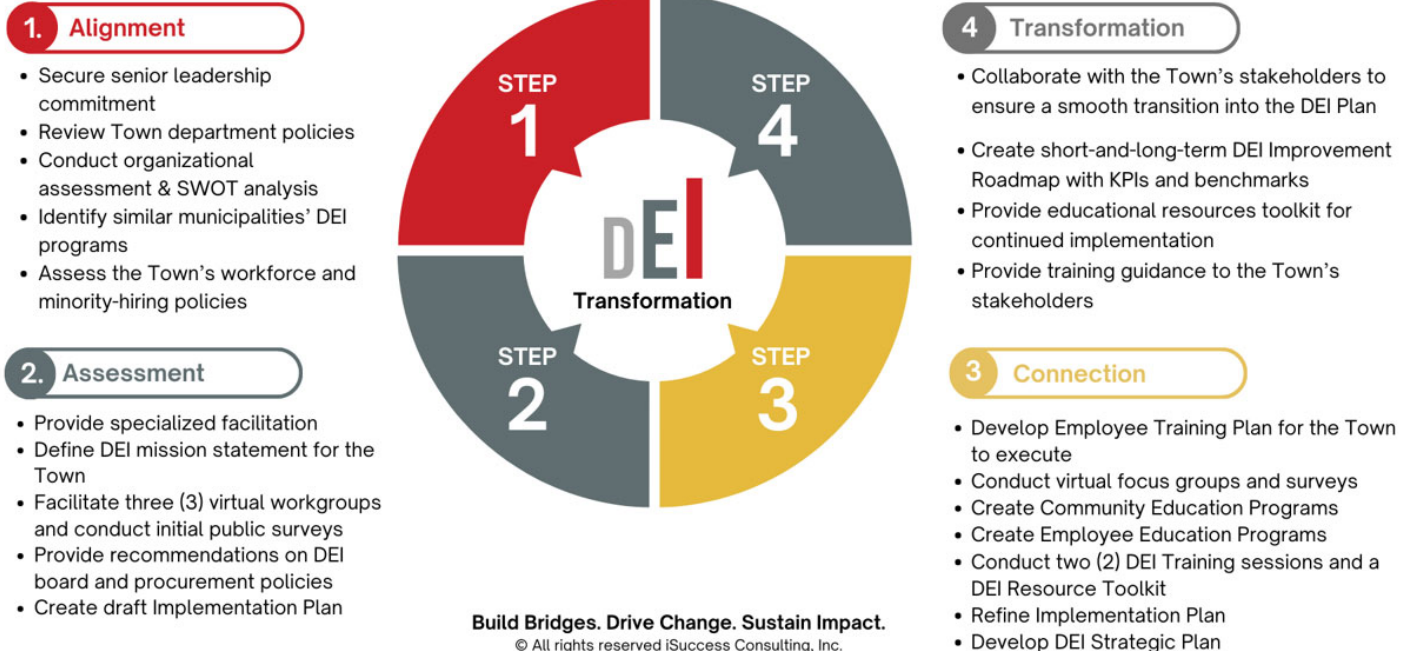
The iSuccess Methodology

We understand that DEI is fundamental, not just a buzzword. Our holistic DEI process includes four phases: Alignment, Assessment, Connection, and Transformation. As the sole contractor, we aim to foster a DEI culture that goes beyond policies, driving true transformation within the Town.

Strategy



DEI Transformational Blueprint



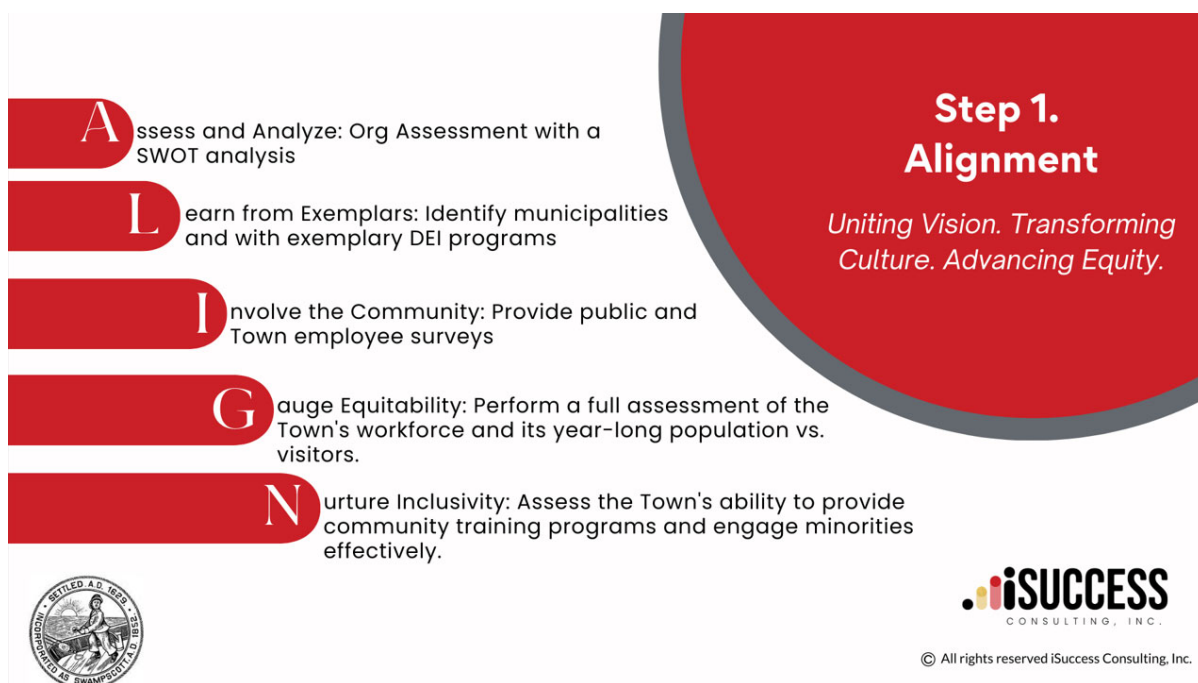
Our Mission	<ul style="list-style-type: none"> We believe in the transformative power of diversity, equity, and inclusivity. Our mission is to create workplaces and communities where all individuals are valued, heard, and empowered. Recognizing that DEI is not one-size-fits-all, we tailor strategies to make it a cultural imperative, enhancing both workplace dynamics and overall performance. For example, we understand that as of 2021, the Town of Swampscott had a median household income of \$114,086 with a primary racial demographic makeup of 91.5% of the population being of Caucasian background. We recognize the importance of creating an inclusive and non-threatening environment when discussing equity and diversity.
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Step 1. Alignment

Deliverables: Gap analysis, identification of liked sized municipalities' DEI programs, surveys, and work groups.

Holistic Benefits	<p>Our Holistic DEI Evolution Framework delivers benefits:</p> <ul style="list-style-type: none"> • Increased employee satisfaction and engagement, resulting from our emphasis on initiating a transformative cultural change • Elevated workplace morale and heightened productivity • Enhanced decision-making processes and problem-solving abilities • Improved adaptability and resilience in the face of change, as a result of providing leadership and high-performance skill development • Tangible strides toward equity and inclusivity through self-awareness, education, experiential learning, and improved capacity for courageous, trust-based interactions among diverse viewpoints • Strengthen ties for support with the local community
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Before embarking on DEI strategic planning, the alignment process is pivotal. It ensures that DEI initiatives are in alignment with the Town’s mission and long-term objectives. We will take measures to ensure that the DEI Strategic Plan aligns with the rapidly changing demographics of the Town of Swampscott and considers both year-long and vacationing visitor demographics.



We will measure the following benchmarks during this step:

Task	Benchmarks
Gap Analysis	• Demographic Data
	• Benchmark against National/Regional Averages
	• Historical Data
Identification of Exemplary Programs	• Number of Programs Identified
	• Program Success Metrics

Public Surveys	• Response Rate
	• Demographic Representation
	• Sentiment Analysis
Employee Survey	• Response Rate
	• Employee Demographics
	• Employee Satisfaction
Interactive Work Groups	• Participation Rates
	• Quality of Input
	• Actionable Outcomes
Progress Monitoring	• Changes in Demographics
	• Policy Implementation
	• Community Engagement
Town Policy Review	• Recruiting, interviewing, and hiring
	• Performance Management
	• Promotion and Career Development
	• EEOC and Anti-Discrimination

Step 2. Assessments

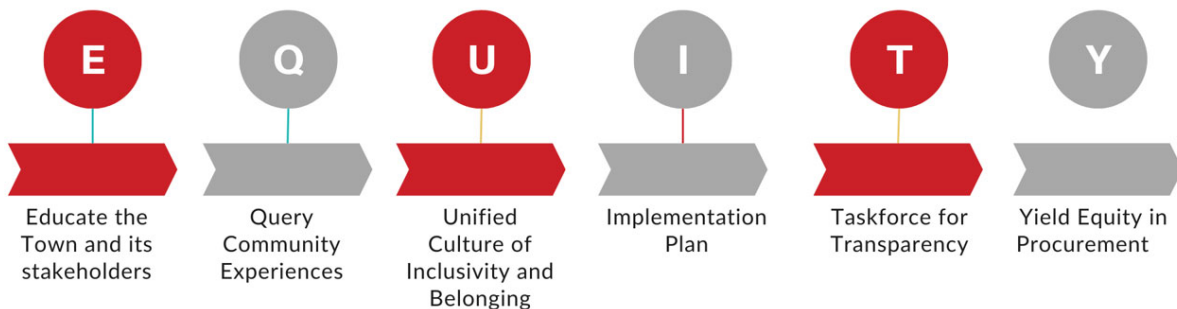
Deliverables: Draft assessment and draft Implementation plan in PDF Format.

Our DEI E.Q.U.I.T.Y. assessment evaluates six critical areas to pinpoint strengths, areas needing enhancement, and potential inequalities.



Step 2. Assessments

Building Bridges to E.Q.U.I.T.Y.: Assess. Adapt. Advance.



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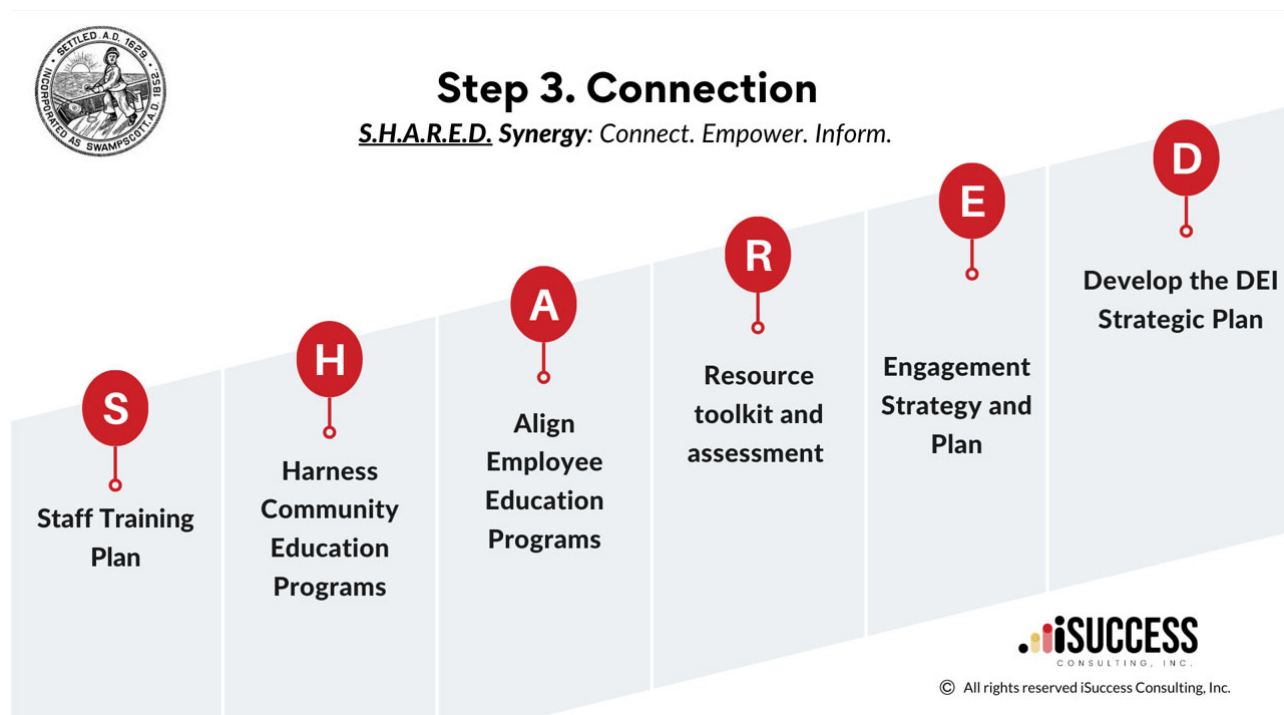
E	Educate	<ul style="list-style-type: none"> • Provide clear and understandable definitions of Diversity, Equity, and Inclusion (DEI). • Benchmark: Completion of DEI training by at least 90% of Town employees and officials.
Q	Query Community Experiences	<ul style="list-style-type: none"> • Facilitate interactive workgroups with community members to ascertain experiences and trust-related concerns regarding interactions with the Town and employees.

		<ul style="list-style-type: none"> Benchmark: Participation rate in community interactive workgroups (e.g., target 300 participants).
U	Unified Culture of Inclusivity and Belonging	<ul style="list-style-type: none"> Facilitate multiple interactive workgroups for up to 400 Town employees and 50 elected and appointed officials. Benchmark: High participation rates in these workgroups, with 85% attendance or more.
I	Implementation Plan	<ul style="list-style-type: none"> Create an implementation plan for the creation of a staff position for DEI. Benchmark: Completion of an implementation plan for the creation of a staff position for DEI within a specified timeframe (e.g., within 6 months).
T	Taskforce for Transparency	<ul style="list-style-type: none"> Provide recommendations on the potential need for a relevant DEI board or similar group along with a mission, operational structure, and goals. Benchmark: Development and approval of a mission statement, operational structure, and goals for the DEI board or similar group.
Y	Yield Equity in Procurement	<ul style="list-style-type: none"> Review and provide recommendations within the Town's Procurement process to incorporate elements of equity in the bidding process and awarding of contracts. Benchmark: Evaluation of the impact of the changes on the diversity and equity of contracted vendors and suppliers.

Step 3. Connection

Deliverables: Outline of long- and short-term strategic plan.

The **S.H.A.R.E.D.-SYNERGY** Framework is our compass for uniting stakeholders, empowering every voice, and keeping everyone informed about our DEI progress. Connecting the Town's stakeholders aligns our vision, empowering voices fuels inclusion, and informing about our progress fosters transparency and accountability.



Task	Benchmark
Staff Training Plan	<ul style="list-style-type: none"> 100% of review of DEI training by all Town employees within 2 months.
Community Education Programs	<ul style="list-style-type: none"> Participation of at least 300 residents in the public focus groups and surveys combined.
Align Employee Education Programs	<ul style="list-style-type: none"> Review of DEI training by at least 80% of Town department heads within 15 days.
Resource toolkits and assessments	<ul style="list-style-type: none"> 90% of Town department heads utilizing the DEI resource toolkit within 1 month.
Engagement strategy and plan	<ul style="list-style-type: none"> Establishment of an action plan for DEI engagement within 2 months.
Develop the DEI Strategic Plan	<ul style="list-style-type: none"> Completion of the DEI Strategic Plan within 2 months.

Step 4. Transformation

Deliverables: final strategic DEI plan complete with training recommendations and implementation plan.

The **Transformational Blueprint for DEI Excellence** converts our strategic objectives into tangible actions and initiatives, serving as the catalyst for a substantial cultural shift. These strategic changes are at the forefront of our commitment to fostering a workplace that is diverse, equitable, inclusive, and accessible, reflecting the diverse population of the Town of Swampscott. For example, we understand that the Town of Swampscott is currently trying out a 4-day work week and we will further evaluate this to ensure that all workers are able to benefit from this. Furthermore, we will equip staff with the necessary skills to engage in open, trust-based interactions while promoting self-awareness through education and experiential learning.



Step 4. Transformation

Transformational Blueprint for DEI Excellence:

Build Bridges. Drive Change. Sustain Impact.

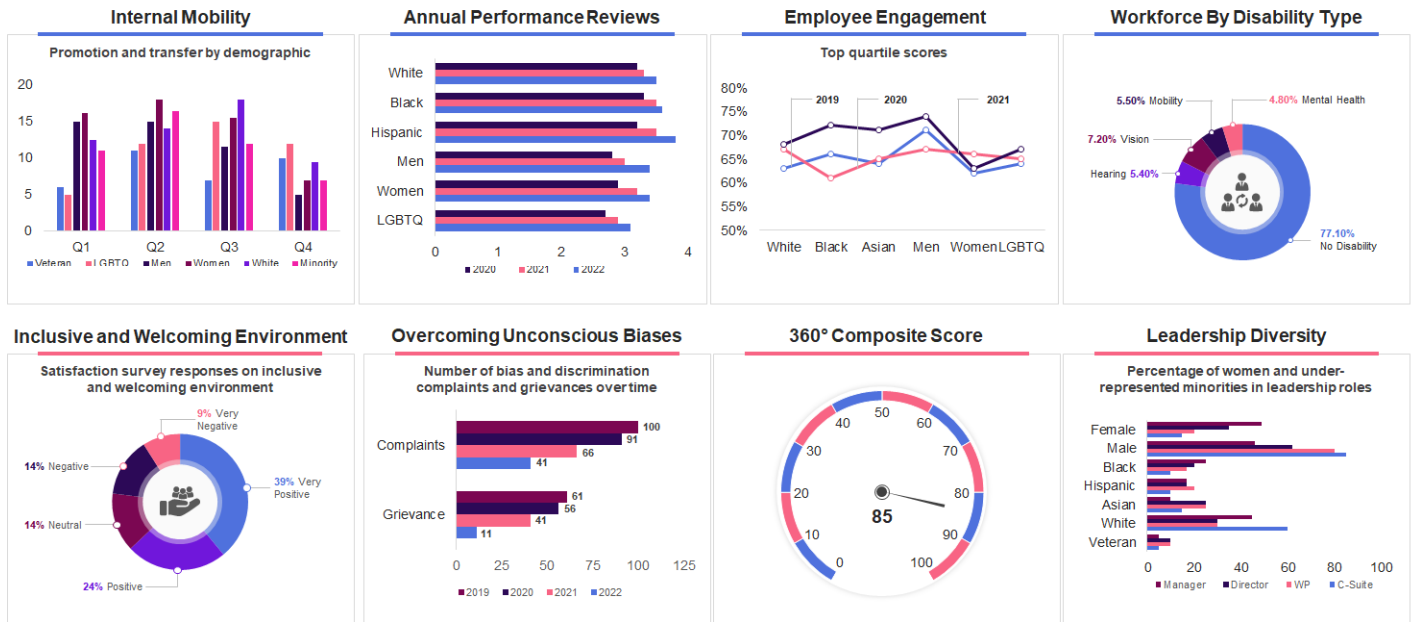
- T** Training Development
- R** Roadmap Creation
- A** Assessment and Gathering Feedback
- N** New Resource Toolkit
- S** Survey Stakeholder follow-up
- F** Feedback Collection
- O** Organizational Assessment Update
- R** Resource Allocation
- M** Monitor and Manage DEI Outcomes

T	Training Development	<ul style="list-style-type: none"> Develop and design DEI training programs and content for both short-term and long-term roadmaps.
R	Roadmap Creation	<ul style="list-style-type: none"> Create DEI Improvement Roadmaps for short-term and long-term initiatives, outlining specific action steps and objectives.
A	Assessment and Feedback Gathering	<ul style="list-style-type: none"> Conduct assessments, surveys, and feedback mechanisms to gauge DEI progress and gather stakeholder input.
N	New Resource Toolkit	<ul style="list-style-type: none"> Establish a New Resource Toolkit for DEI educational materials and information to be provided to employees and stakeholders.
S	Survey Stakeholders	<ul style="list-style-type: none"> Conduct follow-up surveys to gather input and feedback from internal and external stakeholders to assess their perceptions and needs regarding DEI initiatives.
F	Feedback Collection	<ul style="list-style-type: none"> Implement a feedback collection mechanism to continuously receive input, suggestions, and concerns related to DEI efforts from employees and the community.
O	Organizational Assessment Update	<ul style="list-style-type: none"> Review the organizational assessment carried out in Step 1.
R	Resource Allocation	<ul style="list-style-type: none"> Determine the allocation of resources, such as budget, staff, and time, to support the implementation of DEI initiatives in accordance with the short-term and long-term roadmaps.
M	Monitor and Manage DEI Outcomes	<ul style="list-style-type: none"> Establish a system for ongoing monitoring and evaluation of the DEI programs and initiatives, including key performance indicators (KPIs) and regular assessments of their impact and effectiveness.

Our final benchmark will be to utilize the KPIs we develop as part of our approach to train the Town's stakeholders to measure the impact of the DEI Strategic Plan. We harness the power of cutting-edge technology and a human-centered approach to create a holistic and data-driven DEI strategy.

- **Advanced Data Visualization:** We leverage Microsoft Power BI, a robust business intelligence platform, to visually present insights derived from DEI surveys and assessments.
- **Human-Centered Approach:** Our methodology places a strong emphasis on the human element, ensuring that data-driven decisions are made with sensitivity to individuals' experiences and needs.
- **Holistic DEI Strategy:** Through this combination of cutting-edge technology and a people-first approach, we create a comprehensive DEI strategy that not only meets organizational goals but also fosters a culture of diversity, equity, inclusion, and justice.
- **Bridging Data and People:** Our approach bridges the gap between data and individuals, transforming DEI from a concept into a tangible, lived reality within your organization.

Diversity, Inclusion and Engagement Dashboard



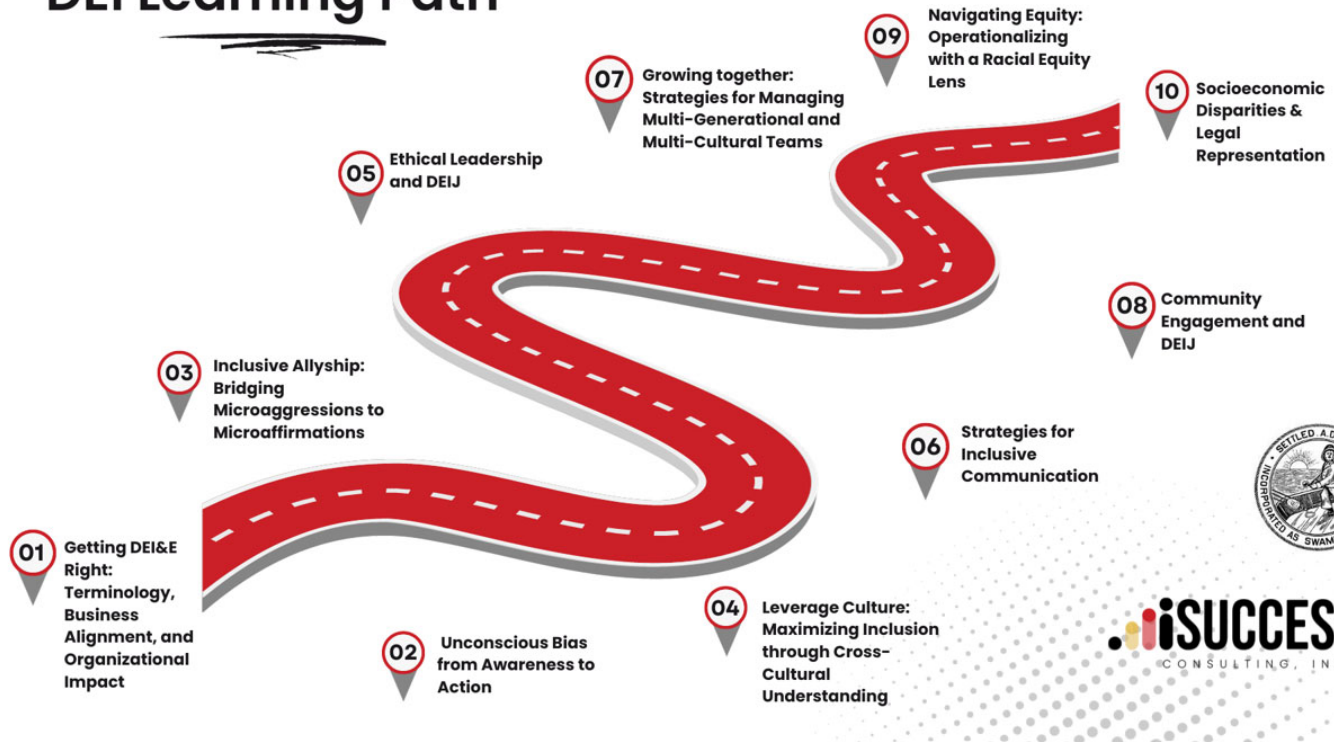
DEI Training Strategy

We utilize a 5-Step process to develop a robust DEI Training Strategy

Utilizing data gained from our assessment phase we will tailor and customize our current DEI Course Offerings based on the specific needs of the Town of Swampscott. This holistic approach ensures effective learning transference and provides options for reinforcement classes, demonstrating our dedication to impactful training outcomes.

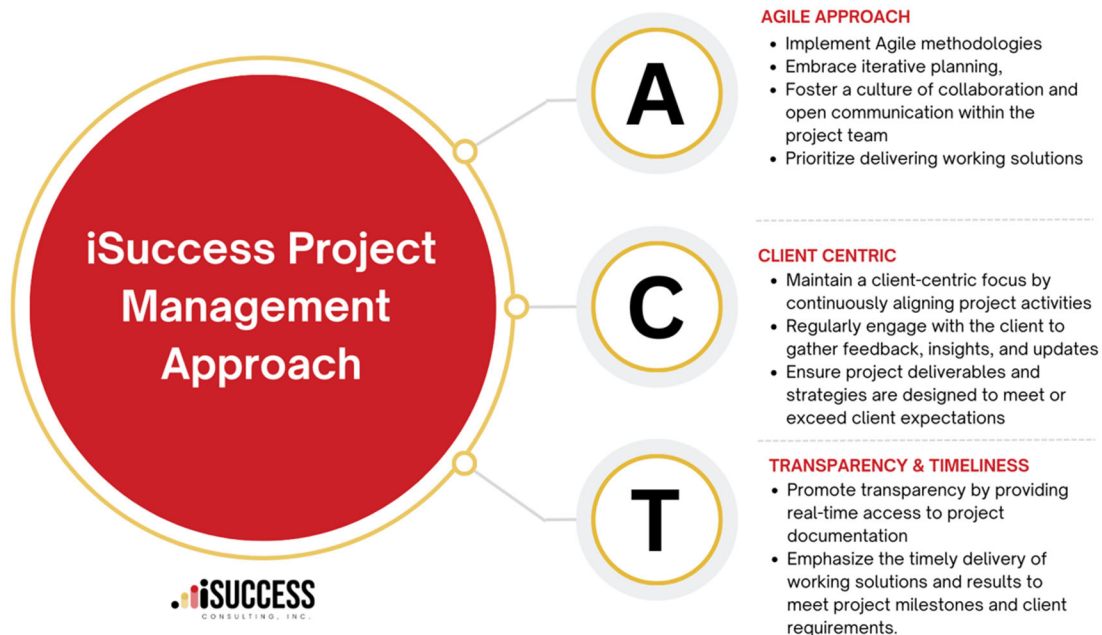
We will utilize concepts from our various DEI offerings to customize robust DEI training course offerings and offer the Town up to two (2) trainings:

DEI Learning Path



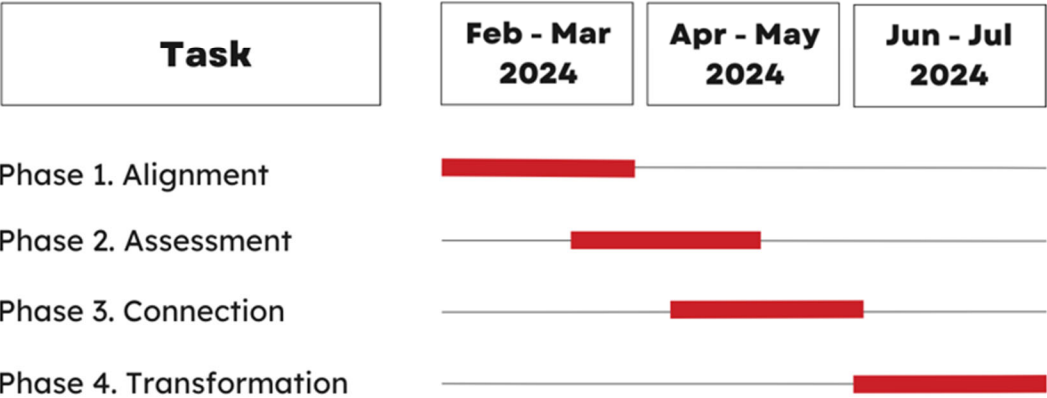
Models that are Unique to iSuccess

Our DEI work embraces an agile project management approach, ensuring flexibility and responsiveness to the evolving landscape of DEI. This methodology enables us to adapt and refine our strategies in real-time, aligning them with the unique needs and challenges of our clients. It forms the basis of our collaborative partnerships, driving positive and lasting change towards a more inclusive and equitable future for organizations and their communities.



We have outlined a tentative project timeline for each phase below, which is contingent upon the contract award and is subject to adjustments following discussions with the Town’s staff.


DEI STRATEGIC PLAN PROJECT TIMELINE

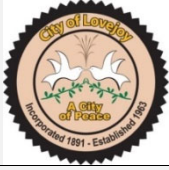


3.0 Experience & Resources

iSuccess is a Minority and Woman-Owned business with diverse staffing. We are well-equipped to undertake the work for the Town of Swampscott, drawing from our extensive experience in providing comprehensive solutions to municipalities. Our team has a proven track record of delivering impactful results by designing and implementing initiatives that align with the specific needs of municipalities like Swampscott. With a deep understanding of the challenges and opportunities faced by local governments, we are well-versed in crafting short-term and long-term roadmaps for diversity, equity, and inclusion (DEI) improvement. We have outlined a list of our relevant experience below:

	Case Study #1 - Town of Ashland - Collaborated with Ashland's DEI Taskforce, to enhance community engagement, developed a strategic roadmap, and created a comprehensive strategy. Elevated emotional intelligence, fostering psychological safety, and shifting workplace and community culture.
	<ul style="list-style-type: none"> • Community Engagement: Closely collaborated with Ashland's DEI Taskforce, conducting workshops to enhance emotional intelligence in the community. • Strategic Roadmap: Guided the Taskforce in developing a DEI roadmap infused with emotional intelligence, emphasizing empathy and communication. • Outcome Definition: Defined measurable outcomes, including heightened emotional intelligence, for precise progress tracking. • Comprehensive Strategy: Our strategy focused on fostering psychological safety, inclusivity, and emotional intelligence in the workplace and community. • Facilitated Strategic Discussions: Facilitated discussions to drive actionable plans for community openness and equality, with an emphasis on emotional intelligence.
Measurable Results	<ul style="list-style-type: none"> • Raised community emotional intelligence by 15%, improving relationships, conflict resolution, and understanding. • Established workplace psychological safety, increasing employee satisfaction by 20%. • Enhanced workplace inclusivity, with a 30% rise in diversity representation. • Reduced workplace conflicts by 35% through open communication and trust. • Boosted the perception of community inclusivity by 40%.

	Case Study #2 – Tualatin Valley Water District – Performed a cultural audit, administered unconscious bias training, and oversaw various DEI-focused initiatives that resulted in enhanced emotional intelligence.
Project Scope	<ul style="list-style-type: none"> • Mission and Values Collaboration: Facilitated DEI mission and values definition sessions, fostering a shared commitment to diversity, equity, and inclusion. • Comprehensive DEI Assessment: Conducted a thorough evaluation of existing DEI initiatives to develop a data-driven strategy for enhancing diversity, equity, and inclusion. • Policy Statement Development: Crafted an inclusive DEI policy statement with broad support, laying the foundation for a unified approach to DEI efforts. • Metrics and Resources: Established measurable metrics and resource plans to guide data-driven decision-making, ensuring that DEI progress is tracked and quantified.
Measurable Results	<ul style="list-style-type: none"> • Reduced unconscious bias incidents by 25% through targeted training and awareness. • Improved employee satisfaction by 20% through a cultural audit, fostering inclusivity. • Established a comprehensive DEI mission and values framework with 90% employee alignment. • Enhanced the organization's DEI commitment perception, boosting external partnerships by 35%.

	<ul style="list-style-type: none"> Implemented a data-driven DEI approach, resulting in a 30% increase in diversity representation.
	Case Study #3 - City of Lovejoy - Created a DEI foundation and vision, collaborating with community leaders for DEI analysis, structuring inclusivity paths, and implementing awareness and learning initiatives, all of which have resulted in measurable improvements in the organization's diversity, equity, and inclusion efforts.
Project Scope	<ul style="list-style-type: none"> DEI Foundation & Vision: Developed a comprehensive DEI framework, including principles, vision, and mission, establishing a solid foundation for fostering an inclusive culture within the organization. Community-Driven Strategy: Collaborated with community leaders to analyze DEI needs, ensuring alignment with the broader community's requirements. Structured Inclusivity Path: Created a strategic roadmap for ongoing DEI monitoring, covering practices, policies, community engagement, and employee education, with a focus on elevating emotional intelligence. Awareness & Learning Initiatives: Our organization-wide virtual learning initiatives, grounded in psychology, aimed to reduce biases, improve communication, and enhance the workplace culture. Equity-Centric Community Focus: Prioritized initiatives aimed at affordable housing and transportation accessibility, promoting a more equitable community.
Measurable Results	<ul style="list-style-type: none"> Improved emotional intelligence by 15%, leading to more effective communication and reduced conflicts. Strengthened community engagement, resulting in a 20% increase in partnership agreements with community organizations. Enhanced the organization's diversity representation by 25%, promoting a more inclusive workforce. Increased community perception of the organization's commitment to equity, resulting in a 40% improvement in affordable housing and transportation initiatives.

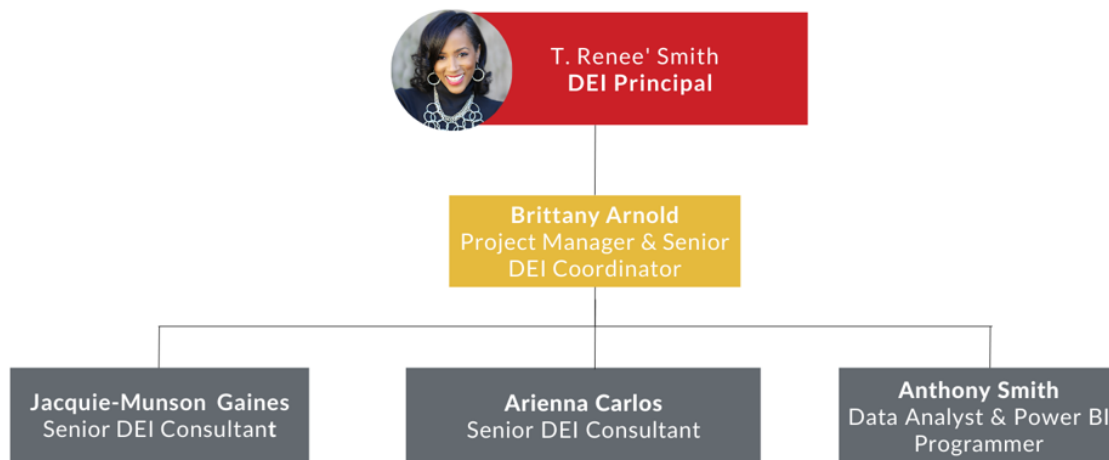
Principals and Associates

The iSucceed project team is both forward-thinking and deeply devoted to nurturing racial equity within leadership and creating enduring influence. Our team brings together a wealth of expertise in the fields of racial equity, DEI, strategic planning, and organizational transformation.

Given our team's common dedication to advancing an equitable workforce, we are well-prepared to establish a progressive and all-encompassing DEI program for the Town of Swampscott to effectively govern. Additionally team members can be easily added to the team if required.



Diversity, Equity, and Inclusion Program



T. Renee' Smith, *Principal and DEI Consultant*

T. Renee' Smith brings over three decades of extensive experience and unwavering dedication to the field of Diversity, Equity, and Inclusion (DEI). As the Principal overseeing the development and execution of the DEIAB Strategic Plan, she combines a wealth of professional expertise with a profound understanding of the multifaceted challenges and opportunities within the DEI space.

Lived Experience	<ul style="list-style-type: none">• T. Renee' Smith's personal journey has deeply influenced her DEI approach. As a minority herself, she intimately understands the challenges of navigating diverse cultural landscapes. Her commitment goes further, as a parent to a neurodiverse son, she advocates for embracing neurodiversity.• Her family includes a niece from the LGBTQ+ community, granting her insight into their unique experiences and reinforcing her commitment to inclusivity.• Moreover, her husband's veteran status has enriched her understanding of the needs and contributions of those who have served in the armed forces.
Professional Expertise	<ul style="list-style-type: none">• T. Renee' Smith is a seasoned professional in the DEI professional. As a certified Leadership Coach, she possesses the skills and knowledge to guide individuals on their

	<p>journey towards leadership excellence.</p> <ul style="list-style-type: none"> • Her expertise extends to Adult Learning as an ADDIE specialist, enabling her to create tailored and effective learning experiences for adults. T. Renee' Smith is also a recognized Inclusive Facilitator, adept at fostering environments that encourage open dialogue and diverse perspectives. • Client Projects: Delta Air Lines, Pathward, Michigan Minority Supplier Development Council (MMSDC), City of Atlanta, Tualatin Valley Water City, City of Ashland, Rockdale County, DeKalb County, City of Rockdale, GSA, British Telecommunications, Chrysler, MARTA, moCa Cleveland, YMCA, Southern Company, AARP, AT&T and Greater Women's Business Council (GWBC).
Approach	<ul style="list-style-type: none"> • T. Renee' Smith is committed to polarity and inclusivity, balancing opposing forces for growth in organizations. Her unwavering commitment to psychological safety ensures all voices are cherished in her learning environments. • Her leadership and program development are informed by her personal journey and unwavering belief in DEI's transformative power.

Jacquie Munson Gaines, *Senior DEI Consultant*

Jacquie Munson Gaines brings a wealth of experience and a profound passion for fostering DEI development and strategic transformation. As a dedicated DEI Consultant for the Town program, she plays a pivotal role in achieving DEI full potential.

Role & Responsibility	<ul style="list-style-type: none"> • Jacquie's primary focus is to provide tailored coaching to individuals within the academy, helping them navigate the complexities of leadership, and DEI, • Her expertise lies in crafting personalized strategies that enable participants to excel in their roles and advance their careers. • She fosters an environment of psychological safety, encouraging open dialogue and self-discovery.
Professional Expertise	<ul style="list-style-type: none"> • With a rich background in leadership development, Jacquie is well-versed in Adult Learning principles and techniques. • Her certification as an ADDIE specialist (Adult Learning) equips her with the skills to create effective and engaging learning experiences for adults. • Additionally, she brings extensive knowledge as an Inclusive Facilitator, adept at fostering inclusive environments that embrace diverse perspectives and promote growth. • Client Projects: Oakland County, MI, Michigan Minority Supplier Development Council (MMSDC), Blue Cross Blue Shield, Dearborn Heights City Council, Henry Ford Health, CIGNA, Volkswagen of America, Myron Zucker, and Chrysler.
Approach	<ul style="list-style-type: none"> • Jacquie's coaching approach is marked by empathy, active listening, and a genuine commitment to individual growth. • She recognizes that transformation requires not only professional development but also personal well-being. • Her holistic approach ensures that participants not only thrive in their careers but also achieve a sense of fulfillment and balance.
Commitment	<ul style="list-style-type: none"> • She believes that leadership is not a destination but a continuous path of growth and self-discovery. • Her commitment is deeply rooted in her belief that every individual possesses the potential to become a powerful, inclusive, and empathetic leader.

Brittney Arnold, *Project Manager and Coordinator*

Brittney Arnold is the driving force behind the DEI program, ensuring its seamless development and success. Her multifaceted roles encompass a broad spectrum of responsibilities aimed at creating a transformation.

Role & Responsibility	<ul style="list-style-type: none"> In her role as the Project Coordinator, Brittney plays a pivotal role within the DEI program. Her meticulous planning and organizational expertise form the bedrock of the program's success. She adeptly manages logistics, schedules, and the intricate elements that ensure the academy runs seamlessly.
Professional Expertise	<ul style="list-style-type: none"> Brittney's commitment to creating healing spaces is deeply personal and unwavering. She understands the profound impact of a supportive and nurturing environment, having experienced its transformative power herself. This personal connection fuels her dedication to ensuring that every aspect of the academy contributes to a healing-centered approach. Client Projects: Delta Air Lines, Pathward, Michigan Minority Supplier Development Council (MMSDC), City of Atlanta, Tualatin Valley Water City, City of Ashland, Rockdale County, DeKalb County, and City of Rockdale.
A Catalyst for Inclusive Excellence	<ul style="list-style-type: none"> Brittney's role extends far beyond logistics. She actively fosters an inclusive and welcoming atmosphere, where all voices are heard and valued. Her commitment to diversity, equity, and inclusion is not just a professional responsibility; it's a heartfelt mission that she carries with her in every aspect of her work.

Arienna Carols, LCSW, Senior DEI Consultant

Arienna Carlos is a dedicated Bilingual and Licensed Clinical Social Worker (LCSW) with a profound commitment to social and human services. She brings a wealth of experience and expertise to the Leadership Academy, where she serves as a crucial clinician, contributing to the program's holistic approach to fostering growth and well-being for people of color and adult allies.

Role & Responsibility	<ul style="list-style-type: none"> Within the Leadership Academy, Arienna plays a pivotal role, providing vital mental health guidance and support. Her expertise includes motivational interviewing, expressive arts therapy, and client-centered therapeutic approaches—all part of a healing-centered approach. As a clinician, she ensures participants from diverse backgrounds receive essential mental health support through the program's journey.
Professional Expertise	<ul style="list-style-type: none"> Arienna's extensive background spans diverse roles, including program development, implementation, and direct service. She excels in change management and continually strives to enhance program effectiveness, with a particular focus on leaders who are people of color and adult allies. Her passion for this work is deeply rooted in personal experiences and an earnest desire to make a positive impact. Throughout her career, Arienna has wholeheartedly committed herself to working with people of color, marginalized individuals, and at-risk populations who have experienced trauma. Client Projects: Delta Air Lines, Michigan Minority Supplier Development Council (MMSDC), City of Atlanta, British Telecommunications, Chrysler, MARTA, State of California, State of Michigan, City of Athens, City of New York, Blue Cross Blue Shield and Humana Healthcare.

Clinical Specialization	<ul style="list-style-type: none"> • Arienna brings a wealth of clinical expertise, specializing in attachment, a healing-centered approach, and supporting neurodivergent adults including ADHD. • Her extensive experience encompasses working with diverse populations, including indigenous families, LGBTQ+ individuals, survivors of gendered and sexual violence, adults neurodiversity, those dealing with eating disorders and individuals with anxiety disorders, including social anxiety.
Cultural Roots	<ul style="list-style-type: none"> • Her dedication to community organizing and her unwavering belief in the power of sustainable change aligned with dignity and social justice drive her work. • In all her endeavors, Arienna exemplifies the core principles of Healing-Centered Leadership and is a valuable asset to the program's mission of nurturing inclusive excellence for people of color and adult allies.

Anthony Smith, *Data Analyst and Power BI Programmer*

Anthony plays a pivotal role in utilizing data to craft a tailored program that meets participants' unique needs and facilitates transformation.

Role & Responsibility	<ul style="list-style-type: none"> • Anthony meticulously administers surveys and assessments. • These tools serve as critical instruments for uncovering gaps, assessing abilities, and pinpointing opportunities for growth. • Anthony employs self-assessments to contribute to the creation of personalized curriculums and the development of individualized learning paths.
Professional Expertise	<ul style="list-style-type: none"> • With a background deeply rooted in data analysis, Anthony brings a wealth of expertise to his role. • His proficiency lies in harnessing data to provide valuable insights, a task made even more impactful through the use of visual dashboards and detailed reports. • Clients: GSA, Department of Veteran Affairs, Nortel Networks, TelX, Nuclear Regulatory Commission, Washington Metropolitan Transportation Authority, Department of Commerce, Health and Human Services, Tualatin Water Valley City, City of Ashland, City of Atlanta, Rockdale County, Minority Michigan Supplier Development Council (MMSDC), Southern Company and AT&T.
Approach	<ul style="list-style-type: none"> • By delving into data, he helps craft a program that resonates with the individual needs and aspirations of each participant, ultimately facilitating their transformation.
Commitment	<ul style="list-style-type: none"> • Anthony's work transcends numbers; it serves as the cornerstone of a program designed to empower, transform, and nurture leadership excellence. • His commitment to data-driven customization paves the way for a more inclusive and impactful leadership journey.

DEI Samples & Examples

We have provided three (3) examples of DEI Assessments that iSuccess has completed for similar municipalities below:

Countywide Strategic Plan



Countywide Strategic Plan

Protecting and enriching our quality of life for people,
neighborhoods, and diverse communities.

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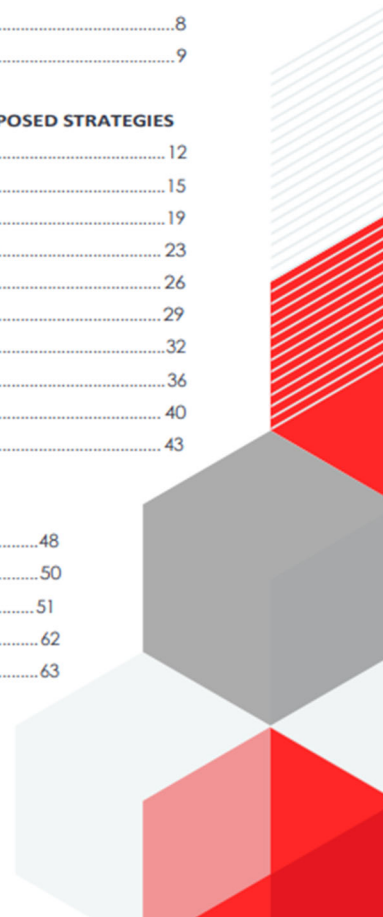
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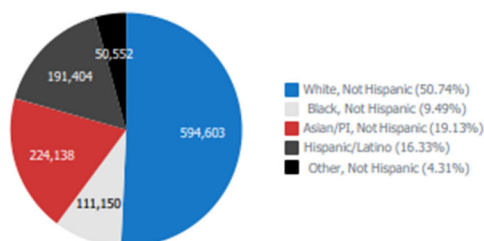
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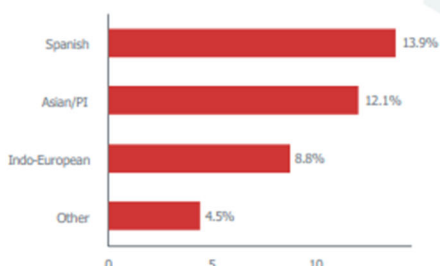


Community Profile

Persons by Race/Ethnicity



Percent of Total Households that Speak a Language Other than English



49.6%

of residents are male

50.4%

of residents are female

39.3%

of residents, age 5 and older, speak a language other than English at home

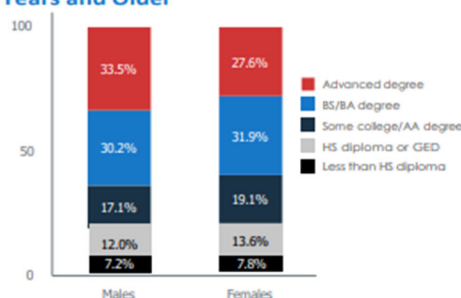
26%

of residents are children and youth under age 20 years

13.1%

of residents are seniors age 65 years and older

Educational Attainment, Age 25 Years and Older



Households by Income Range



3.4%

Unemployment rate (Aug. 2021)

\$128,374

Median household income

\$1,877

Average monthly rent

\$66,985

Annual income needed to rent the average one bedroom apartment

MESSAGE FROM THE CHAIRMAN

(Client Name Redacted)

The Countywide Strategic Plan is driven by the belief that county leadership must look ahead to shape the future of our community, as we seek to anticipate challenges and opportunities, to build a framework to prioritize and integrate the elements that matter most to the people we serve, and to find new and innovative ways to provide outstanding services to our residents, in a more agile, responsive and equitable way than ever before.

We recognize that despite *(Client redacted)* enviable rankings in key indicators of community prosperity, such as median income, school performance, and public safety, inequities persist – and access to opportunity can vary based on one's identity and location. We have done important work to address these challenges through our *(Client redacted)* equity policy and the Chairman's Taskforce on Equity and Opportunity, though we know there is still much to do. We believe that the framework of the Countywide Strategic Plan, through its specific recommendations, will be a vital tool as we commit to operationalizing this work moving forward.

From a position of strength and with many new lessons learned as a result of the COVID-19 pandemic, the Board of Supervisors adopted the following elements of the Countywide Strategic Plan on October 5, 2021: The **Ten Community Outcome Areas**, which ensure a focus on the priorities of our community, including: Cultural and Recreational Opportunities; Economic Opportunity; Effective and Efficient Government; Empowerment and Support for Residents Facing Vulnerability; Environment; Health; Housing and Neighborhood Livability; Lifelong Education and Learning; Mobility and Transportation; and Safety and Security. The Board also adopted a set of **Indicators of Community Success**, as well as **Proposed Strategies** for each of the Ten Community Outcome Areas. It is anticipated that these strategies, along with a set of "headline metrics" to establish baseline data and to measure progress over time, will continue to evolve over the coming months. As county staff move forward to implementation under the oversight and guidance of the Board of Supervisors, we see an exciting opportunity for the plan to guide the future of our community, to ensure that all residents, partners, and employees are working together towards the same goals and outcomes.

We emerge from this planning process deeply grateful for the thousands of community members who have helped to shape the Countywide Strategic Plan, from the inception of the community outcome areas and at every step along the way. We also want to recognize the dedicated leadership of County Executive the deputy county executives, and the many county employees (listed in Appendix E) who spent countless hours conducting extensive research, reviewing existing countywide planning documents, meeting with community members throughout the county, seeking out subject matter expertise both within and outside our organization, and making continuous adjustments in response to community and stakeholder feedback. We appreciate these employees for their willingness to model the behaviors that will drive the future of our community, including open collaboration, agility, promotion of equity, and above all, a steadfast commitment to continuously improving our service delivery to everyone who chooses to call *(Client redacted)* home.

We look forward to future engagement with the community as the Countywide Strategic Plan continues to adapt and evolve over time, and sincerely appreciate our residents for their critical role in shaping the future of *(Client redacted)* together.

Sincerely,
Chairman

Equity Policy

While (Client Redacted) is a great place to live, work, play and learn, data continues to confirm that racial and social inequities remain, which result in significant disparities in community outcomes. To address these issues, (Client Redacted) has embraced a vision of (Client Redacted): A declaration that all residents deserve an equitable opportunity to succeed, regardless of their race, color, sex, nationality, sexual orientation, religion, disability, income or where they live. In support of this vision, the county is committed to considering equity in everything we do, to comprehensively and systemically identify and address barriers to opportunity and to intentionally and strategically direct resources to fill the gaps.

As our county responds to COVID-19 and continues our journey to recovery, we are facing the convergence of multiple overlapping crises, in public health, the economy and education. In addition, national and local issues involving law enforcement require us to confront the realities of systemic racism and unequal administration of justice. For the successful future of our community, it is critically important to address the issues that limit opportunity for many of the people and businesses that call (Client Redacted) home.

The inclusive community outreach, data-driven research, and root-cause analysis used to develop the Countywide Strategic Plan highlight the complex and interconnected web of systems that can support or constrain access to opportunity, including the areas of housing, health, education, transportation and employment. As we plan for the future success of (Client Redacted), we must continue to use data to prioritize building the productive capabilities of all neighborhoods and residents, by improving their connections to county assets and resources and maximizing their contribution to the continued economic and social vitality of (Client Redacted).



Creating Communities of Opportunity

As the Countywide Strategic Plan is implemented, we will focus on transforming islands of disadvantage – areas where residents face economic, educational, health, housing and other challenges – into communities of opportunity by:

Understanding Opportunity and Vulnerability

Using data and analytical tools to better understand the dynamics of opportunity and vulnerability within (Client Redacted).

Targeting Interventions to Build Opportunity

Promoting the development of targeted, strategic interventions in low-opportunity areas to build and reinforce critical support structures for residents and businesses.

Targeting Interventions to Connect to Opportunity

Intentionally connecting low-income and other marginalized residents to existing opportunities.

Encouraging the Development of an Inclusive Economy

Building on (Client Redacted)'s strong economy through expanding opportunity for broadly shared prosperity, with a focus on people who face the greatest barriers to advancing their own success.

Goals and Drivers

The following goals and drivers guided the development of the Countywide Strategic Plan and will continue to shape our future work as a county and as a community:



VISION

Set a clear, unified, community-driven vision for the next 10-20 years



INTEGRATION

Use the plan as a framework to align and integrate related countywide plans



FOCUS

Provide a tool to prioritize county initiatives over the next 3-5 years



PROGRESS

Communicate progress to our community on achieving measurable outcomes

PLAN DRIVERS



EQUITY

Apply a racial and social equity lens to engagement efforts and strategy development



INCLUSIVE ENGAGEMENT

Create multiple avenues for community, stakeholder and employee engagement



COMMUNITY OUTCOMES

Define community-focused outcomes and strategies (vs. government-centric)



DATA

Use data-driven insights and develop evidence-based strategies



Key Themes

Throughout the development of the Countywide Strategic Plan, the following themes continuously emerged. These themes represent elements that relate to all Ten Community Outcome Areas and must be considered throughout the implementation of the plan.

ACCESS

(Client Redacted) provides a wide variety of quality programs and services to our community. However, in our geographically large and diverse county, we recognize that many residents face barriers – physical, economic, language, technological and others – that may prevent them from easily accessing these offerings. In addition to proactively addressing these barriers, we must improve the clarity of our messaging and do more to effectively integrate and communicate information about available services so they are easier for the general public to navigate and access.

INNOVATION

As community conditions constantly shift, the county must move beyond the status quo to seek new and more innovative ways to serve our residents. This includes embracing new technology (while also recognizing that virtual outreach and service delivery have limitations, especially when serving the most vulnerable members of our community). Throughout the pandemic and as part of the strategic planning process, county staff have started to move outside of department silos and the county organization has become increasingly agile and responsive as a result. The county and community will be challenged to continue to learn, constantly integrate new tools and information and make ongoing adjustments to the strategies in the plan and to effectively adapt to changes over time.

AFFORDABILITY

The cost of living in (Client Redacted) is high and will likely continue to rise. To respond to this challenge, proposed strategies within the plan seek to expand and better coordinate the provision of employment and other wealth-building services, and to strategically invest in neighborhoods and populations that have had historically fewer opportunities to succeed in the job market. The plan also emphasizes a focus on greater efficiency in service delivery, and the need to ensure that taxes are reasonable and fair.

COLLABORATION AND ENGAGEMENT

The challenges facing (Client Redacted), both now and into the future, cannot and will not be solved by government alone. The creativity, energy and diverse thinking of our residents, businesses and community groups will be critical in order to make meaningful progress in the Ten Community Outcome Areas. As the plan moves forward to implementation, the county will improve the way customer input is used to inform and update the plan over time and will seek to leverage existing community connections and communication channels, to ensure a broader and more representative set of perspectives that include people of all races, ages, ethnicities, income and education levels.

PLACEMAKING

Placemaking is about creating environments where people can thrive, where members of the community want to gather, and where businesses want to locate and grow. Historically, some places in (Client Redacted) have had greater access to opportunity than others – connected to good jobs, transit, parks and other neighborhood amenities that promote well-being and economic growth. This theme represents an area where the county can work across multiple community outcome areas and county departments, to strategically direct resources to places in need of investment.

SUSTAINABILITY

(Client Redacted) serves as a steward of the community's resources, which include the funds that are provided through taxes and fees to deliver needed services, the natural environment and the talented people who are dedicated to serving the community every day. As the county responds to community needs in real time, we must remember that these resources are limited and must be responsibly sustained over the long term. This means considering the impacts of our policies on future generations of residents, taxpayers, and employees and intentionally incorporating those insights into the decisions we make today.

Ten Community Outcome Areas

The following ten outcome areas represent the issues of greatest importance to the (Client Redacted) community. They were developed based on extensive community input, and were reinforced repeatedly over an 18-month outreach period.

CULTURAL AND RECREATIONAL OPPORTUNITIES

All residents, businesses and visitors are aware of and able to participate in quality arts, sports, recreation and culturally enriching activities

What does success look like?

- Access to Local Arts, Sports and Cultural Opportunities
- Satisfaction with Local Arts, Sports and Cultural Opportunities
- Awareness and Appreciation of Diverse Cultures
- Representation of Diverse Cultures

ECONOMIC OPPORTUNITY

All people, businesses, and places are thriving economically

What does success look like?

- Healthy Businesses in a Diverse Mix of Industries
- Economic Stability and Upward Mobility for All People
- Preparing People for the Workforce
- Promoting Innovation in the Local Economy
- Promoting Economic Vibrancy in All Parts of (Client Redacted)

EFFECTIVE AND EFFICIENT GOVERNMENT

All people trust that their government responsibly manages resources, is responsive to their needs, provides exceptional services and equitably represents them

What does success look like?

- Customer Satisfaction with County Services
- Inclusive Community Engagement
- Effective and Representative County and School Workforce
- Effective Technology and Quality Facilities
- Financial Sustainability and Trustworthiness

EMPOWERMENT AND SUPPORT FOR RESIDENTS FACING VULNERABILITY

All people facing vulnerability are empowered and supported to live independent lives to their fullest potential

What does success look like?

- All People Are Respected, Understood and Connected
- Services Are Easy to Access and Use
- Services Are High Quality and Coordinated
- All People Can Meet Their Basic Needs

ENVIRONMENT

All people live in a healthy sustainable environment

What does success look like?

- Promoting Air, Water and Land Quality
- Supporting Sound Environmental Policy and Practices

Ten Community Outcome Areas Continued



HEALTH

All people can attain their highest level of health and well-being

What does success look like?

- Access to Health Services
- Improving Physical and Behavioral Health Conditions
- Promoting Health-Related Behaviors

HOUSING AND NEIGHBORHOOD LIVABILITY

All people live in communities that foster safe, enjoyable and affordable living experiences

What does success look like?

- Affordable and Quality Housing
- Adequate Quantity and Availability of Housing
- Access to Amenities that Promote Healthy Neighborhoods
- Flexibility and Adaptability of Land Use Rules
- Preventing and Ending Homelessness

LIFELONG EDUCATION AND LEARNING

All people at every stage of life are taking advantage of inclusive, responsive and accessible learning opportunities that enable them to grow, prosper and thrive

What does success look like?

- Access to Early Childhood Education
- Supporting Academic Achievement
- Supporting Career-Based Training
- Participation in Learning Opportunities
- Access to Quality Technology
- Increased English Language Proficiency

Note: (Client Redacted) Public Schools is a primary contributor to our vision of building an educated, skilled, compassionate, and culturally competent community. The (CLIENT REDACTED) strategic plan lays out the specific goals, metrics and strategies that will lead to student success, and the School Board, staff, and families of (CLIENT REDACTED) are working diligently to implement that plan. (Client Redacted) Government will continue to seek and communicate opportunities to collaborate with our school system, enhancing support for their educational efforts while advancing strategic community objectives.

MOBILITY AND TRANSPORTATION

All residents, businesses, visitors and goods can move efficiently, affordably and safely throughout the county and beyond via our well-designed and maintained network of roads, sidewalks, trails and transit options

What does success look like?

- Efficient and Varied Transportation Options
- Infrastructure Condition, Sustainability and Environmental Impact
- Improved Traveler Safety
- Increased Accessibility, Affordability and Equity

SAFETY AND SECURITY

All people feel safe at home, school, work and in the community

What does success look like?

- Following Laws and Regulations
- Timeliness and Quality of Emergency Response
- Effective and Equitable Administration of Justice
- Safety-Related Prevention and Preparedness
- Reliable and Secure Critical Infrastructure



Diversity, Equity and Inclusion Strategic Plan 2020-2023



Client Redacted



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Letter from the President

Dear College Community,

To fully realize *(client redacted)* Mission "To serve the people of the college district with high-quality education and training opportunities that are accessible to all students..." we must work together toward an inclusive and diverse campus community. A place where everyone feels like they belong.

It's because of this belief that *(client redacted)* developed this Strategic Diversity, Equity, and Inclusion Plan, the first in our college's history. This plan is the culmination of more than a year's work by the Diversity, Equity, and Inclusion Committee and numerous inputs from the college community. Thank you, *(client redacted)* for co-chairing this work and the members of the DEI committee who put in countless hours ensuring this document will provide a roadmap for the institution to move forward in this important work.

Now the work begins. It will take intentional efforts by the entire college to achieve these goals. This is not a plan that will sit on a shelf, it is a living plan that will allow the college to achieve its mission of being accessible to all. I ask you to join us in this work and together we will work toward a college that is inclusive, welcomes all voices and allows everyone to achieve their dreams.

The President

Executive Summary

(Client redacted) recognizes and affirms the agency to advance equity for the betterment of students, employees, and in the greater community. (Client redacted) embarked on the development and implementation of an institutional Diversity, Equity and Inclusion Strategic Plan in fall quarter 2019. The Diversity, Equity, and Inclusion Committee was formally charged to lead this effort. The College hired consultants to support this work in fall quarter 2020. The College community, under the leadership of the DEI Strategic Planning team, executive leadership of (client redacted), President, and the College's Leadership Cabinet, participated in a year-long process to generate the DEI Strategic Plan.

This effort resulted in identifying values, strategic themes, strategic priorities, and goals and outcomes necessary to help support the College's aspiration to create a cultural change informed by the Diversity, Equity and Inclusion (DEI) Framework. This DEI Framework is expected to inform all strategic and operational planning aspects of leadership, organizational policy, procedure, practices and resources in the service of meeting its mission critical commitment to student and employee excellence and achievement.

The plan offers insight into the current strengths and areas for improvement for the College as related to Diversity, Equity, and Inclusion. The Strategic Priorities and accompanying goals and objectives have been identified through an inclusive and rigorous process of data collection from students, faculty, staff and administrators through, visioning, asset-mapping, a climate survey, and focus group engagements as part of the planning process.

The plan has identified Student Success, Belonging, Empathy and Respect as guiding values related to Diversity, Equity, and Inclusion. Three Strategic Priorities with accompanying goals and objectives were developed to focus on the following areas:

1. Build the foundation needed to create and sustain a diverse, equitable and inclusive culture at (client redacted).
2. Eliminate equity gaps for students.
3. Align instructional culture with principles and practices of equitable and inclusive teaching and learning

The recommendations outlined in the DEI Strategic Plan are expected to be fully implemented over a three-year period, ending in 2023. A successful implementation of the DEI Strategic Plan is expected to create the desired cultural changes necessary for achieving the vision of a College that supports student and employee success, in an equitable and inclusive manner.



SECTION I: Introduction

■ SOCIAL CONTEXT OF DIVERSITY, EQUITY AND INCLUSION EFFORTS

Equity and inclusion efforts are a response to the growing recognition of the diversity of our nation. Simultaneously, they are also a response to the growing awareness that our nation's social institutions, including those of higher education, have been designed and maintained without that recognition. As a result, the services that we, as Client, aim to provide have been aligned to fit the needs of only a portion of the people in our community. Likewise, the culture of the college represents only a portion of our community. This Diversity, Equity, and Inclusion Strategic Plan (hereafter referred to as "DEI Strategic Plan" or "Strategic Plan") is an acknowledgment of our responsibility as a social institution to allay those disparities. Likewise, necessarily, this plan is a commitment to change.

Change is rarely comfortable; however, change is a necessary component of growth and development. Since social institutions are composed of individuals, institutional change must occur on the individual plane as well. For many of us holding multiple social identities that have been privileged by the status quo of institutions, equity and inclusion efforts can feel alarming, frightening, and even invasive at the personal level. Our very own sense of value may feel threatened. For many of us who hold even one social identity that has been a primary target of systemic oppression, equity and inclusion efforts can be experienced as misguided, more damaging than if the issue simply had been left alone, and even "far too little, far too late".

Consequently, equity and inclusion initiatives tend to be accompanied by disparate, but equally intense responses. How we proceed from this nearly inevitable swirl of emotional responses as individuals will determine how well we function as an institution. Further complicating such initiatives, their introduction is not into an environment of equal power distribution. Social institutions run according to a hierarchy of power. Power and privileged social identities often combine at the top levels of our nation's social institutions.

As a result, this three-year plan which aims to create a strong foundation from which to begin building an equitable and inclusive community college, prioritizes the role and responsibility of leadership as its first objective. College leadership is committed to lead this transformation with their exemplification and embodiment of the courage required to allow this transformation to occur on an individual level in order to ensure institutional growth and development. The Client *Code of Ethics* offers common, unifying ground for all employees of the college to engage in this fundamental college-wide initiative together:

To perform our jobs in a way that fosters personal growth and academic excellence, recognizes the inherent goodness of all people, models personal and academic integrity, respects diversity, and shows concern for the needs and feelings of others.

With this plan, Client commits fully to building on the groundbreaking and preparatory work that has been accomplished during the previous three years.

■ A DEI STRATEGIC PLAN FOR CLIENT

Client holds an unwavering commitment to meaningfully address, explore, educate, and respond to the diversity of the human experience through the development and implementation of the college's DEI Strategic Plan. The college is uniquely positioned to advance its institutional strategies and goals which close student equity gaps and prepare them to understand diverse perspectives and backgrounds by teaching critical thinking, empathy, and a deeper appreciation of others. The college strives to create an inclusive, equitable, culturally competent, and supportive environment where the institutional culture models behavior that enriches the community, region, and the state of (Client Redacted).

The Diversity, Equity, and Inclusion (DEI) Committee presents this three-year Strategic Plan to the college as a path to become a more equitable and inclusive institution. The goals and objectives of each strategic priority outline the steps needed to be successful in this effort. It is critical to note two conditions regarding this plan. First, this work does not stop after three years; it must continue beyond the steps outlined in this document. Second, the components of this work will evolve and new objectives and action steps will be identified as the plan unfolds.

The DEI Strategic Plan aligns the college's structure with the corresponding strategic themes, institutional objectives, and measurable indicators for each outcome. Strategies are identified and are then broken down by objective and into measurable action items. Each action identifies campus partners, leads, and evidence of action item progress. Campus partners are organizational units, programs, committees, and task forces. Leads are individuals with responsibility and authority for convening the campus partners, and ensuring full participation and engagement from participants and reporting back on action item progress.

■ RECENT HISTORY OF DIVERSITY, EQUITY, AND INCLUSION AT CLIENT

In the 2015-2016 academic year, Client initiated a Diversity Task Force to continue and make more sustainable the efforts of various prior diversity committees. One of the recommendations of this Task Force was to establish a permanent committee that was properly situated to create true institutional change, with both meaningful representation and authority. Around the same time, the State of XXXX passed XXXX, which required public institutions of higher education to establish a process for establishing cultural competency standards for the institution's employees. Thus, in October 2017, the college formalized the Diversity, Equity and Inclusion (DEI) Committee to set about the desired systemic change across the institution, while also meeting state-mandated obligations of equity and inclusion.

In its first year, the DEI Committee focused on developing its charter document, establishing subcommittees, preparing its members to engage in equity work, and finding ways for employees and students to get involved. The committee also spent time considering how to truly integrate its mission with the fabric of the college, and concluded that there was a need for a college-wide DEI Strategic Plan.

■ DEI STRATEGIC PLANNING AND DEVELOPMENT PROCESS

XXX President, was approached in summer 2018 by the DEI Committee with the request to embark on a DEI Strategic Plan. XXXX agreed with the need for such a plan, and subsequently charged the campus community with its development and implementation, led by the DEI Committee. In collaboration with key campus stakeholders, DEI Committee members developed and finalized a request for proposals (RFP) to select consultants who would support, guide, and facilitate the planning process. XXXXXXXX were selected in December 2018 and DEI strategic planning development work commenced in January 2019. To support development of the Strategic Plan a new Strategic Plan Subcommittee was established.

Visioning sessions

In April 2019, 131 participants, including students and employees, engaged in four, 3-hour interactive visioning sessions with the consultants which offered opportunities to acknowledge and affirm the college's strengths and assets while charting a direction for the future to be a more diverse, equitable, and inclusive institution. This experience collectively identified a desired vision, as well as articulated important values and priorities that informed and influenced the strategic planning process.

Campus climate survey

Also in April 2019, a campus climate survey was disseminated electronically to all students and employees by Institutional Research on behalf of the consultants to create a baseline understanding of conditions and issues related to DEI at the college. A total of 520 responses were received. Analysis and results of this survey are contained in the [DEI Strategic Plan Progress Report](#).

Focus groups

In May 2019, thirteen focus groups were conducted by the consultants to gather feedback and suggestions to help create a more inclusive and equitable environment for all members of the community, especially those from systemically underserved and underrepresented populations. Focus groups allowed for in-depth information-gathering from specific population group participants to understand their unique needs and experiences.



■ DRAFTING THE PLAN AND ONGOING COLLEGE ENGAGEMENT

Feedback from the visioning sessions, campus climate survey, and focus groups was used to develop a [DEI Strategic Plan Progress Report](#), which was shared with the college community in September 2019. Throughout the previous summer, the Strategic Plan subcommittee outlined a set of strategic priorities, goals, and objectives that emerged from the Progress Report and the data that informed it. In October 2019, nine feedback sessions with over 100 participants were held by the DEI Strategic Plan subcommittee to seek input on both the Progress Report and the elements of the Strategic Plan that had been drafted so far.

The DEI Strategic Plan subcommittee members, with support from the consultants, continued to refine the definitions, vision, values, strategic priorities, goals, objectives, and action items throughout the fall and winter terms. The Strategic Plan subcommittee shared updates and progress of the DEI Strategic Plan development with campus leaders and many key stakeholders, including employee associations and leadership groups, major campus committees, student government, and various college departments—as well as providing updates to the DEI Committee. These engagements helped to set expectations for operational units and provided many input and feedback opportunities, helping to ensure that the plan would be supported by the entire college community. This work would not have been possible without the collaboration from so many campus partners.

The Strategic Plan subcommittee would like to recognize the many collaborators who made the creation of this plan possible. (Specific contributors are recognized in Appendix A). We also look forward to future collaborations throughout the community which will make the implementation of this plan successful.



SECTION 2: Strategic Plan

■ DEFINITIONS

For the purposes of this document, the following four terms are defined as overarching guidance for this work. A complete list of terms is located in the Glossary (Appendix A).

Cultural Competency: An understanding of how institutions and individuals can respond respectfully and effectively to people from all cultures, economic statuses, language backgrounds, races, ethnic backgrounds, disabilities, religions, genders, gender identifications, sexual orientation, veteran statuses and other characteristics that recognize, affirms and values the work, and preserves the dignity of individuals, families and communities XXXXX.

Diversity: The range of human differences, including but not limited to race, ethnicity, gender, gender identity, sexual orientation, age, socioeconomic status, physical ability or attributes, religious or ethical values systems, national origin, political beliefs, and cultures.

- Diversity means more than just acknowledging and/or tolerating difference. It's a set of conscious practices that seek to understand and appreciate the interdependence of humanity, cultures, and the natural environment.

Equity: Ensuring that everyone has support and access to the resources needed to be successful and identifying and eliminating barriers that have prevented the full participation of communities most impacted by systemic oppression.

- Improving equity involves increasing justice and fairness within the procedures and processes of institutions and systems, as well as in the distribution of resources. Tackling equity issues requires an understanding of the root causes of outcome disparities within our society and institution.
- Equity differs from equality. Equality refers to treating everyone the same, but does not necessarily lead to equitable outcomes because diverse communities have diverse needs and have faced varying obstacles and inequities.

Inclusion: Ensuring that people of all backgrounds, identities, abilities, perspectives, and beliefs have an equal opportunity to belong, achieve, and contribute to their communities. An inclusive institution promotes and sustains a sense of belonging; it values and practices respect where all people are recognized for their inherent worth and dignity, talents, beliefs, backgrounds, and ways of living.

■ VISION STATEMENTS

- To engage all members of the college community in inspiring and transformational growth.
- Advance equity through inclusive excellence, mentorship, and learning to create life-changing opportunities.
- Create and affirm an inclusive culture of curiosity and critical thinking.
- Embrace diversity to prepare students and employees to engage and lead in a culturally diverse world.

■ VALUES

Throughout the early stages of qualitative data collection, particularly the visioning sessions, a set of values shared by the college community emerged. These were identified in the [DEI Strategic Plan Progress Report](#), and later honed by the DEI Committee to illustrate how we “walk the walk” and help to set our priorities as an institution.

- **Student Success.** We affirm and prioritize our students, both collectively and individually. Our shared commitment to their experiences anchors our work and our role as educators.
- **Belonging.** We strive to address, explore, educate, learn about, and affirm the diversity of the human experience.
- **Empathy.** We prepare ourselves and our students to successfully understand and engage with diverse perspectives and backgrounds by teaching and practicing critical thinking, compassion and a deeper appreciation of others.
- **Respect.** We create an inclusive, equitable, culturally competent, and supportive environment where the college community models behavior that enriches our world.

■ STRATEGIC THEMES

The strategic planning and development process—including the data and information extracted and analyzed from visioning sessions, survey data, focus groups, and relevant historical documents—has produced emerging strategies for consideration to drive strategic plan goals, indicators, and outcomes for (CLIENT REDACTED). They are as follows:

- Eliminate student equity gaps.
- Implement shared definitions of diversity, equity and inclusion.
- Increase DEI-related communication, training and professional development.
- Strengthen recruitment, hiring, onboarding, and retention practices which address and advance DEI.
- Develop, implement, and assess culturally responsive pedagogical practices to support student success.
- Build capacity for all employees to prioritize DEI work.

Additional data affirms and supports emerging strategic themes generated from the collective efforts of the college community to identify the desired future state of the college with reference to diversity, equity, and inclusion. These themes are critical components for the development of the college's strategic plan and additional input and feedback sessions were used to “pressure test” and refine the strategies.

Client Redacted

Supply Chain, Supplier Diversity & Inclusion



*Strategic Plan 2020
Grow. Drive. Deliver.*



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Supplier Diversity & Inclusion (SD&I) – What We Believe

Vision

Connecting global partners and diverse communities to a world-class supply chain.

Mission

- GROW relationships with diverse suppliers and stakeholders that facilitate access to opportunities
- DRIVE value through innovation and operational excellence
- DELIVER results that increase diverse spend and enhance the (Client Redacted) Brand

Values

1. Collaboration
2. Trustworthiness
3. Teamwork
4. Accountability
5. Customer Focus
6. World-Class

SD&I 2020 Top 5 Strategic Goals

Strategic Goal	Objectives	Metric
Goal #1: Realign and Rebrand the Supplier Diversity & Inclusion Team as Value Generators	<ol style="list-style-type: none"> 1. SD&I Team Realignment to embed within business commodities 2. Resource Plan Development 3. Commodity Training and identification of Diverse Supplier Contract Opportunities 4. Create marketing collateral and brand imagery for SD&I. 	<ul style="list-style-type: none"> • 10% increase in diverse supplier inclusion within contracts. • 10% increase in diverse supplier inclusion within RFI/P/Qs. • 100% integration of SD&I team with the commodities team.
Goal #2: Become the first airline to achieve Billion Dollar Roundtable status	<ol style="list-style-type: none"> 1. BDR Communications Campaign 2. BDR Taskforce and Training 3. BDR Strategic Sourcing 	<ul style="list-style-type: none"> • Become a member of the Billion Dollar Roundtable (BDR) by 2020
Goal #3: Relaunch Corporate Policy with Top Corporate Management Support	<ol style="list-style-type: none"> 1. Relaunch an Executive Led Policy 2. Execute a Supplier Diversity & Inclusion Leadership Briefing 3. Measure the Compliance of the Corporate Policy With Data 	<ul style="list-style-type: none"> • 15% increase in diverse spend for existing and/or new suppliers. • 100% commitment from Senior Leaders to champion policy
Goal #4: Establish Tracking, Reporting, Processes and Goal-Setting Mechanisms	<ol style="list-style-type: none"> 1. Define KPI's to measure SD&I success: BDR, Tier 1, Tier 2, SDA and Outreach 2. Document processes to determine data required for Dashboard 3. Train key stakeholders 4. Establish monthly performance scorecard for business unit executive feedback. 	<ul style="list-style-type: none"> • 1-Page Comprehensive Dashboard to track performance by goals.
Goal #5: Re-Define Diverse Supplier Development Plan – Supplier Development Academy (SDA)	<ol style="list-style-type: none"> 1. Expose SDA suppliers to (Client Redacted) Operations in alignment with (Client Redacted)'s anticipated growth needs. 2. Train, mentor and coach SDA Suppliers on how to do business with (Client Redacted) 3. Create a sustainable pipeline of corporate-ready diverse suppliers 	<ul style="list-style-type: none"> • 35% of SDA graduates will receive contracts with (Client Redacted) or Strategic Partners within 2 years. • 100% Business Unit participation in Supplier Development Initiatives

Strategic Goal #1: Realign and Rebrand the Supplier Diversity & Inclusion Team as Value Generators

Strategic Goal #1: Realign and rebrand the supplier diversity and inclusion team as value generators					
Person Responsible	Key Action Item	Expected Outcome	Metric	Timeline	Progress Indicator
SD&I Team	Team Realignment based on commodities	Embed SD & I in the business units as SMEs and value added resources	Increase bid opportunity awareness for SD&I by 10%	1/31/2020	
SD&I Team	Rebrand team to Supplier Diversity & Inclusion (SD & I)	Enhance SD&I brand visibility and strategic positioning across the enterprise	100% execution of Strategic Communications Plan	1Q 2020	
SD&I Team	Resource Plan Development (See appendix)	SD&I role re-alignment based on skills and expertise. Request for additional resource(s).	Addition of resource(s) to SD&I team	1Q 2020	
SD&I Team	Create Stakeholder engagement Plan (See appendix)	SD&I Template for Commodity Strategic Sourcing Action Plans	100% of commodity meetings completed with template	3/25/2020	
SD&I Team	Meet with category leads to identify and prioritize 2020 sourcing opportunities	Matrix of 2020 sourcing opportunities	100% meetings complete	1Q – 2Q 2020	
SD&I Team	Research, compile, and share vendor referrals for high priority opportunities	Viable diverse suppliers for high priority opportunities	Inclusion of diverse suppliers in RFP's	1Q – 2Q 2020	
SD&I Team, Analytics Team	Create matrix of current diverse supplier partners, spend, BDR alignment, & risk impact	Risk mitigation and identification of increase spend opportunities	Matrix completion by commodities	2Q 2020	

Progress Indicator Key:

● Green - on schedule ● Yellow – issues, risk of being behind schedule ● Red – challenges, behind schedule

Strategic Goal #2: Become the first airline to achieve Billion Dollar Roundtable status

Strategic Goal #2: Become the first airline to achieve Billion Dollar Roundtable status					
Person Responsible	Key Action Item	Expected Outcome	Metric	Timeline	Progress Indicator
SD&I Team	Receive letter from BDR to verify Agile 1 Spend.	Clarification on BDR Spend Requirements	Signed Letter outlining spend requirements	1Q2020	
SD&I Team	Identify forecasted high potential opportunities for diverse spend.	BDR Hit List - target commodity areas to identify diverse suppliers	Completed list of high spend opportunities	2Q2020	
SD&I Team	BDR Communication Plan and Timeline <i>(see Appendix page)</i>	Strategy for Mass Movement Campaign	Corporate-wide awareness and involvement in BDR attainment led by the executive team	1Q-4Q 2020	
SD&I Corporate Communications	C-Suite Alignment with BDR Mass Movement Campaign	<ul style="list-style-type: none"> • Memo from CEO • Interview COO • News Brief • Executive Leadership Briefing Call to Action • All Hands Road Shows across Business Units • Monthly Updates via BDR (Client Redacted)net Sitelet and Newsletter 	100% participation from Leadership Team 100% Roadshows completed across 14 Business Units	1Q-4Q 2020	
SD&I Team	Create Supplier Diversity Training Plan: <ul style="list-style-type: none"> • Target Participants • Identify Goals & Objectives • Learning Process • Format & Summary of Content • Training Tasks • Projected Timeline • SD&I LMS Update <i>(see Appendix page)</i>	Supplier Diversity Training Curriculum, dates, and confirmed speakers	Training curriculum and schedule 100% complete	2Q2020	

Strategic Goal #2: Become the first airline to achieve Billion Dollar Roundtable status (cont.)

Strategic Goal #2: Become the first airline to achieve Billion Dollar Roundtable status					
Person Responsible	Key Action Item	Expected Outcome	Metric	Timeline	Progress Indicator
SD&I Team	Solidify BDR mentor to help re-fine strategy.	Best practices for BDR Attainment	Mentor Solidified	1Q2020	
Executive Leadership	Select C-Suite Executive to lead the BDR Taskforce (recommendation Paul Jacobson).	100% Buy-In from C-Suite Leader	100% Commitment to Champion BDR Goal	1Q2020	
C-Suite Executive	BDR Taskforce Creation - Ask an executive from each Business Unit to serve on the Taskforce.	Define Composition, Roles, Frequency, Accountabilities, and Visibility for Taskforce	100% participation from Business Unit Executives	1Q2020	
C-Suite Leader	BDR Taskforce members identify sourcing opportunities for eligible diverse suppliers.	List of sourcing opportunities for diverse suppliers	100% participation of all BDR Taskforce members.	2Q2020	
SD&I Team	Creation of BDR Scorecard	Monitors monthly BDR progress	BDR Scorecard is updated monthly	1Q2020	
SD&I Team	Launch BDR Communications Mass Movement including: Campus signage, Lobby presence, SkyHub, (Client Redacted)Net, 'Climb-ometer'	Corporate-Wide Awareness of BDR Goal	100% execution of BDR Communications Mass Movement Campaign	1Q-4Q 2020	
SD&I	Launch Supplier Diversity Training in multiple sessions 1 ½ hour briefing sessions.	Corporate-wide awareness of BDR Goal	100% training complete	Q2 2020	

Strategic Goal #2: Become the first airline to achieve Billion Dollar Roundtable status (cont.)

Strategic Goal #2: Become the first airline to achieve Billion Dollar Roundtable status					
Person Responsible	Key Action Item	Expected Outcome	Metric	Timeline	Progress Indicator
SD&I Team	Monthly BDR Taskforce meetings led by C-Suite Executive or designee to review BDR Taskforce Scorecard. Research incentive/motivation/drivers for the (Client Redacted) culture to increase engagement.	Monthly meetings to review progress and challenges to BDR attainment.	100% participation from BDR Taskforce from all eligible Business Units	2Q-4Q 2020	
SD&I	BDR Outreach to Advocacy Organizations (i.e. WBENC, GMSDC, NGLCC, Chamber, etc.) of our BDR goal to solicit support, referral of suppliers, etc.	Annual meeting to review (Client Redacted) 2020 goals and develop mutual action plans to support goal attainment	100% Meetings and Action Plans completed	2Q 2020	
SD&I and Corporate Comm.	Ongoing BDR updates via newsletter and videos to include diverse supplier success Stories, C-Suite Executives, SD&I champions, BDR Taskforce Members, Business Unit Managers, etc.	Corporate-wide excitement about BDR progression.	Monthly dissemination of BDR updates	2Q-4Q 2020	
SD&I Team	Develop Supplier Diversity Speaker Series around supplier diversity, the BDR goal, and impacts to (Client Redacted)'s business.	Enhance awareness, buy-in and ongoing momentum of the value of SD & I.	60% attendance of invited guests.	2Q-4Q 2020	

Strategic Goal #3: Relaunch Corporate Policy with Top Corporate Management Support

Strategic Goal #3: Relaunch Corporate Policy with Top Corporate Management Support					
Person Responsible	Key Action Item	Expected Outcome	Metric	Timeline	Progress Indicator
SD&I Team	Review all Corporate Policy Communication: <ul style="list-style-type: none"> Signed Policy Statement – Leadership Committee Policy Leader Talking Points Launch e-mails to Supply Chain Management and Supplier Diversity Champions (Client Redacted) Net Article Policy Communications Plan Communications to Supplier Development Stakeholder Council 	Insight on what communications need to be revised or created.	100% review of all communications	1Q2020	
SD&I Team	Determine who will own the Policy at the executive level. Verify where the policy is being audited (RFP or project level).	Clarification on policy and champion.	Policy owner and verbiage clarified	2Q2020	
SD&I Team	Confirm compliance and tracking mechanism and owner for policy by analytics team. Determine performance system that will show BDR progress of key metrics.	Establishment of compliance measurements.	100% Policy Compliance	2Q2020	

Strategic Goal #4: Establish Tracking, Reporting, Processes and Goal-Setting Mechanisms

Strategic Goal #4: Establish Tracking, Reporting, Processes and Goal-Setting Mechanisms					
Person Responsible	Key Action Item	Expected Outcome	Metric	Timeline	Progress Indicator
TBD Analyst	Measure Corporate Compliance of SD&I LMS Course. (Note: Training and Plan included in BDR Training).	Increase awareness, buy-in, and compliance of policy	100% training executed	2Q 2020	
SD & I and Analyst	Define processes for gathering data for monthly reports for the following: BDR, Tier 1, Tier 2 Prime, SDA and Outreach.	Review and improve existing process	Documented processes for each category.	2Q 2020	
TBD Analyst	Survey Global Sales Team to assess 2020 Federal Government and Tier 2 Commercial Customer Reporting Requirements. (data, metrics, cadence, etc.)	Gap analysis of current vs. future state and revised training, operational and resource plan	85% survey response to finalize requirements and scope of work	Q2 2020	
TBD Analyst	Determine source for automating dashboard(s) (i.e. outside consultant or analytics team).	Comprehensive Automated Dashboard	ROI tracking on how each area indirectly impacts sales.	Q2-Q4 2020	
TBD Analyst	Training for SD&I Team and Stakeholders on Dashboard and reporting requirements	Interactive training and toolkit	100% compliance with using Dashboard	Q3-Q4 2020	

Conflict of Interest




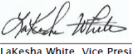
iSuccess does not have any conflicts of interest that may arise as a result of our business activities or ventures by our principals, associates, employees, or subcontractors. No such entities have any ties to members of the board of directors of any organization likely to interact with the Town.

Team Members with Multi-lingual Skills

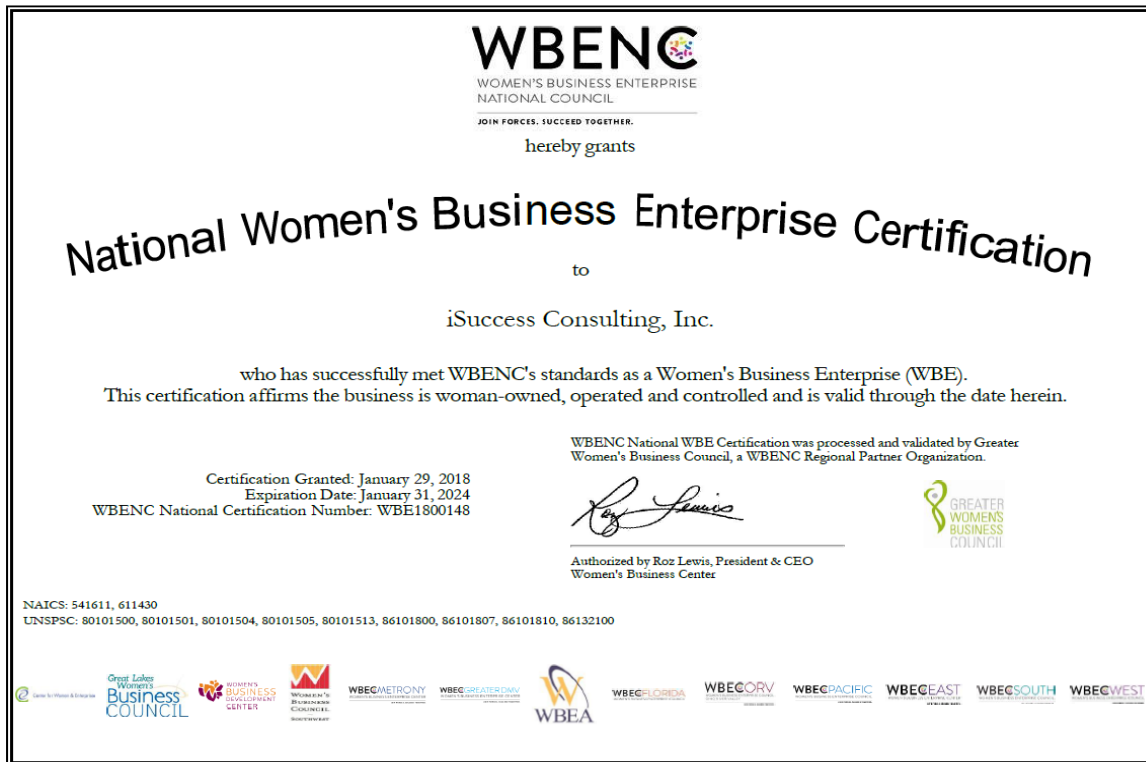
Arienna Carlos, a Senior DEI Consultant who is proficient in both English and Spanish, embodies the ideal candidate for the position with her extensive experience and profound dedication to the field. Her qualifications, especially her bilingual proficiency, set her apart as a valuable asset to any organization. As a Licensed Clinical Social Worker (LCSW), Arienna brings a wealth of knowledge to her role to the Town's DEI Strategic Plan. Her commitment to social and human services, particularly within a multicultural context, aligns seamlessly with the program's goals of fostering growth and well-being for people of color and adult allies. Her fluency in multiple languages, a testament to her bilingual capabilities, further expands her ability to connect with a diverse range of participants, ensuring inclusivity and accessibility in her work.

Affirmative Action Programs & Activities


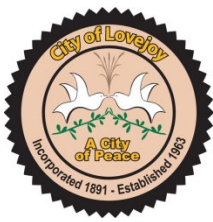


iSuccess employs 15 members of a state and federally protected class. We have provided copies of our minority and woman owned certifications below:

WBENC WOMEN'S BUSINESS ENTERPRISE NATIONAL COUNCIL <small>JOIN FORCES. SUCCEED TOGETHER.</small>	
HEREBY GRANTS WOMAN OWNED SMALL BUSINESS (WOSB) CERTIFICATION TO	
iSuccess Consulting, Inc.	
The identified small business is an eligible WOSB for the WOSB Program, as set forth in 13 C.F.R. part 127 and has been certified as such by an SBA approved Third Party Certifier pursuant to the Third Party Agreement, dated June 30, 2011, and available at www.sba.gov/wosb .	
The WOSB Certification expires on the date herein unless there is a change to the SBA's regulation that makes the WOSB ineligible or there is a change in the WOSB that makes the WOSB ineligible. If either occurs, this WOSB Certification is immediately invalid. The WOSB must not misrepresent its certification status to any other party, including any local or State government or contracting official or the Federal government or any of its contracting officials.	
Majority Female Owner: Tameka Smith	  Roz Lewis, Women's Business Center President & CEO  Pamela Prince-Easton, WBENC President & CEO  LaKesha White, Vice President, Certification
NAICS: 541611, 611430 UNSPSC: 80101500, 80101501, 80101504, 80101505, 80101513, 80101800, 80101807, 80101810, 80132100	
Certification Number: WOSB180206	
Renewal Date: January 31, 2024	
SBA WOSB Expiration Date: 01/31/2024	

THIS CERTIFIES THAT	
iSuccess Consulting, Inc.	
	
* Nationally certified by the: GEORGIA MINORITY SUPPLIER DEVELOPMENT COUNCIL	
*NAICS Code(s): 611430; 611699; 541611; 541614; 541618; 541990	
* Description of their product/services as defined by the North American Industry Classification System (NAICS)	
10/31/2022	AT07456
Issued Date	Certificate Number
10/31/2023	
Expiration Date	Stacey Key, President and CEO
By using your password (NMSDC issued only), authorized users may log into NMSDC Central to view the entire profile: http://nmsdc.org	
Certify, Develop, Connect, Advocate.	
* MBEs certified by an Affiliate of the National Minority Supplier Development Council, Inc.®	



Client References

Client Name	Project Summary	Contact
	<ul style="list-style-type: none"> Period of Performance: Jan 2017 - May 2021 Contract Amount: \$950,000 Project Scope: Launched Delta's Supplier Development Academy, achieving \$1 billion in diverse spend. Conducted a DEI Supplier Diversity and Racial Equity Assessment. Provided Leadership Coaching building capacity and resilience with a healing-centered approach. 	<ul style="list-style-type: none"> Contact: Karmetria Burton Title: Former General Manager, Corporate Global Supplier Diversity and Sustainability E-Mail: karmetriab@gmail.com Phone: (678) 362-0842 Address: 1020 Cargo Service Rd., Atlanta, GA 30337
	<ul style="list-style-type: none"> Period of Performance: Jan 2021 – Aug 2023 Contract Amount: \$185,000 Project Scope: Developed a 5-Year Racial Equity evaluating policies, community partnerships, and employee education. Established organization-wide learning opportunities to foster a shared understanding of DEI Principles and workplace application. 	<ul style="list-style-type: none"> Contact: Felicia Phillips Title: CEO, PPICW, Inc. (Prime Contractor) E-Mail: fphillips@ppicw.com Phone: (470) 367-6083 Address: 908 Pavillion Court McDonough, GA 30523
	<ul style="list-style-type: none"> Period of Performance: Feb. 2022 - present Contract Amount: \$250,000 first year / \$175,000 annual renewal with 3.5% increase Project Scope: Led the development of a 5-year Racial Equity and DEI strategic plan, encompassing training, policy development, governance, and communications campaigns. Reviewed and improved processes, including recruitment, hiring, retention, and promotion, to ensure fairness and inclusivity. 	<ul style="list-style-type: none"> Contact: Natonya Harbison Title: Director Diversity Equity and Inclusion and Supplier Diversity E-Mail: nharbison@pathward.com Phone: (502) 432-1499 Address: 5501 S Broadband Ln., Sioux Falls, SD 57108
VIDEO CASE STUDY iSuccess conducted organization-wide Unconscious Bias Training.		<p>Click to Watch a Video of a DEI Case Study</p> <p>visit https://vimeo.com/797191856/8817912826 </p>

Additional Government Past Performance:



U.S. Small Business Administration