



# DIVERSITY EQUITY & INCLUSION

STRATEGIC PLAN

2023

**Communicate**

**Connect**

**Develop**

**Innovate**

**Assess**



**DIVERSITY, EQUITY & INCLUSION**  
City of Chandler

## **Contents**

A Message from the Mayor Kevin Hartke .....	2
A Message from City Manager Josh Wright .....	2
A Message from DEI Officer Niki Tapia.....	3
Diversity, Equity & Inclusion Vision, Mission and Priorities.....	4
Summary of Diversity, Equity & Inclusion Goals .....	5
Goal 1. Communicate.....	6
Goal 2. Connect.....	7
Goal 3. Develop .....	8
Goal 4. Innovate .....	9
Goal 5. Assess .....	9

## A Message from Mayor Kevin Hartke



I am so proud to live and serve in Chandler, where diversity, equity and inclusion (DEI) are part of our identity. We continuously embrace what unites us and celebrate what makes us different. Whether I'm attending the Multicultural Festival, the Asian American Community Conference, attending Diwali and Juneteenth events, or simply walking by inspirational murals in downtown Chandler, I feel surrounded by diversity. Yet, as is the case with any cause worth fighting for, there is always more that we can do.

This strategic plan is a true labor of love that embraces fundamental DEI values and solidifies Chandler's commitment to preserving them. Staff has done a tremendous job gathering information, getting feedback from residents and employees, then shaping what they learned into a clear, intentional plan that will guide our city for years to come.

This is a plan that will deliver results, outlining DEI priorities, goals and actionable items to reach them. It provides a clear roadmap for current and future City Council and staff members as new initiatives and programming opportunities are explored.

I'd like to say a special thank you to those who worked so diligently to bring this plan to life. I have no doubt it will benefit Chandler for years to come.

A handwritten signature in black ink that reads "Kevin Hartke".

## A Message from City Manager Josh Wright



The City of Chandler first created a Diversity Office in 2007. Much of our work since then has focused on coordinating events and programs with residents and stakeholder groups to celebrate and learn from our community's many cultures and traditions.

This strategic plan represents the next level in the maturation of our Diversity, Equity and Inclusion (DEI) program. Shaped by input offered by community members and our employees through a DEI Assessment, this document outlines four priorities and five goals to guide our efforts in the community and among our employees in Team Chandler.

Events and programs that celebrate our diverse cultures, provide valuable programs and engage people in meaningful interactions will remain priorities. In addition, we'll incorporate new communication and collaboration measures, use technology in innovative ways and strengthen employee recruitment, retention and training. Finally, we'll assess the progress of our DEI efforts and continually look for opportunities to improve.

This strategic plan offers a roadmap that will enhance opportunities to bring DEI programs to our employees. We'll also explore innovative ways to help us communicate and serve Chandler residents and businesses. Relationships in the community, support of the City Council and involvement of Team Chandler will help make our DEI program a success.

A handwritten signature in black ink that reads "Josh Wright".

## A Message from DEI Officer Niki Tapia



The City has a history of collaboration and celebration of the many people who chose Chandler to live, work and play. We have in many ways chosen to create a longstanding culture of inclusivity and know that work will always continue.

As we move into formalizing Chandler’s DEI strategic plan, we look to be trailblazers in continuing to create a welcoming environment where our residents, visitors and employees are valued, respected and heard. This document will serve as a “working” document as we may grow, expand and even pivot as the field of DEI evolves, and as we learn more from continuous outreach and educational opportunities provided to our residents and employees.

Cultivating a DEI community takes time and our city management and elected officials have demonstrated a strong commitment to taking the time to see our efforts and initiatives are executed to the best of our abilities.

As a native of Chandler, I’m extremely proud to be leading this effort and to see Team Chandler reach new highs in our Diversity, Equity & Inclusion efforts throughout the city, state and nationwide.

*Niki Tapia*



## Diversity, Equity & Inclusion Vision, Mission & Priorities

### DEI Vision:

The City of Chandler is home to an inclusive community that celebrates and honors the contributions and experiences of all residents and employees.

### DEI Mission:

We strive to cultivate a community and municipal organization that values, supports and embraces diversity to create a more inclusive and equitable place to live, work and thrive.

### Human Relations Commission Mission:

Elevating and celebrating the diverse population of Chandler through ongoing engagement in multicultural, educational and inclusive efforts so that everyone is valued and has the opportunity to thrive.

### DEI Priorities:

#### ***Community Events***

We are one of the most diverse cities in Arizona and value supporting organizations that host events aimed at celebrating the many cultures that make up our community.

#### ***Education***

We learn from each other through engaging in meaningful interactions. We promote education which fosters respect and empathy for others, while celebrating the uniqueness of our community.

#### ***Collaboration***

We work together to support each other to understand, grow and provide valuable programming for residents and city employees.

#### ***Advocacy***

We increase opportunities for community organizations that amplify the voices of those who are marginalized. We recognize that diverse views and opinions in decision making result in better outcomes.

## Summary of Diversity, Equity & Inclusion Goals

### Goals:

#### 1. *Communicate*

Create compelling messages and manage diverse opportunities for sharing DEI messaging. Create additional opportunities for dialogue that encourage all residents and employees to see the importance of DEI to their personal success, and the success of the city.

#### 2. *Connect*

Cultivate connections with organizations and individuals to encourage respect, drive collaboration, nurture healthy working relationships and promote knowledge-sharing. The more connected we are, the more inclusive our workplace and community will be.

#### 3. *Develop*

Strengthen recruitment and retention efforts, and establish pathways to advancement throughout all levels of the organization for diverse candidates. Additionally, create a work environment of inclusivity and authenticity for employees.

#### 4. *Innovate*

Advance the DEI mission to improve the consistency of desired outcomes by developing and/or strengthening policies and procedures while utilizing technology.

#### 5. *Assess*

Continually look for opportunities to re-evaluate and improve DEI's measurement of success through solicitation of feedback from both the community and the municipal organization.



## GOAL 1. Communicate

Create compelling messages and manage diverse opportunities for sharing DEI messaging. Create additional opportunities for dialogue that encourage all residents and employees to see the importance of DEI to their personal success and the success of the city.

- 1.1 Incorporate inclusive communication methods to reach diverse communities.
  - a. Establish channels of communication for external outreach. Focus on expanding informational and promotional posts using diverse media opportunities beyond social media.
  - b. Uplift diverse voices in the community to be ambassadors in sharing information with the city to ensure all voices are being heard.
  - c. Develop consistent DEI language in messaging both internally and externally.
  - d. Utilize employee groups and internal communications to streamline consistent sharing of messages within the municipal organization.
- 1.2 Communicate pathways towards inclusion in the city.
  - a. Promote opportunities for diverse community members to participate on city Boards and Commissions.
  - b. Collaborate with K-12 youth through partnerships with educators to advise and encourage community engagement.
  - c. Ensure internal and external stakeholders have up-to-date information regarding areas for community participation.
- 1.3 Develop marketing strategy.
  - a. Research and study current marketing efforts for increased outreach.
  - b. Create marketing opportunities within community partnerships.
  - c. Leverage communication channels that appeal to youth and young professionals.
- 1.4 Collaborate with private sector.
  - a. Identify business organizations and owners who can represent and contribute to Chandler's DEI mission.
  - b. Promote opportunities for small business (including diverse businesses) to actively participate in Chandler's economy.
  - c. Create a mechanism or process for the identification of minority-owned business.

This goal supports the following 2022 DEI assessment recommendations:

- **Outreach to all groups** – beyond social media; use flyers, in-person opportunities.
- Create and communicate a **sustainable vision** for city's DEI Program.
- Streamline **information sharing** for DEI initiatives and expand awareness.

## GOAL 2. Connect

Connection is critical in building a productive, efficient, healthy and welcoming city. Cultivate connections with organizations and individuals to encourage respect, drive collaboration, nurture healthy working relationships and promote knowledge-sharing. The more connected we are, the more inclusive our workplace and community will be.

- 2.1 Work with community groups to advise, support and promote events showcasing Chandler's diverse community.
  - a. Establish a pilot event sponsorship program, consistent with the city's overall Special Event process, for new organizations to receive monetary, or in-kind support for new DEI related events in Chandler.
  - b. Promote additional methods of event support to include:
    - DEI staff consultation
    - Marketing and promotion
    - Coordination of Mayor & Council and city department participation
    - Printing services
  - c. Create speaker list of DEI topics/professionals for both external and internal use.
  - d. Utilize current cultural and DEI partner organizations in recommendations of programming ideas for Diversity mini-grant applicants.
- 2.2 Enhance the support and process of bringing nonprofits together towards the spirit of collaboration and compassion to best serve Chandler.
  - a. Routinely share various organization events and volunteer opportunities (by email and on social media).
  - b. Establish a more effective way for organizations and community groups to report their upcoming events and opportunities for assistance.
  - c. Support networking and public gathering opportunities for nonprofits, faith and community groups to learn about programs and events aimed at supporting our most vulnerable residents.
  - d. Create additional opportunities for nonprofits that provide social service assistance to the community. Look for spaces for their work to be promoted among different audiences.
  - e. Support community groups and businesses wishing to organize projects by connecting them with residents or organizations coordinating similar projects.
- 2.3 Stay apprised of sensitive and timely DEI topics related to the city and connect with organizations in programming for these topics.
  - a. Work with internal city divisions and external schools, businesses, nonprofits and generational groups on new ideas for townhalls, listening sessions or other unique programming.
  - b. Pursue grant funding opportunities that advance these efforts.

This goal supports the following 2022 DEI assessment recommendations:

- **Communicate transparently**, maintain group connections to continue progression.
- **Educate proactively**, understanding of differences before it becomes problematic.
- **Partner with nonprofits and community agencies** to connect resources, assist in enhancing their services.
- Promote **DEI discussions in the workplace**.



## GOAL 3. Develop

Strengthen recruitment and retention efforts and support pathways for advancement for diverse candidates throughout all levels of the organization. Additionally, create a work environment of inclusivity and authenticity for employees.

*Working in close collaboration and cooperation with the city's Human Resources Department.*

- 3.1 Highlight Chandler as a diverse and inclusive workplace.
  - a. Showcase the diverse employee work-base in all advertising.
  - b. Share current job openings with diverse groups.
  - c. Place recruitment postings on websites of diversity membership organizations.
- 3.2 Enhance DEI training, leadership development and cultural awareness throughout the organization.
  - a. Expand national diversity membership organizations available for employees to join.
  - b. Track and add additional DEI related training topics for employees.
  - c. Encourage, support and seek out diverse mentors within the organization.
  - d. Ensure 100% of employees complete DEI training.
- 3.3 Educate and train hiring staff with competency tools to create DEI standard practices in hiring.
  - a. Develop Unconscious Bias Training for all hiring officials.
  - b. Establish a list of cultural competency questions for use by hiring officials.
  - c. Encourage diverse hiring panels.

This goal supports the following 2022 DEI assessment recommendations:

- Find opportunities to **improve recruitment and hiring** of diverse candidates.
- Enhance **DEI training, leadership development and cultural awareness**.
- Streamline **information sharing** for DEI initiatives and expand awareness.
- Promote **DEI discussions in the workplace**.

## GOAL 4. Innovate

Advance the DEI mission to improve the consistency of desired outcomes by developing and/or strengthening policies and procedures while utilizing technology.

- 4.1 Consult with Information Technology to assess current DEI process methods and identify innovative technology solutions that further advance these processes.
  - a. Look for areas of opportunity within the municipal organization to utilize existing technology to capture program data and streamline processes.
- 4.2 Grow and develop partnerships to collaboratively work on digital equity solutions.
  - a. Work with Digital Equity Navigator to address technology adoption and usage across the city's diverse population.
  - b. Connect appropriate technologies to our diverse population and provide education on its use.
  - c. Keep apprised of regional efforts regarding Digital Equity.
- 4.3 Educate and update, as necessary, external and internal policies, programs, practices and procedures to ensure Chandler remains a diverse, equitable and inclusive city.

This goal supports the following 2022 DEI assessment recommendations:

- **Communicate transparently**, maintain group connections to continue progression.
- Streamline **information sharing** for DEI initiatives and expand awareness.
- **Develop actionable/visible response** to identified needs – take feedback seriously.

## GOAL 5. Assess

Continually look for opportunities to re-evaluate and improve DEI's measurement of success through solicitation of feedback from both the community and the municipal organization.

- 5.1 Establish criteria and a defining matrix for DEI efforts and implement across the city and municipal organization.
  - a. Define DEI dimensions, establish baseline measures, set targets, establish accountability and tracking of results.
- 5.2 Create an evaluation tool that can be used at all DEI activities and events to assess the direction of programming.
  - a. Look for areas of opportunity within the municipal organization to capture and track data from multiple sources.
- 5.3 Host an annual Human Relations Commission year-in-review meeting to assess DEI division programs, partnerships, measurables and areas of success and potential growth.
  - a. Set expectations and standards for commission members.
  - b. Provide opportunities to present to leadership and city stakeholders on accomplishments and/or recommendations of future activities.

This goal supports the following 2022 DEI assessment recommendations:

- **Develop actionable/visible response**, to identified needs — take feedback seriously.

