

OCTOBER 2021

THE CITY OF KALAMAZOO

DIVERSITY, EQUITY, AND INCLUSION ASSESSMENT



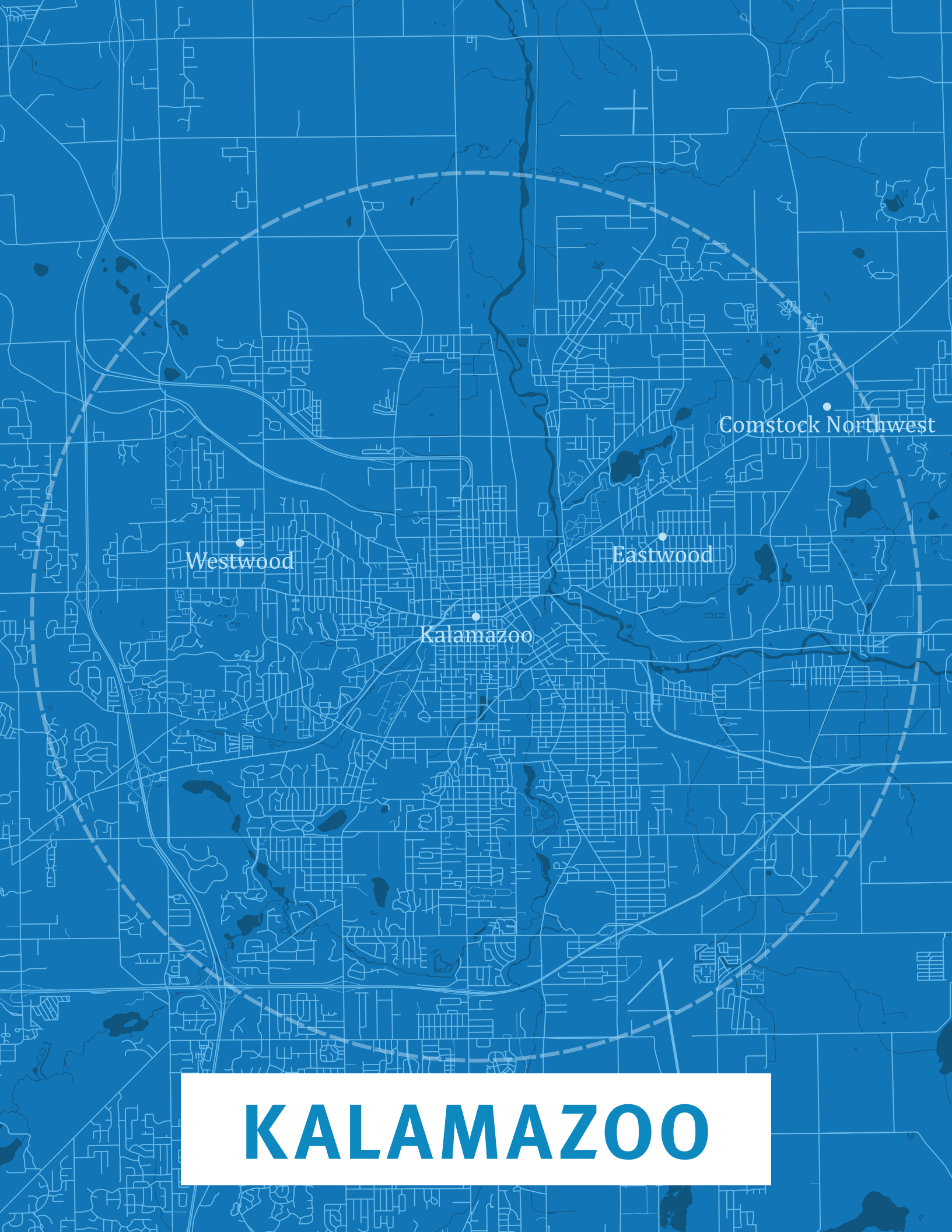
To: The City of Kalamazoo
From: MPHI



ACKNOWLEDGMENTS

The MPHI DEI Team would like to acknowledge the many people who contributed to this assessment and the partnership forged with the City of Kalamazoo workforce in service of the workforce and the entire community. First and foremost, we thank the employees and other community members who have ever raised your voice to share how you see racism and a lack of needed diversity, equity and inclusion in the systems and behaviors of Kalamazoo city government. This assessment and the work that will come from it, would not be possible without that charge and challenge. We want to thank City of Kalamazoo leaders at every level, including the Office of Diversity Equity and Inclusion (DEI), who turned towards this challenge and took action by conducting a thorough assessment of the City of Kalamazoo's needs to ultimately create a DEI action plan that can lead to sustainable transformation. This assessment would of course also not be possible without that leadership.

Thank you to all who invested in this process by signing up for a focus group, participating in the survey or working internally to ensure MPHI could complete the assessment. Specifically, we would like to thank City Manager Jim Ritsema and the City Manager's Office employees for being responsive to supports requests and encouraging participation among employees. Special thanks to HR Director Shelly Dusek, CFO Steve Vicenzi and Management Services Deputy Melissa Fuller and your teams for ensuring we had the requested documents. Thank you to the City DEI workgroup for providing feedback to our work throughout the process and for helping encourage participation with your colleagues. Thank you to Assistant Chief Victor Green for your leadership in DEI for Public Safety and working with our Public Safety team member, Darnell Blackburn, to ensure a significant rate of participation from KDPS. Tinessa Patterson, we are incredibly grateful for your leadership and tireless work behind the scenes to help us engage departments and identify groups as equitably as possible—your institutional knowledge was invaluable. Most of all, we'd like to thank Kalamazoo DEI Director Dorla Bonner for your exemplary work, inspirational leadership and your long history as an advocate for equity and justice in Kalamazoo. Kalamazoo and its DEI action plan are in good hands under your leadership, and we are grateful for the opportunity to work with you and all those mentioned above who helped us undertake this assessment. We hope this report is a strong foundation for the future of this critical work.



KALAMAZOO



ABOUT MPHI

MPHI is a nationally engaged nonprofit located in Okemos, MI, driven by a mission to promote health and advance wellbeing for all. Our projects carry the voice of communities to policymakers, institutions and researchers and increase community capacity to improve health and wellbeing and reduce health disparities. MPHI's services and expertise in evaluation, data analytics, public health nursing, strategic planning, community capacity building, early childhood development, health information technology, policy analysis, and project management all work to improve health. MPHI's core areas of expertise include: working to reduce the likelihood that people are disadvantaged because of race, class, or gender; connecting program implementation and evaluation to the communities those programs serve; and offering expert training in quality improvement anchored in partnering with organizations to examine root causes, setting a target for improvement, and putting in place rapid tests of change.

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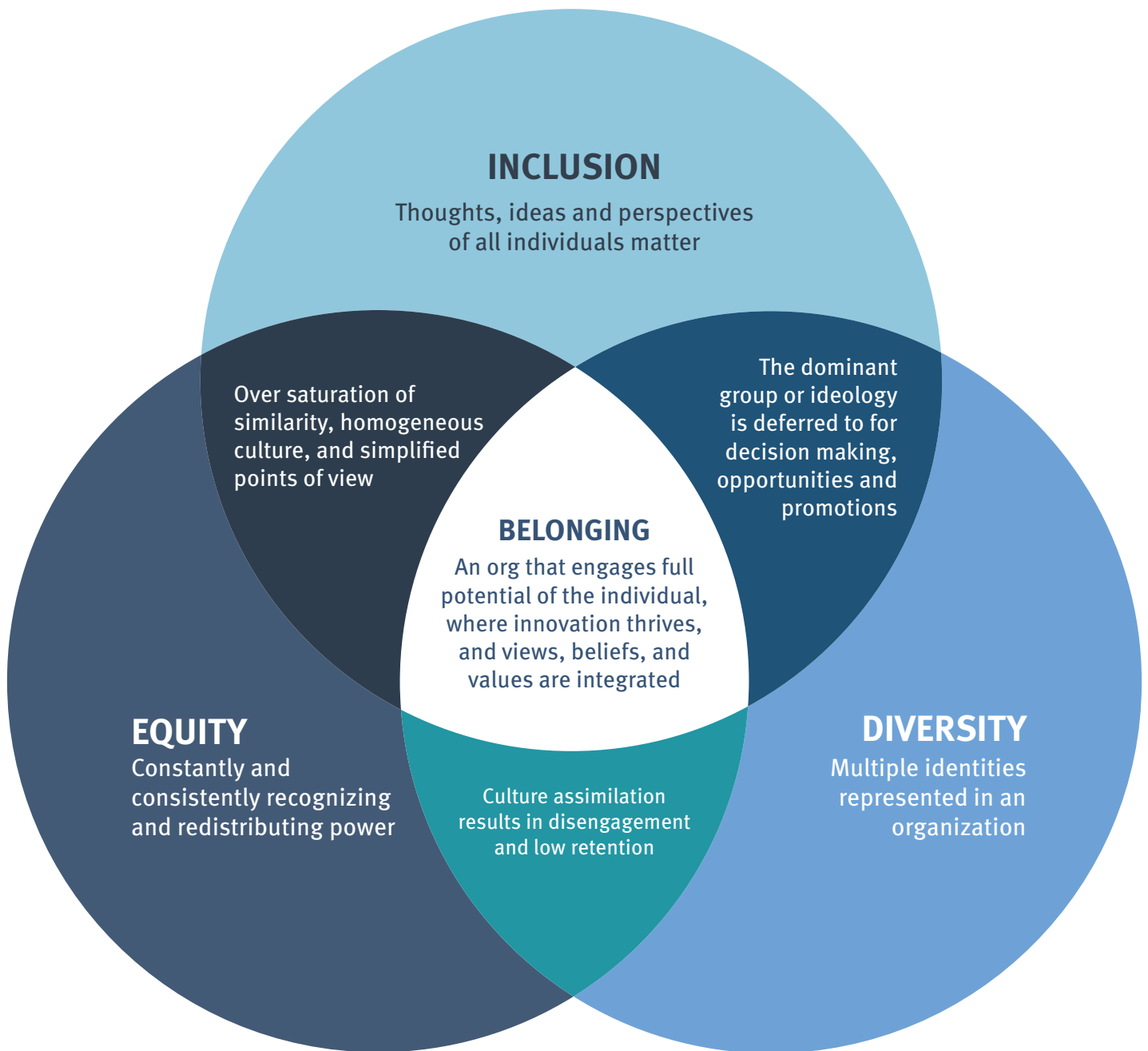


Figure 1: From Krys Burnett, 21st Century Organizational Development



INTRODUCTION AND KEY CONCEPTS

Diversity, Equity and Inclusion (DEI) are three interrelated concepts used for ensuring values alignment, health, and success within communities and organizations as reflected in their cultures and systems.

While these terms can be misinterpreted, misused, or politicized, they exemplify best practices for those seeking to ensure the health and success of communities and organizations in ways that are impactful, measurable, and accountable to everyone they serve. In the context of this report, we have defined Diversity, Equity, and Inclusion as the following:

Diversity refers to the representation of different demographic groups with a range of differences, both seen and unseen, that make people unique.¹ DEI has come a long way from the diversity trainings of the past. Some of the most damaging approaches include, the misconception that having the demographics of your organization match the population of your community is all that is needed to overcome inequity; training is all that is needed to change a culture; and using diversity training as a remedial, mandated punishment for those who said or did something racist or sexist.

Inclusion refers to the action of creating an environment that engages, respects and values multiple perspectives, ideas, and individuals. Inclusion is often overlooked or misinterpreted as being synonymous with diversity.² Inclusion means that the new voices and identities at the decision-making table are heard and valued with equal power. Without this, even an impeccably diverse team with systems and measures of equity in place will result in a disengaged workforce of self-silencing, leading to poor retention of diverse leaders and colleagues.

Equity is the guarantee of fair treatment, access, opportunity, and advancement for all while striving to identify and eliminate barriers that have prevented the full participation of some groups. The principle of equity acknowledges that there are historically under-served and under-represented populations. Addressing these unbalanced conditions is required to ensure the provision of adequate opportunities to all groups.

¹ Winter, M.-F. (2020). *Black Fatigue: How Racism Erodes the Mind, Body, and Spirit*.

² *Diversity Doesn't Stick Without Inclusion*. Harvard Business Review. (2017, February 1). <https://hbr.org/2017/02/diversity-doesnt-stick-without-inclusion>.

When all three pillars of DEI are present, your organization exhibits high levels of belonging. **Belonging is the feeling of security and support when there is a sense of acceptance, inclusion, and identity for an individual within a group.**³ It is when an individual can bring their authentic self to work. When employees feel like they do not belong at work, their performance and their personal lives suffer. Organizations with a high-level belonging among employees perform better across the range of organizational health and success indicators, including financial ones.

Municipal governments are charged with serving the health and wellbeing of all who live there. Equity is one of the most critical indicators for health and wellness.⁴ Therefore, having an explicit and effective internal DEI practice is a critical component to the overall mission and the internal and external health and success of any municipal government.



³ Cornell University. Sense of Belonging | Cornell University Diversity and Inclusion. (n.d.). <https://diversity.cornell.edu/belonging/sense-belonging>.

⁴ <https://www.rwjf.org/en/library/features/achieving-health-equity.html>; accessed 09/14/2021

OVERVIEW

In February of 2020, in response to a charge from the Kalamazoo community to address DEI within the city government, the City of Kalamazoo announced the hiring of Dorla Bonner to lead their new DEI department within the City Manager's Office.

“We heard clearly from the community during the Imagine Kalamazoo process that strengthening the diversity and inclusion of our organization is an extremely high priority,” City Manager Ritsema said at the time. “Kalamazoo residents feel strongly that reducing bias and increasing acceptance among all people will help enrich the City of Kalamazoo as a community as well.”⁵

On January 5th, 2021, as an outgrowth of the new DEI initiative, the City of Kalamazoo approved the contract to hire MPHI to conduct a DEI assessment to: first identify the strengths, gaps and readiness of the City of Kalamazoo in the areas of DEI; and second serve as the foundation for their DEI plan.

The list below represents the deliverables established in agreement between MPHI and the City of Kalamazoo for completion of this project and reflects the data and analysis in this report and its appendices.

- A. Kick Off meeting with Elected Officials, City Manager's Office, Department Heads to review the project scope, discuss the commitments and answer any questions.
- B. Job Analysis of all City job classifications to ensure they are in the appropriate Equal Employment Opportunity (EEO) job categories from the City's Eden database.
- C. Evaluation of all internal classifications by EEO categories, by gender, ethnicity, and any additional group as recommended by the consultant.
- D. Evaluate internal and external recruitments, promotions, transfers, separations, terminations and retention by EEO job categories, by gender, ethnicity, and any additional group as recommended by the Consultant.
- E. Evaluate all EEO reporting practices and reports.
- F. Review recruitments and all applicable applicant tracking data.
- G. Review current applicant selection process.
- H. Review current policies, procedures, practices and determine legal compliance, competencies and effectiveness.

⁵ <https://www.mlive.com/news/kalamazoo/2020/02/kalamazoo-hires-director-of-diversity-equity-and-inclusion.html>: retrieved on 8/5/21

- I. Conduct a nepotism analysis and review all pertinent policies.
- J. Review the current salaries by gender, ethnicity and any additional group as recommended by the Consultant.
- K. Review internal training programs and recommend best practices.
- L. Conduct an organizational and cultural survey from a diversity, equity and inclusion perspective in order to understand employee attitudes, conditions and experiences.
- M. Evaluate barriers and specific ways in which policies, management, leadership and the culture are supporting or acting as barriers to diversity.
- N. Complete a final Diversity Assessment that includes a trend analysis of similarly situated municipal organizations and recommendations on best practices
- O. Meetings with Elected Officials, City Manager's Office and Department Heads to review the plan, discuss the commitments and answer any questions.
- P. Provide forty (40) bound copies of the final report, along with electronic copies of the report and data in both Word/Excel and PDF formats. The electronic copy should be provided on a removable USB thumb drive(s).
- Q. Presentation to the City Commission regarding Consultant's results and recommendations.

During the document collection process, one additional deliverable was requested regarding review of finance documents related to procurement and "minority" contracts. The following deliverable was added.

- R. Assess Vendor Contracts for DEI in Minority Owned Businesses

Appendix B outlines the data summary (e.g. tables, raw findings etc.) for each deliverable that involved those actions (i.e. non data related deliverables like *"Meeting with Elected Officials..."* were excluded. Sections correspond with the deliverable letters associated and listed above. EEO Data (**Appendix C**) and Survey Results (**Appendix D**) were placed in separate appendices for length.

The following objectives were identified based on discussions between MPHI and the City of Kalamazoo:

1. Conduct a survey of all employees, boards, and commissions members focused on the culture, climate, and systems of DEI in the City of Kalamazoo.
2. Conduct a review of crucial City of Kalamazoo documents, policies, and programs to assess the systemic and structural indicators of DEI.
3. Conduct a series of affinity-based listening sessions of City of Kalamazoo employees, organized by employee position and racial and gender identity to add context and firsthand experiences and perspectives to trends found in the quantitative data.

The foundation of the partnership between MPHI and the City of Kalamazoo is the shared understanding that the assessment and its report are only the beginning of a more extensive process necessary to advance sustainable DEI.

“To achieve our goals in Diversity, Equity and Inclusion, we first have to understand where we are,” said Dorla Bonner at the approval of the DEI Assessment contract with MPHI. “We want our work to be focused and transformational, and we want equity to become ingrained into the culture of our organization so that our internal and community-facing work and relationships will reflect that culture.”⁶

By hiring MPHI to perform this DEI assessment, the City of Kalamazoo has demonstrated commitment to going beyond being against racism and inequity to aspiring to be actively anti-racist and proactive in explicitly committing to establishing the internal systems and behavior required to address inequity effectively. By breaking down the barriers to health and success for all employees at the City of Kalamazoo, they serve the ultimate goal of breaking these barriers down for their entire community.

“As we begin our journey toward becoming an anti-racist organization, we must first acknowledge the role the City of Kalamazoo has played in systemic racism,” said City Manager Jim Ritsema at this same contract meeting. “This acknowledgment, coupled with the assessment and other developments in our Office of Diversity, Equity and Inclusion show that we are taking actionable steps on this journey...We understand that words are not enough, and we must demonstrate our commitment to transformational change with credible action to change policies, promote community healing and increase trust, and ensure community members are treated fairly and are truly valued.”⁷

The DEI assessment began in February 2021 and was concluded in September 2021. The following report outlines how DEI is currently perceived, accepted and practiced within the City of Kalamazoo. The report also describes barriers to establishing DEI within the current culture and systems. Finally, we provide recommendations for addressing these barriers in the City of Kalamazoo’s DEI action plan.

6 <https://www.kalamazoocity.org/news/821-city-commission-approves-diversity-equity-and-inclusion-assessment-for-city-organization>: retrieved on 8/5/21

7 <https://www.kalamazoocity.org/news/821-city-commission-approves-diversity-equity-and-inclusion-assessment-for-city-organization>: retrieved on 8/5/21

METHODS

Employee engagement and voice was sought through a variety of approaches. MPHI's approach was focused internally on the City of Kalamazoo's workforce to provide a holistic understanding of how DEI were present by prioritizing employees' experiences. It is common practice to assess institutions solely through quantitative approaches; however, MPHI's method employs qualitative and quantitative data that recognizes the stories, experiences and holistic story of how the City of Kalamazoo (and its leaders) engages, communicates with and provides a supportive environment to employees most impacted by inequity. We used mixed methodology in this approach to examine multiple data sources and decided our results and suggestions by seeking corroborating and contradictory evidence from data. Two interviews (8/27 and 9/2) were conducted with Kalamazoo's HR director and key staff to gather additional information, provide process and procedural context to HR-related policies and fill gaps in information where documents or data might not have been available or sufficiently collected for a full analysis of a requested deliverable/assessment area.

The table below shows an overview of the data collection approach and more detail can be found in the respective appendices.

Method	Survey	Document & Data Review	Listening Sessions
Scope	All-city employees invited by email	<ul style="list-style-type: none"> EEO, Discrimination and Harassment Recruiting, Hiring and Retention Professional Development & Training Past Climate and Employee Engagement Reporting Strategic Plans & Performance Measures Organizational Commitment Budgetary Decisions Leadership & Board/Commission Diversity Turnover data, previous 1 year Salary data, 1 time point 2 interviews with Kalamazoo HR director and staff 	All-city employees invited by email Groups: <ul style="list-style-type: none"> Black Women BIPOC Employees BIPOC Supervisors Public Safety Command Center Public Safety Patrol Employees White Employees Women
Time	Survey open 5/03/21 – 5/28/21	Requested 5/03/21	Sessions held 6/03/21 – 6/30/21
Sample	282 complete, 103 incomplete	30 documents	31 (1-6 per listening session)



KEY FINDINGS

ON BARRIERS, READINESS, AND OPPORTUNITIES FOR DEI

This report highlights findings that emerged as the most significant for addressing critical gaps and barriers in DEI; and describes the strengths and opportunities that emerged for improving and establishing an impactful DEI practice within the City of Kalamazoo.

STANDARDIZATION OF STRATEGY IN HIRING, PROMOTION AND SUPERVISION

Data demonstrated that The City of Kalamazoo could improve in areas of standardized control mechanisms within their hiring and promotion procedures as well as supervision standards to control for both explicit and implicit biases.

Misperceptions of DEI in Hiring

The data analysis revealed widespread misconceptions and mischaracterizations of what is meant by considering and applying diversity and equity-centered strategies within the City of Kalamazoo's recruitment and hiring practices. Numerous employees characterized their perception of diversity and equity-orientated hiring practices as giving an additional advantage to candidates based on some aspect of their identity instead of their qualification and job fit (**Appendix C Question 12**).

Disparate Strategies for Recruiting and Hiring a Diverse Workforce

While the City has articulated guidelines for diversity and equity in recruitment and hiring, existing efforts towards reducing bias and increasing diversity could be strengthened by designing and implementing a comprehensive and codified strategy to create a diverse and inclusive workforce that encompasses recruitment, hiring, retention, and promotion.

The City of Kalamazoo's Policies and Procedures Manual lays out criteria for recruiting a diverse workforce in the City's Recruitment Plan, including guidelines for a comprehensive recruitment program for diverse candidates and supporting efforts in attaining a diverse workforce. According to available information, data to support diversifying the workforce was either not readily available for analysis of the flow of diverse candidates through these systems or it was not used as extensively as it could be, outside of what is provided in mandatory Equal Employee Opportunity (EEO) audits (**Appendix B, Section 4**). According to interviews with HR staff, current HR recruitment and hiring practices include a number of measures to reduce bias and diversify the workforce (e.g., widely circulate position vacancies, ensuring more than one identity is represented on interview boards, use of interviewer evaluation form, providing an interpreter for second language English speakers). While current practice does include some control measures, the hiring policies and procedures as written lack control mechanisms for personal biases and leave most of the decision-making regarding the recruitment approach to the discretion of individual hiring managers and Human Resources staff (**Appendix B, Section 6**). In addition, offer letters and benefits information (provided by HR staff) may be strengthened to better serve a diverse workforce by taking steps such as aligning benefits with federal requirements (e.g., FMLA), incorporating an EEO statement, and informing staff of their employment rights.



Supervision Standards

Supervisors at the City of Kalamazoo appear to have a high level of control over promotion and are significant influencers in whether or not a culture of equity and inclusion is encouraged or impeded. Supervision and its impact on employees varied widely, and employee experiences were dependent on specific supervisors and their specific management skills and styles. While some employees had very positive experiences with supervisors that left them feeling valued, supported, and included in decision-making, the data also indicated that supervisors are commonly the key barriers to an equitable work culture in the absence of standardization and coordination of supervision practice (**Appendix D, Question 29; Appendix B, Section 15**).

Gaps in Data Collection and Use

Generally, it was found that DEI policy, practice, measurement and quality improvement would be strengthened through improving data collection and use. Current gaps in data serve as a barrier to analyzing workforce trends—from recruitment through retention and separation—that could be used to plan towards strengthening DEI related practices (**Appendix B, Section 5**). For example, calculating meaningful turnover rates by gender is made difficult by the fact that approximately 40% of 2020 separations are associated with either a gender category “U” or an unspecified gender (i.e. no measurable data) (**Appendix B, Section 3**). It is noteworthy that of the applicant data provided, the ‘unknown’ sex categories that existed in 2020 and 2019 is not present in 2021 (**Appendix B, Section 5**). If this indicates a broader data collection change, it is an important shift towards improving data use for diversifying the workforce.

DEI COMMITMENT: PERCEPTIONS AND PRACTICE

As a whole, it would appear that employees perceive the City of Kalamazoo to have a strong commitment to DEI; however, it is important to note that when the survey responses were disaggregated by race, ethnicity and gender, it is clear that employee perceptions differ significantly across identity. Additionally, the overall analysis of policy, practice and employee experience reveal gaps in clearly stated DEI vision and values across departments, some external practices like minority contracts, employee skepticism of organizational commitment or the value of the work, employee engagement barriers and a perception of non-inclusion in organizational communication and decision making.

Commitment to Internal DEI Practice

The assessment found limited evidence of written commitment to or values of DEI in six City-wide or department-specific mission, vision, and values statements provided to the assessment team (**Appendix B, Section 7**). None of the mission and vision statements reviewed explicitly stated commitment to DEI. Given that best practices of DEI work is embedded, in part, in mission, vision and values work, this raises a concern to be further explored in terms of whether the availability of these statements indicates a lack of department-level documents for leadership in general or whether these documents had been prepared but were out-of-date or out-of-use and therefore difficult to locate. While the Kalamazoo Department of Public Safety's strategic plan also does not include DEI in its mission, vision, or values, they published a DEI-specific plan in 2020.

Commitment to External DEI Practice

While the focus of this assessment was internal, forward facing statements regarding commitment to DEI can impact the internal perception of organizational commitment to DEI. The City of Kalamazoo showed some incidences of incorporating the constructs of diversity and inclusion into external community-facing planning. Both the fact that the City of Kalamazoo Strategic Vision & Master Plan 2025 lists "Strength Through Diversity" as a goal and that it identifies "Promote a safe, attractive, welcoming community that addresses institutional racism and enriches the culture of the City" as a strategic direction of this goal were two strong example of commitment. These plans were evidence that there were those within the City of Kalamazoo who aimed to make advancing equity a priority (**Appendix B, Section 7**).

An analysis of vendor contract allocations demonstrated room for improvement in the commitment to external DEI practice. The City of Kalamazoo contracts a small percentage of overall contracts and total dollars to Women-Owned Businesses (WOB) and Minority-Owned Businesses MOB. Analysis demonstrated that out of the 323 contracts awarded and the \$69,593,389 total dollars awarded in 2020, WOBs were awarded 3.4% of contracts and 1.62% (\$1,130,432) of total vendor dollars, and while MOBs awarded 2.5% of contracts and 0.16% (\$108,500) of total vendor dollars.

(Appendix B, Section 14).

Perceptions of Overall Commitment to DEI

Across both the survey and the listening session employees expressed different levels of skepticism in the City of Kalamazoo's commitment to real change in DEI, while some expressed both hope for change and a sense of slow progress. Over 80% of survey respondents believed that there is no or minimal expression of equity and DEI as an organizational value (**Appendix D, Question 17**). However, throughout the survey there were several cited areas of strength regarding DEI, for example senior leadership support, increased resources allocated for DEI efforts, availability of DEI training, and a perception of diversity in the workforce. Two themes of skepticism that arose in the listening sessions were that the City of Kalamazoo may only be working on this assessment for the appearance of DEI priorities and that, despite trainings, individuals were not putting concepts into practice. Themes of hopefulness were attributed to perceived increased employee diversity in their department, offering diversity training, increasing board diversity, and creating a DEI department

Perceptions of Commitment to DEI by Race and Gender

While there was a range of skepticism and hopefulness overall among employees, there were significant differences in perspectives across racial and gender identities, as well as misconceptions of DEI. Employee perspectives about whether the City of Kalamazoo valued equity in practice varied based on individuals' racial identity. Just over 15 percent of Black survey respondents agreed that "Equity is explicitly expressed as a value, and some parts of the organization act on a commitment to Diversity, Equity and Inclusion," compared to 67.2 percent of White respondents ([Appendix D, Question 17](#)). At the level of their own department, men were twice as likely to agree (33.3% versus 60.8%), suggesting that women were more likely to feel that their department could be doing more concerning DEI ([Appendix D, Question 18](#)).

Employee Engagement Level for DEI

Survey data indicate that employee barriers to DEI engagement involve both practical and workplace environment concerns. While a majority of respondents (60.2%) indicated that they were happy with their current level of engagement and did not desire any other support, we do not have the data to determine why. The follow-up survey and focus group questions regarding engagement indicate that this lack of desire for additional support around DEI has more to do with barriers and skepticism in either the value for the work or the faith in real change coming from it (see survey questions cited below and [Appendix B, section 15](#) for focus group responses). Among survey respondents, the two most prominent barriers to increasing engagement in DEI were the need for more training and more time ([See Appendix C, Question 10](#)). Respondents also described several concerns about what a focus on DEI in the workplace might mean for them, ranging from working with others from different backgrounds, being misunderstood, the prominence of DEI (i.e., "DEI taking over the workplace"), not being able to express yourself for fear of retribution, racism, and lack of change ([See Appendix C, Question 12](#)).



Organizational Communication

Employees described gaps in horizontal and vertical communication flow. Employees often didn't feel heard by upper leadership and upper leadership felt that they struggled to elicit input—that may impede equitable decision-making. While upper-level leadership experienced decision-making as a matter of roles and consensus-building, the rest of the City of Kalamazoo employees experienced inclusivity in decision-making as contingent on individual supervisor's or manager's style of leadership. A culture of hierarchy was perceived to structure all decision-making within some departments so that employee experiences and ideas were believed to be of lesser value to those with higher ranks (**Appendix B, Section 14**).

A CULTURE OF MICROAGGRESSIONS

Employees experienced a workplace culture in which microaggressions were relatively common, but which went unaddressed, even if reported.

EEO Discrimination, Harassment, and Retaliation Policies

The City of Kalamazoo's policies and procedures related to discrimination, harassment, and retaliation complied with federal, state, and local laws (**Appendix B, Section 7**). The processing of harassment complaints/alleged violations and performing investigations depended only on employees reporting concerns of harassment and discrimination to either their direct supervisor or the Human Resources/Labor Relations Director. The assessment team was unable to procure documentation demonstrating the quality of harassment and discrimination training provided to City of Kalamazoo employees, or accountability and tracking mechanisms associated with ensuring compliance with these training (**Appendix B, Section 10**).

Microaggressions

City of Kalamazoo employees experienced or knew of numerous incidents of microaggressions between coworkers around the following kinds of bias: race, gender, sexual orientation, and age (**Appendix B, Section 14**). According to the survey, almost three times as many Black employees and twice as many Hispanic or Latinx employees experienced unfair treatment compared with White employees. Twice as many women as men experienced unfair treatment in the workplace (**Appendix D, Question 27**).

Microaggressions Are Normalized

Data showed that supervisors rarely addressed microaggressions or other unfair treatment even when it was reported and often dismissed the behavior instead. Out of concerns of retaliation or further exclusion, most employees did not report unfair or biased behavior (**Appendix B, Section 14**). Very few survey respondents that expressed unfair treatment in the workplace reported it and no Hispanic/Latinx employees had reported it (**Appendix D, Question 27a**).

REPRESENTATION AND UNSAFETY AROUND DISCUSSING RACE

Data described a workplace culture where race-based discrimination was experienced but not discussed or acknowledged, although a few employees believed the City of Kalamazoo had begun to address this.

Racial and Ethnic Disparities in Job Type, Longevity and Salaries

While the racial and ethnic make-up of City employees is similar to the representative population of the City (with the exception of Asian employees), as seen in the table below, racial disparities in both job segregation and length of service may drive correlations found between salaries and racial/ethnic identities. EEO data demonstrated that, by racial category, City of Kalamazoo employees were predominantly White (74%), followed by Black/African American (18%), Hispanic/Latinx (5%), multi-racial (2%), Asian (0.6%), and American Indian/Alaska Native (0.4%). Across the organization Technicians, Professionals, Operatives, and Executive/Senior Level Officials and Managers⁸ were predominantly comprised of White employees. Most Black/African Americans were employed as Service Workers. The most diverse department was KDPS, where all race/ethnic groups were represented, even though most employees were White (**Appendix C**). In addition, length of service shows a relatively even distribution of White employees' longevity across service years, whereas, Hispanic or Latino and Black/African American employees were underrepresented in long term roles (**Appendix B, Section 9**). While almost 41% of white employees earned more than \$61,000, other racial groups were less represented among employees earning at this level. Approximately 19% of Black/African American employees, 25% of Hispanic or Latino employees, and 20% of employees identifying with Two or More Races earned more than \$61,000 (**Appendix B, Section 9**).

Select demographic comparison across City of Kalamazoo employees, Kalamazoo, and Kalamazoo County

	City of Kalamazoo	Kalamazoo, City	Kalamazoo County
RACE			
American Indian or Alaska Native (not Hispanic or Latino)	0.4%	0.2%	0.5%
Asian (not Hispanic or Latino)	0.6%	2.1%	2.8%
Black or African American (not Hispanic or Latino)	17.8%	22.2%	11.8%
Hispanic or Latino	4.9%	7.6%	5.2%
Two or More Races (not Hispanic or Latino)	1.5%	6.6%	3.6%
Unidentified/Opt Out	0.2%	–	–
White (not Hispanic or Latino)	74.1%	63.3%	77%
GENDER			
Female	32.9%	50.7%	51.1%

⁸ Job classifications based on City of Kalamazoo EEO reporting

Lack of Psychological Safety in Discussing Race

Employee's experience a workplace culture did not provide psychological safety for difficult discussions around race and discrimination, according to listening sessions (**Appendix B, Section 15**). That most employees are White contributes to this problem. Also, Black, Indigenous and/or People of Color (BIPOC) employees worried about being further marginalized if they reported discriminatory treatment at work or believed that no action would result if they reported, such as these two participants in a BIPOC listening session:

“Because sometimes you just don’t want to be that person that always seem[s] like they’re going to upper management about something.... You don’t want to make an issue out of everything. And then you just turn a blind eye...” —BIPOC Listening Session participant

“And then if you’re always saying something ... And I even go through that like, “I’m going to say this again?” I don’t want to say it again. Sometimes I don’t feel like it. Sometimes I just don’t feel like it. But it’s not because I don’t know what needs to be said but it’s a whole lot. It’s a whole lot a lot of the times and I know there are people that have felt that pressure. But then again, if you’re only one of a few, there’s not really a support. There’s not a supportive structure in place for people. There’s not a safe, supportive structure in place for people.” – BIPOC Listening Session participant

At the same time, listening session data showed a noticeable absence of talk about race among White employees—suggesting either discomfort with explicit discussions of race (in that setting) or a lack of knowledge of BIPOC employees’ challenges.⁹ At the same time, nearly 47% of White respondents said that they found it valuable to examine and discuss the impacts of racism in the workplace and most White respondents said they felt quite competent (ratings of 8, 9, or 10 on a 10 point Likert Scale) with their interactions with people of other races (**Appendix B, Section 15; Appendix D, Question 4**).

⁹ At the same time that White listening session participants discussed issues of race in the workplace very little, nearly 47% of White respondents said that they found it valuable to examine and discuss the impacts of racism in the workplace and most White respondents (69%) said they felt quite competent (ratings of 8, 9, or 10 on a 10 point Likert Scale) with their interactions with people of other races, although the context of doing so is unknown (Appendix B, Section 15; Appendix D, Question 4).



Department-Specific Challenges

Some employees in the Department of Public Safety feared retaliation if they reported experiences with discrimination and faced challenges of being “Black and Blue”, pulled by both Black and Public Safety communities to take sides (**Appendix B, Section 15**).

According to survey respondents, racism and other forms of discrimination, including by supervisors, were found among employees in the Department of Public Services (**Appendix D, Question 29**).

Impacts of Various Forms of Oppression

The data showed various direct impacts of this culture, such as not being able to express one’s opinions freely, attempts to blend in, heightened workplace stress and exhaustion, and a lack of safety to participate in changing workplace culture (**Appendix B, Section 15**). It was generally found that women and Black respondents described a greater capacity and competency to engage and discuss DEI issues in the workplace (**Appendix D, Questions 1-9**).

GENDER INEQUITY

Data describes a workplace culture that trivializes the negative impact of microaggressions towards women and where men are overrepresented across the organization and slightly so in positions of power.

Overrepresentation of Men in the Workforce

An analysis of the City of Kalamazoo’s employment data showed that about two-thirds of the employees were men, one-third were women, and very few identified as non-binary. This disparity was also represented in the data on applicants for all City of Kalamazoo jobs: in 2021, the percentage of women applicants remains low relative to men who apply (2020: Women 32%, Men 62%, Unknown 7%; 2021: Women 41% and Men 59%) (**Appendix B, Section 5**). Further, the distribution of gender across job categories varies significantly. Women are underrepresented in every EEO job class except administrative support, and they occupy lower salary groupings across these classifications. They are severely underrepresented in positions of craft and operative EEO classes. Further, they are even starkly underrepresented in the most common mid-level positions where they are likely to have influence in decision-making and ability to change policies and culture. (**Appendix C**).

Gendered Roles

According to EEO analysis across nine job classification areas, certain classifications were more likely to be employed by specific genders. Men are employed in far greater numbers as Technicians, Craft Workers, and Operatives, while women are employed at higher rates as Administrative Support Workers. Men were more likely to be Executive/Senior Level Officials (57%) and Managers and First/Mid-Level Officials and Managers (64%) compared to women ([Appendix C](#)).

Sexist Microaggressions and a Male Dominant Work Culture

The experience of women employed at the City is shaped by underrepresentation across job categories, lower salaries and the experience of microaggressions within a male dominant work culture. Many women expressed feeling like they had to fit into a man's world and feeling forced to navigate the "boys clubs" in some departments. Also, employees experienced and observed microaggressions directed towards women in the workplace ([Appendix B, Section 14](#)).

Classification	Percent Female	Percent Male	Percent Non-Binary
Administrative Support Workers	79.5%	20.5%	
Craft Workers	4.1%	95.9%	
Executive/Senior Level Officials and Managers	42.9%	57.1%	
First/Mid-Level Officials and Managers	36.4%	63.6%	
Laborers and Helpers	53.1%	46.9%	
Operatives	18.1%	81.9%	
Professionals	40.2%	59.8%	
Service Workers	33.3%	65.9%	0.8%
Technicians		100%	



SUMMARY OF KEY FINDINGS

The City of Kalamazoo has made several necessary declarations that demonstrate an effort to focus on DEI. The City of Kalamazoo has allocated a budget to DEI efforts with two full-time positions. Through those positions, an immense potential for concentrated and coordinated DEI work throughout the City of Kalamazoo. Following that, hiring the MPHI assessment team was an essential step in assessing the current landscape with a mind towards improvements. Further, there is evidence that several departments and individuals have committed to the mission of advancing DEI. The Public Safety department is leading the charge with a DEI training and recruitment plan. Several employees also commented that the commitment of their supervisors helped create an inclusive and equitable culture.

The assessment also uncovered several key areas where work needs to be done. The City of Kalamazoo lacks a coordinated and measurable DEI strategy. Thus far, most of the intentional equity and inclusion-related initiatives have been externally facing. The existing DEI work and progress relies on individuals with an expressed commitment to the work rather than on codified policies/procedures and an intentional and engaged workplace culture.

Meaningful improvements to DEI require systemic action. The absence of this coordinated plan leads many employees to feel as though the senior leadership often makes declarations without any substantive efforts or outcomes towards improving DEI. The data demonstrated that the City of Kalamazoo lacks diverse representation. The majority of employees are White men, and this lack of diversity is even more pronounced in the divide between White and non-White employees in salary, longevity and in professional versus service worker job classifications. Women make up 1 out of every 3 employees where they occupy the lower salary positions. While some employees have engaged in discussions and training around DEI, the assessment uncovered many misconceptions about the application of DEI in the workplace and general confusion around what DEI means. Without a clear understanding and shared language, any work put forward organizationally will not result in a normalized and engaged culture of DEI.

Moreover, the assessment found that White employees and BIPOC employees operate within two vastly different workplaces. Microaggressions are frequent experiences for BIPOC and women employees and without explicit policies, practices and strategies for eliminating this, they continue to go unaddressed. This contributes to a lack of psychological safety that is a key aspect of the sense of belonging that exists when diversity, equity and inclusion are present in the systems and culture of an organization.

This assessment uncovered that while there is still a lot of work to be done in the City of Kalamazoo, the existing efforts and the readiness of the organization to make those changes are present. Through focused, coordinated, and measurable action steps, the City of Kalamazoo can continue its journey to becoming more diverse, inclusive, and equitable.

MPHI RECOMMENDATIONS

Incorporating the report findings and the recommendations of employees ([Appendix B, Section 11](#)), the following are the MPHI DEI Assessment Team's recommendations for consideration in the next phase for the City of Kalamazoo's DEI action plan.

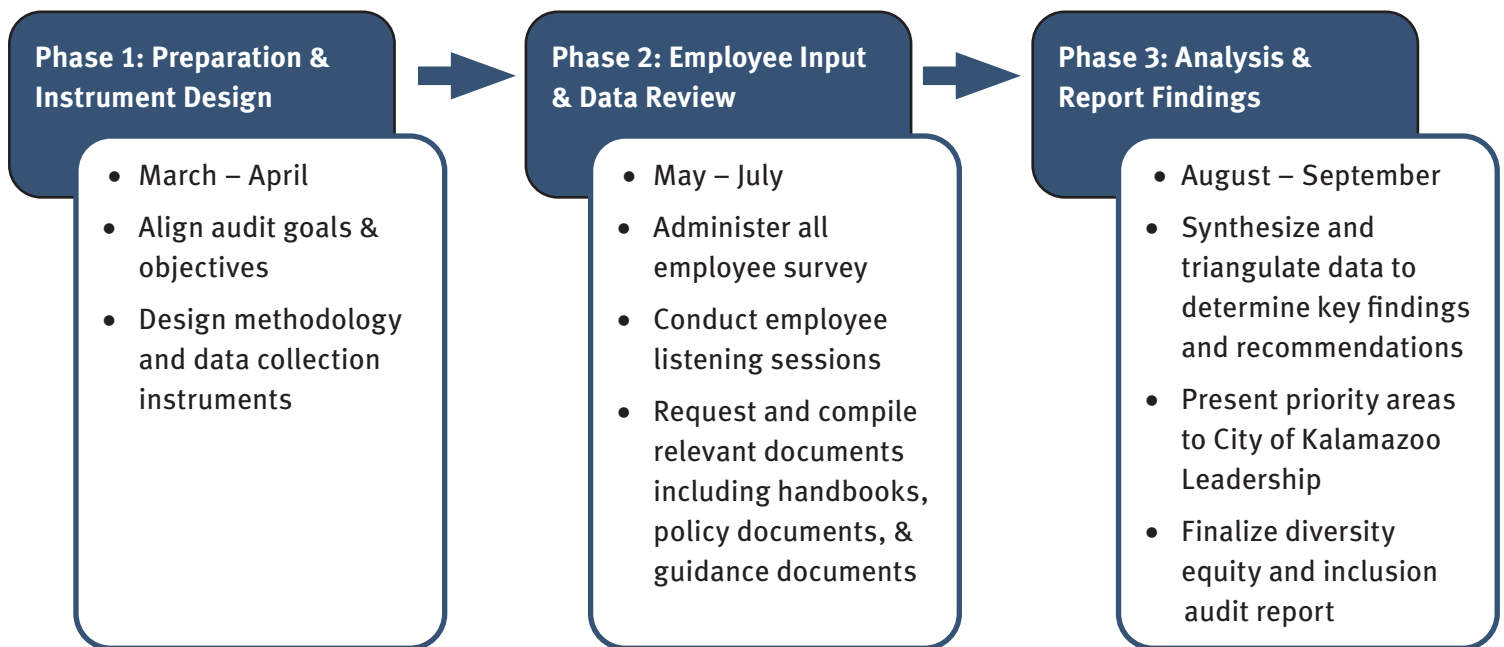
1. Create a coordinated DEI strategy, via a process inclusive of employees from levels and identities most impacted by inequity, to combine all internal and external DEI efforts into one measurable and accountable vision.
2. Establish an internal DEI accountability and leadership team that intentionally includes employees from levels and identities most impacted by inequity to assist the DEI department and embed accountability of DEI responsibilities into each department.
3. Develop a comprehensive, DEI, data collection and use plan and policy for regular, ongoing reporting along a set of benchmarks aligned with the City's DEI goals to better facilitate evidenced-based DEI planning, assessment, quality improvement and accountability.
4. Explore new or improved ways for employees to bring discriminatory actions to light, such as promotion of your retaliation policy, creating an ombuds office and establishing anonymous channels for formal reporting, in a coordinated and communicated program to reduce fear of retribution that provides employees alternatives to reporting harassment and discrimination to either their supervisor or the Human Resources/Labor Relations Director.
5. Engage supervisors and managers across the organization to, with the input of employees at every level, establish a baseline of the City of Kalamazoo's philosophy and values for supervision and management that centers a DEI lens.
6. Establish a coordinated approach to charging and supporting each department in setting a mission, vision, and plan for quality improvement, including DEI goals, benchmarks, and accountability.
7. Build an anti-oppression curriculum for every level of the organization that articulates resources, training, concept application, support cohorts, and professional development with learning goals mapped from recruitment to on boarding and throughout the tenure of each person's employment.
8. Establish a vision and plan for addressing and supporting the overall wellbeing and sense of belonging of employees across the organization.
9. Establish an Equity in All Policies committee to oversee the establishment and implementation of an ongoing internal policy review process and develop tools like an equity impact statement required for all new policy and Equity in All Policies review board that is intentionally diverse and inclusive of employees and community members.
10. A budget is a moral document: Expand and sustain a permanent appropriation for your Office of Diversity Equity and Inclusion to reflect the enormous scope of this work and demonstrate commitment to the sustainable transformation of the City of Kalamazoo towards being an anti-racist, anti-oppression city government.

APPENDIX A – METHODOLOGY

The methodology, timing, and procedure used to collect quantitative and qualitative documents and data sources that MPHI’s team analyzed and completed during the diversity, equality, and inclusion audit are described below.

Survey Methods

A Diversity, Equity, and Inclusion Assessment Survey (DEI) was administered by the MPHI team to all City of Kalamazoo employees.



An anonymous survey Internet link was sent via e-mail, to addresses obtained by human resources to 603 current employees, including Boards and Commissions. Employee participation in the survey was voluntary and anonymous. MPHI directly contacted employees via their City of Kalamazoo email addresses. Managers were also directly notified to increase awareness and participation. The online data collection tool for the employee survey allowed people to participate using a computer or a mobile device. In addition, MPHI disseminated a flyer with a QR code to staff and encouraged those with the ability to do so to print and share the flier. In this manner, employees who spend limited to no time in front of a computer could also be reached. The City of Kalamazoo DEI Assessment Survey was designed to take about 25 minutes.

Employees began answering the surveys on May 3, 2021, and survey data was last collected on May 28, 2021. There were 385 initial responses to the on-line survey. However, after examining the response patterns, it was clear that 103 participants began taking the survey but did not complete the survey. Because the surveys were anonymous, there was no way to determine if participants who did not complete the survey, did so later or simply did not continue. Partial responses were not included in the results reported. There were 282 surveys that were deemed “completed” (a response rate of 46.7%).

DEI can cover a wide range of topics including explicit bias, cultural competency, and social justice. Survey items the City of Kalamazoo DEI Assessment came primarily from two well established DEI assessment tools: (1) The Government Alliance on Race and Equity (GARE) survey - GARE is a national network of government working to achieve racial equity and advance opportunities for all.

The survey data for the City of Kalamazoo DEI assessment covered four areas: (1) DEI knowledge and experience, (2) DEI departmental practices, application of DEI Principles, and leadership, (3) boards and commissions, and (4) employee / participant demographics.

To capture employee opinions and beliefs, we implemented a variety of survey items that included different response sets:

- A. Rating scales - from 1 to 10, with 1 being the lowest rating, and 10 being the highest rating. There were 15 rating scale items.
- B. Multiple selection items that would allow respondents to choose more than one answer (i.e., “select all that apply”). There were 3 multiple selection items.
- C. Multiple-choice items - that would allow respondents to choose only one answer. There were 11 multiple-choice items.
- D. Open-ended items - that would allow the employee to express their thoughts in their own words. There were 10 open-ended items.
- E. “Yes” or “no” and other forced choice items - that also included the option of “prefer not to answer/prefer not to respond.” There were 5 forced choice items.

Document Analysis

In order to understand the depth of policies and practices that influence diversity, equity and inclusion in the City of Kalamazoo, the assessment team analyzed 30 documents provided by the City. A formal request of relevant documents and policies was submitted and discussed with leads from Kalamazoo Human Resources and Finance on May 3rd, 2021. The below table provides an overview of the types of documents and internal guidance used to inform findings and further detail about documents included in analyses can be found below.

Requested Document Types

Policies, Practices, & Procedures	Organizational Culture and Climate	Governance and Resource Flows Outcomes
With emphasis on <ul style="list-style-type: none"> EEO, Discrimination, and Harassment Recruiting, Hiring and Retention Professional Development & Training 	With emphasis on <ul style="list-style-type: none"> Past Climate and Employee Engagement Reporting 	With emphasis on <ul style="list-style-type: none"> Strategic Plans & Performance Measures Organizational Commitment Budgetary Decisions Leadership & Board/ Commission Diversity

DOCUMENTS REQUESTED

Policies and Practices

EEO, Discrimination, and Harassment

Any City of Kalamazoo written policies related to the grievance procedure for administrative service and support staff (a detailed written description of the process if

A written description of the process for resolving complaints of discrimination, harassment, or sexual misconduct.

Any City of Kalamazoo written policies related to employees with disabilities

Any City of Kalamazoo written policies related to accessibility

Any City of Kalamazoo written policies that address sexual orientation and gender identity (i.e., employee transition planning, restroom usage)

A list of required training for all staff related to discrimination and harassment, including the method in which training is delivered and description of control mechanism used to ensure completion.

A list of required training specific to those in management and supervisory roles related to discrimination and harassment, including the method in which training is delivered and description of control mechanism used to ensure completion.

A copy of the city of Kalamazoo and all department specific employee handbooks/personnel policy manuals

City of Kalamazoo's Ethics Policy

Guidelines for Acceptable Employee Conduct

Recruiting, Hiring and Retention

A breakdown of disaggregated employee data (i.e., demographics, positional level)

Position descriptions from each of the EEO categories: 3 job descriptions from each EEO category AND all within one department (medium to small size), for minimum 3 years

Any written policies OR a written description of procedures that refer to candidate screening, hiring panel selection, selection criteria, and interview procedures.

Any City of Kalamazoo written policies and procedures related to how compensation is determined for new employees.

Any City of Kalamazoo or Department specific written policies and procedures external and internal recruitment.

A listing of targeted recruitment events and activities

A copy or description of training required for those who serve on interview panels

Nepotism policy

A written policy or description of procedures used for employee performance appraisals

All Board and Commission procedures/bylaws related to new member recruitment and acceptance

Recruitment plan or several recent examples for current postings

Employee Selection Process Checklist (HR-02)

Referral Decision Matrix (HR-03)

Hiring panel requirements

Pre-Employment Checklist (HR Policies and Procedures Manual Section 2.5b, p 5)

EEO plans and reporting

Turnover and promotion data (by race, gender, ethnicity, EEO category) over 5 years including: Total number of employees, Number of separations, Number of terminations, Number of transfers, Number of retirements, Number of promotions

Professional Development & Training

Content of any trainings provided mandatory trainings that relate to diversity, equity, inclusion, or justice.

Any practices that relate to formal mentoring/coaching programs provided to staff

A list of required training specific to those in management and supervisory roles related to discrimination and harassment, including the method in which training is delivered and description of control mechanism used to ensure completion

Training materials or guidance that HR requires of hiring managers

ORGANIZATIONAL CULTURE AND CLIMATE

Climate and Employee Engagement

Any City of Kalamazoo or Department specific results (in their raw form) or summarized reports of climate & employee engagement survey–limited to the last 5 years

GOVERNANCE AND RESOURCE FLOWS OUTCOMES

Strategic Priorities/Organizational Commitment

A copy of the City of Kalamazoo's most recent strategic plan and all department level strategic plans (that are current)

A copy of the City of Kalamazoo's and/or department specific mission and vision statements

Budgetary Decision-Making

A detailed copy of City of Kalamazoo's budget, as well as budgets from FY2018, FY2019, and FY2020

Purchasing Policy; procurement and RFP

Leadership & Board/Commission Representation

An Organizational Chart current for the current year displaying the reporting structure and positions of management of the City of Kalamazoo. Chart should list positions and related names of individuals in those positions.

LISTENING SESSIONS

SAMPLING

All city employees received an email that briefly explained the listening sessions and invited them to register their interest via an on-line form. By clicking a link, they were directed to a short series of questions to answer and then to reconfirm their interest in participating. Individuals were asked to select their preferred listening session group(s). Using purposeful sampling, we then invited participants via email to sign up for a listening session based on the group(s) they selected and space remaining per group. Our aim was to create groups in which participants felt like they had something in common with other group members, in hopes it would help them feel more comfortable in conversation.

Informed consent procedures were conducted by Listening Session facilitators (MPHI HECs). All potential participants were given a consent form in an email with the session Zoom link and asked to give consent at the start of the Listening Session. Only potential participants giving their consent were enrolled as participants in the Listening Session.

PARTICIPANTS

As demographic data was not required for participation in a listening session, the information available about participants' demographic information includes 24 of 31 participants.

Age Group	
31 to 40 years	9
41 to 50 years	10
51 to 60 years	3
61 and above	2

Length of time as City employees (years)	
< or = 1 year	8
2-5	7
6-10	1
11-20	6
21+	2

Race/ethnicity	
Black or African American	7
White or European-descent	17

Gender	
Woman	16
Man	8
Self-described	1

Department	
City Commission	2
City Manager's Office	3
Community Planning & Economic Development	9
DEI Office	1
Information Technology	1
Management Services	2
Public Safety	2
Public Services	2
Board or Commission	2

Position	
Senior Leadership (executives/ appointees/officials/senior-level manager)	8
Supervisor or Manager (first line supervisors/first and mid-level officials/public safety command)	4
Non-Management (professionals/public safety patrol/ technician/admin support/skilled craft workers)	12

QUESTION GUIDE

1. Are your skills or talents valued by your supervisor or more senior leadership? Why/why not do you think so? (examples)

If you feel individuals' skills or talents are valued, is this enough to allow you to be successful in your job or to excel and even earn promotion or career advancement?
Why/why not?

If you do not think skills or talents are valued (or think it's not important), what else do you think is important to being able to succeed or excel in your job? (is support provided to do so?)

2. Do you think your co-workers would have the same perception about their own skills or talents being valued? Why/why not?

3. What, do you think, may hold some people back from being able to succeed or advance their careers at the City? [e.g., workload – does it impact women/men differently, politics, personality of supervisor/leadership, hiring or promotion policies]

4. Are you involved in decision-making in your team or department?

If not, who makes decisions in your team or department or what is the usual process?

If you are, can you give me an example of a recent decision you were involved in? Is that the process that usually happens in decision-making? Are the same people usually involved?

5. Tell me about a time when someone's decision negatively impacted or challenged your team. How was that decision made?

What were the roles of the people who were involved? (staff roles, manager/leader, community member/s)

Did anyone push back or question the decision? Why/why not?

How do you think the decision should have been made differently?

6. Do you think the right people are involved in making decisions that affect your whole department or the City as a whole? Why/why not?

7. At work, have you ever heard someone talk about categories of people – like women, men, Hispanics, gays, disabled people, Jews, Blacks -- in ways that made you feel uncomfortable or which you found judgmental or unfair? Would you give me an example?

8. Have you ever experienced unfair or biased treatment – whether big or small -- at work? If so, would you tell me about what happened?

Who was involved? Roles/characteristics, not names]

What did you do after that happened or what did your co-worker do? Why?

Was it reported officially or shared with co-workers? Why/why not?

Was this an unusual experience or did it feel like part of a larger pattern?

9. What else do you think we need to know to understand what It's like to be an employee at the City of Kalamazoo in terms of diversity, equity, or inclusion?

APPENDIX B – DATA AND ANALYSIS

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The below appendix provides detailed descriptions of the analysis and data specific to the deliverables for the project.

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SECTION 1: JOB ANALYSIS OF ALL CITY JOB CLASSIFICATIONS TO ENSURE THEY ARE IN THE APPROPRIATE EQUAL EMPLOYMENT OPPORTUNITY (EEO) JOB CATEGORIES FROM THE CITY'S EDEN DATABASE [DELIVERABLE B].

A sample of position descriptions (three per category) were requested from the City of Kalamazoo. The City provided position descriptions in job category groups. Position descriptions were compared with their respective EEO category descriptions to assess alignment. The position categories shared with the assessment team largely matched expected EEO-1 categorization with the exception of:

1. The position of “Buyer” was not found to include supervisory responsibilities and, therefore, is mis-placed in EEO Category 2—Mid/Level Officials and Managers
2. Categorizing these three police positions (see table 1 section 8) within Category 8 (Operatives) does not align with the appropriate category. According to the US Equal Employment Opportunity Commission “EEO-1 Component 1 Job Classification Guide”, police positions are categorized according to their responsibilities (e.g., Police and Sheriff’s Patrol Officers are classified as Category 10: Service Workers).¹

The following table summarizes our analysis of job descriptions compared to EEO categories. Excerpts of Job descriptions provided were used in this comparison. Language variation – “Description/Distinguishing Features” vs “Distinguishing Features of the Class” vs “Definition” – reflects variation across position descriptions.

¹ <https://eeocdata.org/pdfs/EEO-1%20Component%201%20Job%20Classification%20Guide.pdf>, accessed 09/12/2021

Table 1. Illustration of Brief Kalamazoo Job Descriptions per EEO Category.

EEO Category ²	Job Descriptions Provided by the City of Kalamazoo by Category
<p>1. Executive/Senior Level Officials and Managers</p> <p>Individuals who plan, direct and formulate policies, set strategy and provide the overall direction of organizations for the development and delivery of products or services, within the parameters approved by boards of directors or other governing bodies. Residing in the highest levels of organizations, these executives plan, direct or coordinate activities with the support of subordinate executives and staff managers. They include, in larger organizations, those individuals within two reporting levels of the CEO, whose responsibilities require frequent interaction with the CEO.</p>	<p>Assistant Director- accountable to: varies; supervisory role</p> <ul style="list-style-type: none"> ○ Distinguishing Characteristics: The Assistant Director is the third level of a five-level management series. The Assistant Director is distinguished from the Manager by its responsibility for assisting in planning and directing the activities of a department or division. The Assistant Director is distinguished from the Director which is responsible for directing the activities of a department or division. <p>Deputy City Manager – reports to: City Manager; supervisory role</p> <ul style="list-style-type: none"> ○ Description/Distinguishing Features: The Deputy City Manager – Strategic Planning & Administration is responsible for working with the City Manager in the planning, implementation, and evaluations of strategic development projects and activities within the City. This position oversees capital planning, coordinating interdepartmental projects, serves as the Chief Strategic Officer and manages special projects such as ongoing, comprehensive City communications and strategic planning work. The Deputy City Manager – Strategic Planning & Administration oversees and may be involved in various community relation programs including higher education, intergovernmental, neighborhood projects, and serves as a member on a variety of community associates and budget team. Additionally, this role develops long-term plans and projections, provides analyses and recommendations on a variety of topics, oversees the development of the Capital Improvement Program and provides supervision to the Directors of the Public Services Department and the Parks & Recreation Department. Represents the City Manager when required, both internally and externally. <p>Executive Director – accountable to: City Manager; supervisory role</p> <ul style="list-style-type: none"> ○ Distinguishing Characteristics: The Executive Director is the fifth level of a five-level management series. The Executive Director is distinguished from the Director by its responsibility for serving on the City Manager’s Leadership Team.

² <https://eeocdata.org/eeo1/howto/instructionbooklet>, accessed 9/30/2021

2. First/Mid Level Officials and Managers

Individuals who serve as managers (excluding Executive/Senior Level), including those who oversee and direct the delivery of products, services or functions at group, regional or divisional levels of organizations. These managers receive directions from the Executive/Senior Level management and typically lead major business units. They implement policies, programs and directives of executive/senior management through subordinate managers and within the parameters set by Executive/Senior Level management. This category also includes those who report directly to middle managers.

Building Official / Code Administration Manager – reports to dept director; supervisory role

- **Description/Distinguishing Features:** The Building Official/Code Administration Manager is responsible for Interpreting, administering and enforcing the building, electrical, plumbing and mechanical codes and ordinances. This position is also responsible for regulating rental housing and dangerous buildings and acts as the authority regarding Michigan Building Codes within the City of Kalamazoo.

Buyer – reports to: not provided; “under direction” and description suggest non-supervisory role

- **Distinguishing Features of the Class:** This is specialized work involving technical responsibility for seeking competition and preparing contracts for municipal goods and services. The work is subject to general supervision; however, the employee is expected to exercise independent judgment; impartiality and initiative within accepted purchasing policies and practices; participates in training and conferences in the purchasing profession.

Treatment Operations Supervisor – reports to: division manager, supervisory role

- **Description/Distinguishing Features:** The Treatment Operations Supervisor is responsible for supervising the front-line operations / maintenance staff in the treatment of wastewater. Provides emergency response for sanitary or storm sewer problems. Starts, stops, analyzes and troubleshoots treatment equipment and ensures appropriate record keeping.

3. Professionals

Most jobs in this category require bachelor and graduate degrees, and/or professional certification. In some instances, comparable experience may establish a person's qualifications.

Business Specialist – reports to: not provided

- **Distinguishing Features of the Class:** This is professional and responsible work in the maintenance and review of departmental fiscal accounts, procurement, and payroll. Employees in this class maintain complex fiscal records, applying professional accounting principles and methods. General supervision is received from departmental administration, but independent judgment and initiative is required in the solution of professional accounting problems.

Data Manager – reports to: Director/CFO

- **Description/Distinguishing Features:** The Data Manager is responsible for developing and leading a culture of data-sharing and data-driven decision making throughout the entire city organization. This position will perform a wide variety of analytical duties relating to internal city operations and external community conditions to evaluate and improve citywide performance. The Data Manager serves as the primary staff member responsible for the City of Kalamazoo's overall data analytics strategy and drives completion of both internal and community-focused analysis projects, as well as ongoing and ad-hoc analysis for the CFO on financial, management, economic, operational, or other matters. This role is stationed in the Management Services Department and works on projects and supports analytical strategy to the CFO, City Manager's Office, and across City departments.

Financial Specialist – reports to Financial Specialist

- **Description/Distinguishing Features:** The Financial Specialist is responsible for managing all aspects of payroll and pension administration which includes ensuring that both current employees and retirees are compensated timely and accurately, ensuring that all reporting to various entities (IRS, SSA & UIA) and other outside agencies are submitted timely and accurately. In addition, this role ensures that all payroll applicable deposits and wire transfers are made timely and accurately.

<p>4. Technicians</p> <p>Jobs in this category include activities that require applied scientific skills, usually obtained by post-secondary education of varying lengths, depending on the particular occupation, recognizing that in some instances additional training, certification, or comparable experience is required.</p>	<p>Engineering Technician I – reports to: not provided</p> <ul style="list-style-type: none"> ○ Definition: The employee in this position performs engineering related tasks in the field or in the office to develop and maintain the City of Kalamazoo’s Water, Sanitary, Storm, and Traffic Systems. The employee will spend a considerable amount of time fulfilling the staking and locating responsibilities for our participation in the State of Michigan mandated Miss Dig System. In addition, the employee collects and records “as-built” data of existing and newly constructed Water, Sanitary and Storm Systems. This position is required to be “on-call” on a rotating basis to respond to after-hours Miss Dig emergencies. The Engineering Technician I’s work vehicle is equipped with a GPS locator and is monitored. <p>Traffic/Engineering Technician I – reports to: not provided</p> <ul style="list-style-type: none"> ○ Distinguishing Features of the Class: This position performs specialized technical duties to provide data used by the engineering personnel in Public Works activities. This position may assist with traffic studies, traffic signal installation, operations, and maintenance, and preparation of cost estimates. The position is responsible for inspection of pavement markings and developing temporary traffic control plans. <p>Engineer – reports to: Assistant City Engineer</p> <ul style="list-style-type: none"> ○ Distinguishing Characteristics: The Engineer is the second level of a five-level Engineering series. The Engineer is distinguished from the Engineering Support Specialist by its responsibility for performing a variety of professional engineering support activities. The Engineer is distinguished from the Engineering Supervisor, which is responsible for organizing and overseeing specialized projects, supervising technical staff, and providing professional-level engineering work activities.
<p>5. Sales Workers</p>	<p>Not applicable</p>

<p>6. Administrative Support Workers</p> <p>These jobs involve non-managerial tasks providing administrative and support assistance, primarily in office settings.</p>	<p>Clerk Cashier III – reports to: not provided; functions as “work leader” for Clerk Cashier I</p> <ul style="list-style-type: none"> ○ Distinguishing Features of the Class: The work involves performance of account-keeping, cashiering, auditing, collecting, or related tasks. Most of the assignments are recurring in nature, but employees are expected to exercise a certain amount of judgment. Performs function of “work leader” for Clerk Cashier I. The job requires some work with other departments in the preparation of reports and maintenance of records regarding the City’s finances and involves some review of the account-keeping and related work of other employees. <p>Secretary Typist / Clerk Cashier – reports to: not provided</p> <ul style="list-style-type: none"> ○ General Statement of Duties: This is varied clerical work performing secretarial and money handling duties. Employees in this class perform a wide variety of secretarial tasks which require application of independent judgment. Work also involves a considerable amount of typing and money handling, but does not require the use of stenography. Until the more difficult phases of the job are learned, employees work under relatively close supervision, but thereafter, detailed instructions are received only on new assignments or when procedural changes are made. Work is reviewed by the supervisor through observation, signature of letters, and reports, and by periodic conferences with the employee on work performed. <p>Wastewater Technical Secretary – reports to: not provided (under direction of Wastewater Superintendent)</p> <ul style="list-style-type: none"> ○ Definition: Under direction of the Wastewater Superintendent, performs secretarial coordination and record keeping duties to assist in the general administration of the Wastewater Division and organization of departmental training/safety activities; performs related work as required.
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7. Craft Workers

Most jobs in this category include higher skilled occupations in construction (building trades craft workers and their formal apprentices) and natural resource extraction workers. This category also includes occupations related to the installation, maintenance and part replacement of equipment, machines and tools. This category also includes some production occupations that are distinguished by the high degree of skill and precision required to perform them, based on clearly defined task specifications.

Maintenance Mechanic – reports to: not provided; may serve as leadsperson and trainer over Maintenance Repairers and Laborers

- **Distinguishing Features of the Class:** This is skilled building and mechanical maintenance work. An employee in this class performs difficult and complex maintenance tasks. The work is performed under supervision, though independent action and judgment are expected; may serve as leadsperson and trainer over Maintenance Repairers and Laborers.

Parks and Recreation Buildings and Grounds Technician – reports to: Parks Supervisor; supervises seasonal/temporary employees

- **Distinguishing Features:** The Building and Grounds Technician takes a leadership role supervising seasonal/temporary employees; keeps records on all park equipment and condition; performs and oversees maintenance of Parks and Recreation facilities such as heating and air conditioning equipment, water and lavatory equipment; performing carpentry, coordinates with public and private event organizers; promotes parks and recreational programs and disseminates information to the public, neighborhood organizations, schools and the media.

Public Services Operator / Maintainer I – reports to: not provided

- **Distinguishing Features of the Class:** This is an operator / maintainer position performing continuous, but responsible wastewater treatment plant operation and maintenance work. The work is performed in accordance with procedures outlined by the Wastewater Operations and/or Maintenance Supervisor. Through successful completion of on-the-job training, and self-study, a Public Services Operator / Maintainer I is expected to acquire sufficient knowledge and skills in primary, secondary, tertiary treatments, solids dewatering and disposal, and maintenance to be able to pass the State Examination for a Wastewater Treatment Plant Operator's Certificate Grade "C" and / or the MWEA Maintenance Level II exam.

8. Operatives

Most jobs in this category include intermediate skilled occupations and include workers who operate machines or factory-related processing equipment. Most of these occupations do not usually require more than several months of training. This category also includes occupations of generally intermediate skill levels that are concerned with operating and controlling equipment to facilitate the movement of people or materials.

Public Safety Lieutenant – reports to: Captain; supervises Sergeants, Public Safety Officers, and CSOs

- The “Public Safety Lieutenant” is responsible for the continuous delivery of professional police and fire emergency services. This position has supervisory responsibility for Sergeants, Public Safety Officers, and CSOs. The Lieutenant coordinates the activities and monitors performance of subordinates and makes overall decisions on criminal arrests and charges. Employees in this position will act as major crime scene command and fire scene command.
- Minimum Mandatory Position Application Requirements:
 - At least one years as a Public Safety Sergeant (2 years in Operations)
 - Bachelor’s degree or any combination of education, training, and experience which provides the essential knowledge, skills, and abilities to perform the functions of the job
 - Must meet the application requirements of the Public Safety Officer II – 42 Hour position

Police Officer I – reports to: Sergeant or above

- The “Police Officer I” is utilized when the employee is not fully cross trained and is awaiting appropriate certification. This position may respond to emergency calls for police, fire, and rescue. This position performs duties that deter crime through patrol, respond to citizen calls for police, respond to fire calls, protect property, mediate and provide conflict resolution, and assist with fire prevention. The Police Safety Officer interacts with the public on a daily basis.
- Minimum Mandatory Position Application Requirements:
 - Associates Degree or any combination of education, training, and experience which provides the essential knowledge, skills, and abilities to perform the functions of the job
 - Must past department fitness, drug, and psychological testing during initial application process

Public Safety Sergeant – reports to: Lieutenant; supervisory role

- The “Public Safety Sergeant – 42 hour” is a first line supervisor. The position manages and leads the assigned personnel in police, fire, and medical response. Sergeants ensure that departmental policies, procedures, and directives are complied with and upheld. This position performs duties that deter crime through patrol, respond to citizen calls for police, respond to fire calls, assists with emergency medical calls, protect property, mediate and provide conflict resolution, and assist with fire prevention. Sergeants may interact with the public on a daily basis.

9. Laborers and Helpers

Jobs in this category include workers with more limited skills who require only brief training to perform tasks that require little or no independent judgment.

Apprentice Municipal Worker – reports to: not provided

- **Distinguishing Features of the Class:** Work involves acquiring knowledge and skill in various activities of the Field Services group. Employees in this class are responsible for the safe and efficient operation of several types of vehicles and equipment. Promotion to a higher class for new employees is contingent upon the satisfactory completion of a departmental test and/or possession of the appropriate distribution operator certificate of competency as issued by the Michigan Department of Public Health. “Grand parented” employees may take a departmental test. All other employees must obtain and maintain an S-4 certification within three years of initial appointment. If the employee does not pass the S-4 certification within three-years, he/she will be allowed to apply for any open position within the City that the employee may be qualified for, that does not require such certification. Periodically, work will be inspected by a Supervisor for quality and efficiency.

Public Services Operation / Maintainer I – reports to: not provided

- **Distinguishing Features of the Class:** This is an operator / maintainer position performing continuous, but responsible wastewater treatment plant operation and maintenance work. The work is performed in accordance with procedures outlined by the Wastewater Operations and/or Maintenance Supervisor. Through successful completion of on-the-job training, and self-study, a Public Services Operator / Maintainer I is expected to acquire sufficient knowledge and skills in primary, secondary, tertiary treatments, solids dewatering and disposal, and maintenance to be able to pass the State Examination for a Wastewater Treatment Plant Operator’s Certificate Grade “C” and / or the MWEA Maintenance Level II exam.

Wastewater Apprentice Operator – reports to: not provided

- **Distinguishing Features of the Class:** This is an entry level training position performing routine, but responsible wastewater treatment plant operation and maintenance work. An employee in this class is considered in training for the class of Wastewater Treatment Plant Operator I. The work is performed in accordance with procedures outlined by the Wastewater Operations Supervisor. Through successful completion of the probationary period, on-the-job training, and self-study, a Wastewater Apprentice Operator is expected to acquire sufficient knowledge and skills in primary, secondary, tertiary treatments, solids dewatering and disposal to be able to pass the State Examination for a Wastewater Treatment Plant Operator’s Certificate Grade “D”. Employees must, as a condition of continued employment, pass as outlined in the AFSCME Labor Agreement, the first test offered by the State after they are determined eligible to take the State exam.

<p>10. Service Workers</p> <p>Jobs in this category include food service, cleaning service, personal service, and protective service activities. Skill may be acquired through formal training, job- related training or direct experience.</p>	<p>Parks and Recreation Program Assistant – reports to: not provided</p> <ul style="list-style-type: none"> ○ Distinguishing Features: The Parks and Recreation Program Assistant will assist in implementing programs that center around healthy lifestyles/fitness, special events, outdoor park activities, education, arts and culture with in neighborhood parks, the Youth Development Center and various community locations; works under the direction of the Recreation Manager and assisting the Program Coordinator. <p>Lifeguard (seasonal) – reports to: not provided</p> <ul style="list-style-type: none"> ○ No distinguishing features/definition provided <p>Parks Coordinator – reports to: Parks Manager; acts as lead worker for temporary employees</p> <ul style="list-style-type: none"> ○ Description/Distinguishing Features: Performs a variety of work coordinating and performing lead work various park activities, such as solid waste collection, general landscaping, carpentry and woodworking; electrical and plumbing; building repairs and improvements; grounds repairs and improvements; picnic shelter reservation preparation, public event coordination, volunteer coordination, general cleaning and upkeep of facilities, keeping daily work records at various park locations; and does related work as required. This position requires year-round evening and weekend work. Reports to the Parks Manager. The coordinator assists with trains and performs lead worker duties with seasonal/ temporary employees; coordinates and implements various park activities; maintains records on all park activities and conditions; makes minor repairs to facilities; coordinates with public and private event organizers; promotes parks and recreational programs and communicates with the public as necessary.
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SECTION 2: EVALUATION OF ALL INTERNAL CLASSIFICATIONS BY EEO CATEGORIES, BY GENDER, ETHNICITY, AND ANY ADDITIONAL GROUP AS RECOMMENDED BY THE CONSULTANT [DELIVERABLE C].

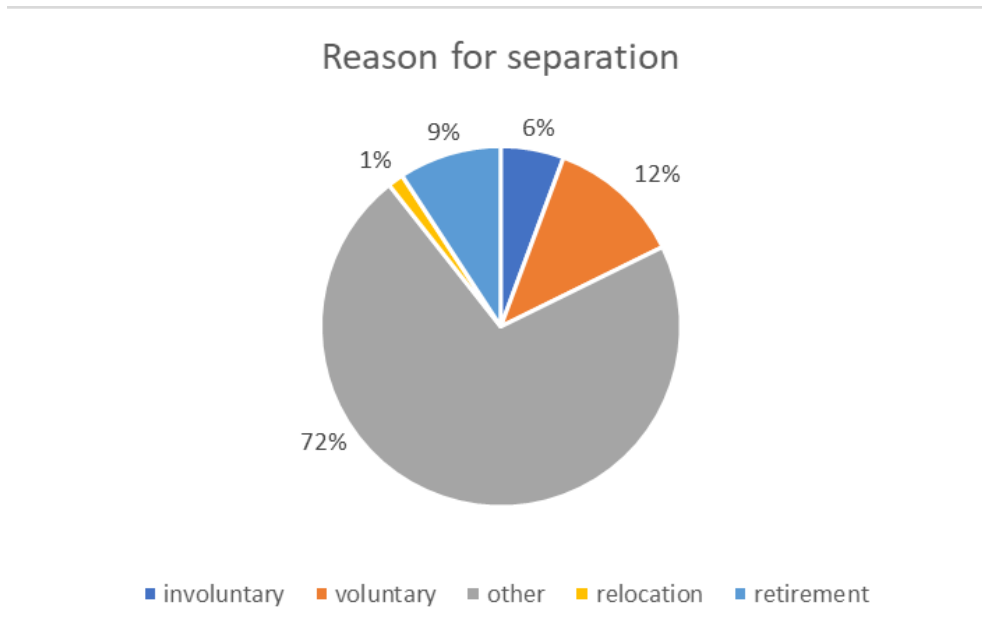
See Appendix C.

SECTION 3: EVALUATE INTERNAL AND EXTERNAL RECRUITMENTS, PROMOTIONS, TRANSFERS, SEPARATIONS, TERMINATIONS AND RETENTION BY EEO JOB CATEGORIES, BY GENDER, ETHNICITY, AND ANY ADDITIONAL GROUP AS RECOMMENDED BY THE CONSULTANT [DELIVERABLE D].

The turnover rate for non-temporary employees was 42% for 2020 based on an average workforce of 653 and total turnover of 282 employees (non-temporary). This rate should be considered in the context of unusually high turnover across the US in 2020 largely due to the COVID-19 pandemic, a 20% increase from December 2019 to December 2020, and a sustained growth in the level of total separations over the last decade³.

Calculating meaningful turnover rates by gender is difficult since approximately 40% of separations are associated with either a gender category “U” or an unspecified gender (no data). Similarly, calculating meaningful turnover rates by ethnicity category is difficult since approximately 64% of separations are not associated with an ethnicity category.

The primary reason for separation was listed as “other” (including categories “other” and “other reasons”) at 71.63% of separations.



The extensive use of “other” categories throughout separation data makes it difficult to use data for deciphering any patterns across groups.

³ [As the COVID-19 pandemic affects the nation, hires and turnover reach record highs in 2020 : Monthly Labor Review: U.S. Bureau of Labor Statistics \(bls.gov\); accessed 09/12/2021](#)

SECTION 4: EVALUATE ALL EEO REPORTING PRACTICES AND REPORTS [DELIVERABLE E].

See Appendix C for data analysis of EEO reports.

Employers who have at least 100 employees and federal contractors who have at least 50 employees are required to complete and submit an EEO-4 Report (a government form that requests information about employees' job categories, ethnicity, race, and gender) to EEOC and the U.S. Department of Labor bi-annually. The City is diligent and submits its data requirements. The final data submission is stored in an accessible location (<https://www.kalamazoocity.org/docman/human-resources-documents/>). The EEO policy statement and plan is located in the HR directory.

EEO data can be employed as a transparency tool contributing to equitable practices in City operations and a baseline for future changes. EEO data has reportedly been used for the following purposes: to consider recruitment locations, to improve testing and, in Public Safety, to create background packets and workshops to review and assist candidates that may have minor infractions in their background.

We strongly encourage an EEO statement in all position descriptions. A statement can emphasize a deep desire for diversity in the workplace in plain, accessible language. Explicitly welcome marginalized groups to apply for positions. EEO statement should make specific the employment practices including hiring, promotion, termination, retention, layoffs, training, and apprenticeships. It should also make clear the foundational principles for hiring practices, including merit, qualifications, business needs, and necessary contextual factors (position duration, language skills, employment type, etc.). Position descriptions are encouraged to provide a link to the City website that provides more information regarding EEO. Please see the following federal guidance (<https://www.eeoc.gov/eo-policy-statement>) for the importance of an EEO statement.

SECTION 5: REVIEW RECRUITMENTS AND ALL APPLICABLE APPLICANT TRACKING DATA [DELIVERABLE F].

Recruitment data from 2020 and 2021 (including category labels) were analyzed to identify trends in who is applying for jobs at the City of Kalamazoo.

Key findings:

- Data collection changed from 2019 onwards to 2021. The ‘unknown’ sex categories that existed in 2020 and 2019 is not present in 2021.
- Number of positions available to be filled declined from 1794 to 1467 positions. This shift coincided with some considerable changes to the recruitment demographics, including an increase in female applicants in 2021.
- The percentage of female applicants remains low relative to male applicants (32% female, 61% male in 2020 to 41% female, 59% male in 2021)
- In both years, the percentage of black male and black female applicants are similar. On average, applicants with disability and veteran status remain steady at 3% and 10-11%, respectively.

Applicant analysis would be improved by looking at it alongside data on who was hired among these applicants.

Race Category labels in tables below:

2 plus	Two or More Races (not Hispanic or Latino)	b	Black or African American (not Hispanic or Latino)
NA	unidentified/opt out	H	Hispanic or Latino
a	Asian (not Hispanic or Latino)	Nh	non-Hispanic or Latino
ai	American Indian or Alaska Native (not Hispanic or Latino)	w	White (not Hispanic or Latino)

Table 2. Job Category Applicants by Gender and Race.

2021	Female									Male								
	2plus	NA	a	ai	b	h	nh	w	Tot	2plus	NA	a	ai	b	h	nh	w	Tot
Total for First/Med Level Officials and Managers	0	0	0	0	1	0	0	3	4	1	0	0	0	0	0	0	7	8
Total for Laborers and Helpers	3	2	1	0	7	1	0	29	43	8	2	0	0	11	4	0	36	61
Total for Officials & Managers	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	4	4
Total for Operatives	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	3
Total for Professionals	3	2	1	1	3	2	0	27	39	0	2	0	0	1	3	0	17	23
Total for Service Workers	4	0	0	0	0	2	0	14	20	0	0	0	0	1	2	0	7	10
Total for Administrative Support	9	6	7	0	53	13	0	151	239	3	7	1	0	13	4	0	37	65
Total for Officials & Administrators	0	1	1	0	1	0	0	16	19	0	1	1	0	3	0	0	12	17
Total for Paraprofessionals	1	0	0	0	5	1	0	2	9	4	1	0	0	10	0	0	28	43
Total for Professionals	1	9	9	0	10	2	0	80	111	4	8	7	1	13	5	1	87	126
Total for Protective Service Workers	0	1	0	0	0	1	0	1	3	3	0	0	0	5	0	0	8	16
Total for Protective Service Workers - Sworn	2	2	1	0	10	8	0	41	64	19	5	1	3	42	32	0	207	309
Total for Service/Maintenance	0	0	0	0	0	0	0	3	3	2	0	0	0	2	1	0	17	22
Total for Skilled Craft Workers	0	0	1	0	1	1	0	5	8	7	6	0	1	21	7	0	65	107
Total for Technicians	0	0	0	0	1	0	0	6	7	3	1	0	0	2	0	0	11	17
Total for Skilled Crafts	1	0	1	0	2	3	0	24	31	3	1	0	0	12	6	0	7	29
Total for Other	0	0	0	0	0	0	0	1	1	1	0	0	0	1	0	0	2	4
Total	24	23	22	1	94	34	0	405	603	59	34	10	5	137	65	1	553	864
Percentages	2%	2%	1%	0%	6%	2%	0%	28%	41%	4%	2%	1%	0%	9%	4%	0%	38%	59%

Table 3. Job Category Applicants by Age Group, Disability Status and Veteran Status.

2021	Age Group					
	N	Unk	Y	Tot	Disability	Veteran
Total for First/Med Level Officials and Managers	1	0	11	12	1	3
Total for Laborers and Helpers	11	0	93	104	5	0
Total for Officials & Managers	0	0	6	6	0	0
Total for Operatives	0	0	3	3	0	0
Total for Professionals	0	0	62	62	1	4
Total for Service Workers	13	0	17	30	0	0
Total for Administrative Support	2	0	302	304	11	12
Total for Officials & Administrators	0	0	36	36	0	3
Total for Paraprofessionals	0	0	52	52	2	7
Total for Professionals	2	0	235	237	9	21
Total for Protective Service Workers	0	0	19	19	2	2
Total for Protective Service Workers - Sworn	1	0	372	373	1	77
Total for Service/Maintenance	0	0	25	25	1	3
Total for Skilled Craft Workers	0	0	115	115	2	8
Total for Technicians	0	0	24	24	0	0
Total for Skilled Crafts	4	1	55	60	2	2
Total for Other	0	0	5	5	0	1
Total	34	1	1432	1467	37	143
Percentages	2%	0%	98%	100%	3%	10%

Table 4. Job Category Applicants by Gender and Race.

2020	Female									Male								
	2plus	NA	a	ai	b	h	w	Unk	Tot	2plus	NA	a	ai	b	h	w	Unk	Tot
Total for Administrative Support Workers	3	1	0	0	2	1	11	0	18	0	0	0	0	1	0	3	0	4
Total for Laborers and Helpers	2	1	0	0	10	5	23	0	41	0	2	1	0	19	6	31	0	59
Total for Officials & Managers	0	0	0	0	0	1	1	0	2	0	0	0	0	2	1	3	0	6
Total for Service Workers	2	1	0	0	3	2	11	0	19	0	0	0	0	0	2	6	0	8
Total for Administrative Support	7	6	1	0	23	4	88	0	129	1	1	0	0	10	5	28	0	45
Total for Officials & Administrators	0	0	1	0	1	0	2	0	4	0	1	3	0	2	0	35	0	41
Total for Paraprofessionals	8	2	1	1	17	5	36	0	70	4	2	1	0	17	3	57	0	84
Total for Professionals	2	0	7	0	6	2	39	0	56	3	4	2	0	3	9	98	1	120
Total for Protective Service Workers - Sworn	5	5	0	0	21	13	73	0	117	17	11	8	5	76	40	343	0	500
Total for Service/Maintenance	1	0	0	0	1	0	0	0	2	1	2	0	0	1	2	11	1	18
Total for Skilled Craft Workers	0	0	0	0	1	1	9	0	11	1	2	0	0	11	5	93	0	112
Total for Technicians	1	0	0	0	2	0	25	0	28	3	1	1	0	6	2	41	0	54
Total for Clerical/Secretarial	0	2	0	0	5	4	42	0	53	0	0	0	0	6	2	23	0	31
Total for Skilled Crafts	0	0	0	0	1	2	5	0	8	0	1	0	0	2	1	15	0	19
Total for Other	0	1	0	0	1	0	1	0	3	0	0	0	0	1	0	2	0	3
Total	32	19	10	1	95	43	381	0	581	30	27	16	5	158	78	792	2	1108
Percentages	2%	1%	1%	0%	5%	2%	21%	0%	32%	2%	1%	1%	0%	9%	4%	44%	0%	61%

Table 5. Job Category Applicants by Unknown Gender, Age Group, Disability Status and Veteran Status.

2020	Unknown									Age Group					
	2plus	NA	a	ai	b	h	w	Unk	Tot	N	Unk	Y	Tot	Disability	Veteran
Total for Administrative Support Workers	0	0	0	0	0	0	0	0	0	0	0	22	22	2	1
Total for Laborers and Helpers	0	0	0	0	0	0	0	0	0	2	0	98	100	4	0
Total for Officials & Managers	0	0	0	0	1	0	1	1	3	1	1	9	11	0	0
Total for Service Workers	0	0	0	0	0	0	0	4	4	10	0	21	31	1	0
Total for Administrative Support	1	3	1	1	10	1	24	1	42	1	0	215	216	9	8
Total for Officials & Administrators	0	0	0	0	2	0	1	1	4	0	1	48	49	0	3
Total for Paraprofessionals	0	0	0	0	0	0	1	0	1	2	0	153	155	7	9
Total for Professionals	1	0	1	0	0	1	20	0	23	0	0	199	199	4	17
Total for Protective Service Workers - Sworn	1	0	2	0	3	2	32	0	40	1	0	656	657	13	112
Total for Service/Maintenance	0	0	0	0	0	0	0	0	0	0	0	20	20	0	3
Total for Skilled Craft Workers	0	0	0	0	1	3	2	0	6	0	0	129	129	2	12
Total for Technicians	1	0	0	0	1	0	0	0	2	1	0	83	84	0	9
Total for Clerical/Secretarial	0	0	0	0	0	0	0	0	0	0	0	84	84	3	2
Total for Skilled Crafts	0	0	0	0	0	0	0	0	0	0	0	27	27	1	2
Total for Other	0	0	0	0	0	0	0	0	0	0	0	6	6	1	0
Total	4	3	4	1	18	7	81	7	125	18	2	1794	1814	48	178
Percentages	0%	0%	0%	0%	1%	0%	4%	0%	7%	1%	0%	99%	100%	3%	10%

SECTION 6: REVIEW CURRENT APPLICANT SELECTION PROCESS [DELIVERABLE G].

Diversity, Equity and Inclusion in Recruitment and Hiring practices

Staffing is an important aspect of diversity and inclusion activities. Targeted recruitment, a focus on people of color and/or women and recruiting via unconventional channels are just a few of the methods that can be used to find diverse applicants for particular positions. To assess this the MPHJ team requested the following information from the City of Kalamazoo:

- City of Kalamazoo or department specific written policies and procedures related to external and internal recruitment.
- A list of targeted recruitment events and activities.
- Recruitment and applicant tracking data
- Two-part interview with key HR staff

The assessment team compared the City of Kalamazoo's recruitment and application practices against best practices. One particularly significant reference, outlined in the table below, was the Local and Regional Government Alliance on Race (GARE) and Equity's Public Sector Jobs: Opportunities for Advancing Racial Equity.⁴

⁴ [Public-Sector-Jobs-Final1.pdf \(racialequityalliance.org\)](#)

Table 6. Comparison of GARE Recommended Recruitment and Hiring Practices Relative to Kalamazoo Practices.

GARE category	Category Detail	Kalamazoo practice
Analyze data	<ul style="list-style-type: none"> • Diversity within job categories: targeted recruitment strategies • Job segregation: promotion pathways • Wage differentials: salary and policy analysis • Work place culture: collect data 	<ul style="list-style-type: none"> • Annual workplace culture surveys • No targeted recruitment for diversity • No reported use of EEO data in recruitment/promotion pathways planning
Support, engage and organize others	<ul style="list-style-type: none"> • Engage managers (e.g., workforce equity teams, workshops) • Engage human resources staff and hiring managers: <ul style="list-style-type: none"> ○ Job descriptions: traits and skills required for job, specific skills to promote racial equity ○ Integrate racial equity into job descriptions and use interview questions to assess candidate ○ Thoughtfully integrate racial equity throughout process ○ Analyze hiring processes and data 	<ul style="list-style-type: none"> • No plan to recruit a diverse workforce (interview 1) other than recruitment list • Recruitment source list intends to be extensive/ “think outside the box” on sources • Job descriptions include: responsibilities, language about accessibility included, education or equivalent to language, • Job descriptions do not include: targeted recruitment language • Pre-screening interviews conducted by phone • Hiring managers training: each interviewee asked same set of questions, do not ask questions like “do you have kids” • No double-blind interview process to control for conflict of interest or bias • Hiring for “fit” – [could be shifted towards an inclusive “belonging” approach] • Second language speakers are provided with an interpreter for an interview

Use racial equity tools	<ul style="list-style-type: none"> • Use a racial equity tool to analyze personnel policies and practices <ul style="list-style-type: none"> ○ Min qualifications: don't emphasize education over experience, ensure educational requirements are appropriate for the job ○ Criminal background checks: only use when there is a connection between the specific criminal charge and the employment position ○ Application format: both on-line and accessible hard copy (that doesn't connect applicant's physical appearance with application) 	<ul style="list-style-type: none"> • On-line application • Supplemental questions are not used to eliminate • Employees who aren't computer savvy are assisted (current employees, not applicants) • Hiring Personnel interested in flexibility and equity, but not codified • Diverse group of interviewers in practice, but not codified. HR Policies and Procedures provides guidance on diversity of interview team. Personnel monitor diversity of hiring teams to prevent panel with only one identity. • Senior leadership input on hiring decisions are not considered • Don't ask about felonies; personnel make final decisions and accept most background felonies; candidates are allowed to explain their background
Workplace culture	<ul style="list-style-type: none"> • Normalize conversations about race • Performance evaluation – supports supervisor feedback to minimize uncertainty about criticism • Remove applicant race/gender questions from before a test and place after test 	<ul style="list-style-type: none"> • Attentive to needs of new hire in department with different demographic identities (new hire must self identify any accommodations), but not codified • Annual employee survey (CMO), HR reviews
Pipe-line development programs	<ul style="list-style-type: none"> • Analyze upward mobility opportunities • Use youth employment programs to provide experience for students from diverse backgrounds • Analyze reasons for lack of representation 	<ul style="list-style-type: none"> • Example of seeking out high skilled applicants from networks of existing employees and Western Michigan
Set goals, track progress and focus on accountability	<ul style="list-style-type: none"> • Quantitative measures to assess whether workforce reflects diversity of community • Qualitative measures to assess employee understandings of racial equity • Process measures to track use of a racial equity tool to change institutional policies and practices 	

The City of Kalamazoo's policies and procedures manual states that the City's Recruitment Plan will:

- Provide a comprehensive recruitment program to attract minority, female, disabled and other diverse applicants.
- Support efforts in attaining a diverse work force.
- Ensure good faith efforts are carried out consistent with the Affirmative Action Plan to recruit women, minorities and the disabled.
- Ensure selection procedures are not discriminatory and recognize the City of Kalamazoo promotes diversity through a policy of inclusiveness where all persons are recognized regardless of their differences.
- Ensure equal opportunity in employment and advancement for all persons regardless of non-job-related factors identified in the Equal Employment Opportunity policy

There is mention of Human Resources assisting hiring managers with developing external recruitment plans on a case-by-case basis. For example, *"The Human Resources Advisor will inform the hiring manager of web sites, publications and newspapers where the City can advertise to recruit a diverse pool of applicants. The hiring manager may provide specific publications for advertising"*. However, examples of these recruitment plans were not provided to the assessment team. As written, the policies seem to leave the majority of decision-making regarding how recruitment is pursued in the hands of individual hiring managers and HR. This in turn, with an absence of measurable recruitment benchmarks and analysis outside of mandatory EEO audits, leads the assessment team to conclude there is a lack of system-wide planning and coordination taking place related to the recruitment of minority, female, disabled and other diverse applicants to the City.

While the City's 2018 Equal Opportunity Employment Plan references numerous steps the City has taken to reduce sex discrimination throughout the hiring process (Two examples of strategies listed are (1) stating the recruitment of employees of both (all) sexes for all jobs; and (2) eliminating the use of gendered language in recruitment advertisements), outside of stating "the City actively encourages minority candidates to apply" it stands out that in the City's 2018 EEO plan there is an absence of strategies or steps taken to increase the ethnic and racial diversity of its workforce. That said, the assessment team was able to review the Kalamazoo Department of Public Safety's 2020-2022 Recruitment Plan, in which they've laid out more detailed recruitment strategies and explicit criteria. While encouraging to see that they have an articulated plan, it falls short of highlighting measurable recruitment objectives.

Recruitment Pipeline Sources

As previously noted, the assessment team was provided with a Word document titled 'Recruitment Sources 5.18.21' that contained a list of sources Human Resources uses for recruitment and employment outreach (see below).

Table 7. Recruitment Pipeline Sources.

University/college outreach	Davenport College; Eastern MI University; Grand Rapids Community College; Grand Valley State University; Kalamazoo College; Kellogg Community College; Siena Heights University; Spring Arbor University; MSU Alumni; Handshake Job Board; Aquinas College; Andrews University; Historical Black Universities (NBU jobs only)
Local organizations	Delta Sigma Theta - Kzoo Chapter; WMU Multicultural Affairs; Northside Association; YWCA – Kzoo; Ministry with Community; Hope Network; Interact; Gryphon; and Douglass Community Center
Christian-affiliated faith organizations	Bethlehem Baptist Church; Bible Baptist Church; Mt. Zion Baptist Church; Deacons Conference; St. Augustine Church; St. Joseph Catholic Church; Radiant Church; Immanuel Christian Reform; Friendship Church; Galilee Baptist Church; Tabernacle COGIC; Open Doors; and ONePlace
Organizations with ethnically diverse or multi-cultural platforms	Blacks in Government; Centro Multicultural La Familia; NAACP (SW & GR Urban League); Michigan Indian Employment Training; and Hispanic American Council
Workforce or vocational support programs	Allegan City Michigan Works; West MI Works; Urban Alliances; Goodwill Industries; and Pure Michigan (free)
Veteran organizations	Veteran Affairs; KVCC Director of Veteran Services, and Michigan National Guard

It should be noted this list only provides sources and not the events or any pipeline programs that would be helpful in assessing the comprehensiveness of the City’s recruitment efforts.

Of the 47 recruitment sources provided over a quarter of them (15) were Christian-affiliated faith organizations. It should be noted that faith-based organizations can be an excellent recruitment source, that may have deep connections to the community. However it is important to note that the majority are Christian-affiliated organizations.

Application Process

The assessment team requested the following information from the City of Kalamazoo:

- Written policies or a written description of procedures that refer to candidate screening, hiring panel selection, selection criteria, and interview procedures.
- A copy or description of training required for those who serve on interview panels

The position classification and the associate bargaining unit will influence the extent in which internal recruitment for vacant positions will take place. Regardless, the City only accepts applications for open/vacant positions. All job applications can be filled out via an online portal. However, entry-level employment applications can in some instances be completed at the Michigan Works Service Center or the City's Human resources office.

Online application procedures may restrict job accessibility for prospective candidates who do not have easy or regular access to a computer. So, it is encouraging to see the City is providing various ways for candidates to apply for employment.

External Job Postings

Job descriptions are concise explanations of the tasks and credentials of individuals employed by the City of Kalamazoo. For vacant positions they give information on the qualifications required for certain occupations, as well as help communicate both internally and externally what role the individual will play inside the organization.

City job postings are required to contain following: Job title, Qualifications, General statement of duties and responsibilities, Essential functions, Information regarding the bidding procedure for union positions, Information regarding testing for position, if applicable, Position classification, and Salary range. To get a sense of how postings are structured and what they communicate the assessment team analyzed a sample of job postings (14). The assessment team noted that each job posting did meet the criteria laid out in the policy and procedures manual. In addition, the assessment team reviewed each job posting to assess whether two diversity-related practices were reflected in job postings: (1) an expression of organizational commitment to diversity, equity, and/or inclusion; (2) specific skills and experiences in qualifications that promote diversity and equity (when applicable). The assessment team assigned a rating of present, missing, or n/a to each.

This table presents the sample of 14-job positing examined by the assessment team and their assessment of whether each job description met criteria.

Table 8. Sample Job Description Analysis.

Job Title	Expressed Organizational Commitment to Diversity, Equity, and/ or Inclusion on front-facing posting	Inclusion of specific skills and experiences in qualifications that promote diversity and equity (when applicable)
All Things Possible Supervisor	Missing	Missing
Apprentice Municipal Worker – Asphalt	Missing	N/A
General Worker - Public Services, Temporary	Missing	N/A
Human Resources Assistant - Part Time	Missing	Missing
Lead Master Mechanic	Missing	N/A
Process Control Engineering Supervisor	Missing	N/A
Public Safety Officer (PSO)	X	Missing
Public Services Supervisor (2 vacancies)	Missing	Missing
Senior Civil Engineer	Missing	N/A
Stores Procurement Clerk	Missing	N/A
Strategic Operations and Intelligence Analyst	Missing	Missing
Summer Camp Counselor - Seasonal Employment	Missing	Missing
Treasury Service Associate II	Missing	N/A
Deputy Treasurer	Missing	N/A

As can be seen in the above Table:

- One (7%) of the 14 reviewed job posting included a statement encouraging historically marginalized groups to apply and acknowledging department’s commitment to equal opportunity employment.
- No job postings, where applicable, included specific skills or qualifications that would align with the fact that cultural competence would benefit such a role.

Testing

For the initial screening of candidates based on specific job categories, the City relies on testing. Written tests and other employment screening tests must be relevant to the employment requirements, according to federal rules. A commitment to these federal requirements can be found in the City's Human Resources Policies and Procedures Manual. However, the last time the City has conducted a full-scale review of their testing procedures and the validity (an assessment that verifies that the test represents the skills required for the position) of its tests was in 2008.

Hiring Interview and Selection Process

Hiring supervisors/managers are referenced frequently throughout the Human Resources Policies and Procedures Manual as having full discretion⁵ over key hiring and recruitment decisions (e.g., posting creation, recruitment efforts, candidate screening, selection) and no evidence of structured selection criteria present. For example, the City's hiring checklist includes guidance that hiring committees should include one member outside the department and one member of diversity (which is categorized as race OR gender). However, no policy or evidence of standardization regarding how diverse hiring committees are incorporated into candidate evaluation or selection was found.

Although procedures do encourage hiring supervisors/managers to coordinate with a Talent Acquisition Specialist within the Human Resources Department at points throughout the recruitment and hiring process; as written these check-ins do not appear to control for implicit bias, in-group favoritism, and stereotype threats associated with the interpersonal nature of hiring and selection processes.

Selection Preferences

Under both state law and the City's local charter, the City cannot provide preferences to applicants based on race, ethnicity, or gender.

Under state law, the City of Kalamazoo can and does, in certain circumstances, provide preferences to job applicants who are veterans. However, since only 9 percent of U.S. veterans are women, this may further exacerbate disparities in employment for women within certain City jobs.

⁵ "Except as specifically limited by the terms and provisions of the collective bargaining agreements, all rights to manage, direct and supervise the operations of the City and its employees are vested solely and exclusively in the City. These rights include, but are not limited to: Hire.... "

SECTION 7: REVIEW CURRENT POLICIES, PROCEDURES, PRACTICES AND DETERMINE LEGAL COMPLIANCE, COMPETENCIES AND EFFECTIVENESS [DELIVERABLE H].

Expressed organizational commitment to equity or inclusion

To determine the City of Kalamazoo's expressed commitment to DEI, MPHI requested and reviewed current mission and vision statements from each department and their latest strategic plans. The assessment team assigned a rating to each element using five indicators ranging from Missing to Exemplary. The rating indicators are presented below:

Table 9. Rating Indicators for Mission and Vision Statements.

Rating	Explanation
Missing	No mention of diversity, equity, or inclusion in either their vision, mission, or values were made.
Inadequate	There is a single explicit mention of diversity, equity, or inclusion, but it is incomplete or missing sufficient detail. Concepts related to diversity, equity, or inclusion may be mentioned but not explicitly
Adequate	Diversity, equity, or inclusion is mentioned and sufficient detail regarding are linkages/alignment to the specific department's work
Strong	A clear and complete statement regarding diversity, equity, or inclusion is made, including linkages to specific departments work where appropriate or, if not appropriate, otherwise quite complete.
Exemplary	A clear, complete statement diversity, equity, and inclusion with detailed linkages to specific department's work indicated in exemplary scope and depth.

The assessment team did not receive mission, vision, and values statements from the City of Kalamazoo's Department of Public Services, Information Technology, Management Services, and City Planning & Economic Development. The table below presents the mission, vision, and values statements examined by the assessment team and their assessment of the adequacy of each.

Table 10. DEI Commitment in Mission and Vision Statements.

Mission, Vision, and Values Statements Received	Assessment Team Rating
City of Kalamazoo Strategic Vision & Master Plan 2025	Inadequate
Kalamazoo Department of Public Safety	Missing
City Attorney's Office Mission Statement	Missing
Kalamazoo City Clerk's Office Mission & Values	Inadequate
Human Resources Department Charter	Missing
Parks & Recreation Mission, Vision, and Values	Inadequate

Overall, the assessment team found little evidence of written commitment to or values of diversity, equity, or inclusion in City-wide or department mission, vision, and values statements. The assessment team did find one reference to inclusiveness in the City Clerk's Office values and one reference to equity in the Parks and Recreation Department's values. However, both lacked connection or integration of how inclusion or equity is connected to their work. It should also be noted that all mission and vision statements that were reviewed were absent of evidence showing commitment to diversity, equity, or inclusion.

Discrimination and Harassment Policy

City of Kalamazoo has a general order adopting an Equal Employment Opportunity Policy (EEO Policy) which states, "To ensure a positive work environment, the City of Kalamazoo will comply with federal and state laws that protect against discrimination. In addition, the City will supplement these protections with additional policies as necessary to promote diversity and inclusiveness." The assessment team also reviewed the City's Discrimination and Harassment Complaints Policy, Retaliation Policy, Workplace Bullying Policy, and Discrimination and/or Harassment Complaint Procedures & Form. All of which aligns with applicable state and federal statutes, most notably, Title VII of the Civil Rights Act. The Policy prohibits discrimination, harassment, and retaliation. Also, their 2018 EEO report provides guidelines for processing complaints of alleged violations and performing investigations.

SECTION 8: CONDUCT A NEPOTISM ANALYSIS AND REVIEW ALL PERTINENT POLICIES [DELIVERABLE I].

The MPHI team reviewed the nepotism policy in the HR Policies and Procedures Manual. The nepotism policy notes that any conflicts of interest that are a result of a relationship (by blood or otherwise) will be addressed through City of Kalamazoo Ethics Policy, Guidelines for Acceptable Conduct and the General Ordinance (which is now replaced with <https://www.kalamazoo.org/kdpsdocs/policiesand-union-contracts/general-orders?limit=20&limitstart=80>). The policy documents and guidance listed in the nepotism policy do not provide a procedure on how to address nepotism, instead they discuss more broadly how employees should conduct themselves. There is no explicit mention of nepotism. For example, the Guideline for Acceptable Conduct details two types of offenses those that will result in immediate expulsion and those that will lead to progressive discipline ((1) a verbal warning, (2) a written reprimand, (3) a short suspension, (4) a possible longer suspension, and finally, (5) discharge). Neither mention nepotism. The Ethics Policy gives the City Manager the authority to authorize investigations however does not discuss nepotism. It mentions that the City Manager is responsible to establish, maintain and disseminating appropriate policies to implement the ethics policy. While there are policies the MPHI assessment team concludes that there is an absence of process. The current policy leaves the City Manager and HR to interpret the policies as relates to nepotism.

SECTION 9: REVIEW THE CURRENT SALARIES BY GENDER, ETHNICITY AND ANY ADDITIONAL GROUP AS RECOMMENDED BY THE CONSULTANT [DELIVERABLE J].

The EEO data analyzed below was from a data pull from the City in September 2021. Note that as salary information was not included in the June 2021 data from which race/ethnicity and gender were calculated in other domains of the assessment, the numbers for employees in the September 2021 salary analysis differ slightly.

Table 11. Salary Range by Race/Ethnicity.

Ethnicity	Salary (in thousands)							
	0-20	21-40	41-60	61-80	81-100	101-120	121-140	>141
Asian (not Hispanic or Latino)	0	1	3	2	0	0	0	0
Asian (not Hispanic or Latino)	0%	17%	50%	33%	0%	0%	0%	0%
Black or African American (not Hispanic or Latino)	16	44	65	13	11	3	1	2
Black or African American (not Hispanic or Latino)	10%	28%	42%	8%	7%	2%	1%	1%
Hispanic or Latino	2	12	16	7	2	1	0	0
Hispanic or Latino	5%	30%	40%	18%	5%	3%	0%	0%
White (not Hispanic or Latino)	20	109	230	168	65	6	7	5
White (not Hispanic or Latino)	3%	18%	38%	28%	11%	1%	1%	1%
American Indian or Alaska Native (not Hispanic or Latino)	0	0	2	0	2	0	0	0
American Indian or Alaska Native (not Hispanic or Latino)	0%	0%	50%	0%	50%	0%	0%	0%
Two or More Races (not Hispanic or Latino)	2	4	6	2	1	0	0	0
Two or More Races (not Hispanic or Latino)	13%	27%	40%	13%	7%	0%	0%	0%

Table 12. Salary Range by EEO Job Category within each Race/Ethnicity Category.

	Salary (in thousands)							
	0-20	21-40	41-60	61-80	81-100	101-120	121-140	>141
Asian (not Hispanic or Latino)								
Administrative Support Workers	0	0	1	0	0	0	0	0
Craft workers	0	0	0	0	0	0	0	0
Executive/Senior Level Officials and Managers	0	0	0	0	0	0	0	0
First/Mid Level Officials and Managers	0	0	1	0	0	0	0	0
Laborers and Helpers	0	1	0	0	0	0	0	0
Operatives	0	0	0	1	0	0	0	0
Professionals	0	0	0	1	0	0	0	0
Service Workers	0	0	1	0	0	0	0	0
Technicians	0	0	0	0	0	0	0	0
Black or African American (not Hispanic or Latino)								
Administrative Support Workers	7	2	4	1	1	0	0	0
Craft workers	0	5	12	0	0	0	0	0
Executive/Senior Level Officials and Managers	0	0	0	0	2	2	1	2
First/Mid Level Officials and Managers	0	0	7	0	3	0	0	0
Laborers and Helpers	1	8	0	0	0	0	0	0
Operatives	0	2	4	8	4	0	0	0
Professionals	0	0	2	4	1	1	0	0
Service Workers	6	26	36	0	0	0	0	0
Technicians	0	0	0	0	0	0	0	0
Hispanic or Latino								
Administrative Support Workers	1	2	1	0	0	0	0	0
Craft workers	0	1	4	1	0	0	0	0
Executive/Senior Level Officials and Managers	0	0	0	0	0	0	0	0
First/Mid Level Officials and Managers	0	0	3	1	0	0	0	0
Laborers and Helpers	0	4	0	0	0	0	0	0
Operatives	0	0	3	5	2	0	0	0
Professionals	0	1	1	0	0	1	0	0
Service Workers	1	4	4	0	0	0	0	0
Technicians	0	0	0	0	0	0	0	0
White (not Hispanic or Latino)								
Administrative Support Workers	12	8	33	3	0	0	0	0

Craft workers	0	15	77	2	0	0	0	0
Executive/Senior Level Officials and Managers	0	1	0	4	14	4	6	5
First/Mid Level Officials and Managers	0	1	14	21	4	0	0	0
Laborers and Helpers	0	43	0	0	0	0	0	0
Operatives	0	0	60	80	37	0	0	0
Professionals	0	3	24	57	9	2	1	0
Service Workers	3	37	18	1	0	0	0	0
Technicians	0	0	2	0	1	0	0	0
American Indian or Alaska Native (not Hispanic or Latino)								
Administrative Support Workers	0	0	0	0	0	0	0	0
Craft workers	0	0	1	0	0	0	0	0
Executive/Senior Level Officials and Managers	0	0	0	0	0	0	0	5
First/Mid Level Officials and Managers	0	0	0	0	0	0	0	0
Laborers and Helpers	0	0	0	0	0	0	0	0
Operatives	0	0	1	0	2	0	0	0
Professionals	0	0	0	0	0	0	0	0
Service Workers	0	0	0	0	0	0	0	0
Technicians	0	0	0	0	0	0	0	0
Two or More Races (not Hispanic or Latino)								
Administrative Support Workers	2	0	0	0	0	0	0	0
Craft workers	0	0	0	0	0	0	0	0
Executive/Senior Level Officials and Managers	0	0	0	0	0	0	0	0
First/Mid Level Officials and Managers	0	0	3	0	0	0	0	0
Laborers and Helpers	0	1	0	0	0	0	0	0
Operatives	0	0	1	2	1	0	0	0
Professionals	0	0	1	0	0	0	0	0
Service Workers	0	3	1	0	0	0	0	0
Technicians	0	0	0	0	0	0	0	0

Table 13. Salary Range by Gender within each Race/Ethnicity Category.

	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
By Salary (in thousands)	0-20	0-20	21-40	21-40	41-60	41-60	61-80	61-80	81-100	81-100	101-120	101-120	121-140	121-140	>141	>141
By Ethnicity																
Asian (not Hispanic or Latino)	0	0	1	0	1	2	2	0	0	0	0	0	0	0	0	0
Black or African American (not Hispanic or Latino)	8	8	34	10	37	28	7	6	7	4	1	2	1	0	1	1
Hispanic or Latino	1	1	7	5	11	5	5	2	2	0	1	0	0	0	0	0
White (not Hispanic or Latino)	9	11	57	51	171	59	115	53	45	20	6	0	6	1	3	2
American Indian or Alaska Native (not Hispanic or Latino)	0	0	0	0	2	0	0	0	2	0	0	0	0	0	0	0
Two or More Races (not Hispanic or Latino)	0	2	3	1	4	2	2	0	1	0	0	0	0	0	0	0
Total	18	22	102	67	226	96	131	61	57	24	8	2	7	1	4	3

Table 14. Length of Service at the City of Kalamazoo by each Race/Ethnicity Category.

Length of Service ->	0-3	4-7	8-11	12-15	16-19	20-23	24-27	>28
By Ethnicity								
Asian (not Hispanic or Latino)	3	0	1	0	0	0	0	1
Asian (not Hispanic or Latino) relative %	60%	0%	20%	0%	0%	0%	0%	20%
Black or African American (not Hispanic or Latino)	52	26	13	4	4	8	8	6
Black or African American (not Hispanic or Latino) relative %	43%	21%	11%	3%	3%	7%	7%	5%
Hispanic or Latino	20	1	5	4	1	0	3	0
Hispanic or Latino relative %	59%	3%	15%	12%	3%	0%	9%	0%
White (not Hispanic or Latino)	212	92	83	44	31	63	22	17
White (not Hispanic or Latino) relative %	38%	16%	15%	8%	5%	11%	4%	3%
American Indian or Alaska Native (not Hispanic or Latino)	1	0	0	0	2	0	0	0
American Indian or Alaska Native (not Hispanic or Latino) relative %	33%	0%	0%	0%	67%	0%	0%	0%
Two or More Races (not Hispanic or Latino)	8	3	2	0	0	0	0	0
Two or More Races (not Hispanic or Latino) relative %	62%	23%	15%	0%	0%	0%	0%	0%

SECTION 10: REVIEW INTERNAL TRAINING PROGRAMS AND RECOMMEND BEST PRACTICES [DELIVERABLE K].

The current available training information reported was limited to course names presented via a screen share during a meeting and a list of three mandatory trainings (see below). In additions to recommendation 7 in the main report, below are additional tactics to consider addressing next steps for DEI in training based on the current stage of the City's process/DEI training program.

Best practices:

- Expand & implement the training for cultural competency, bias, diversity, equity, and inclusion with all city staff.
- These efforts should be sustained over a multi-year period with refresh and updates that address direct feedback to staff needs.
- Leverage multi-modal approaches to imparting know-how, including synchronous, asynchronous, virtual, in-person, dialogue-based, affinity-oriented training structure and format.
- (If not already in place) Establish feedback and evaluation regarding the curriculum efficacy from participants.

Leadership:

- Establish mandatory and optional training for leadership that directly addresses the role of power and how they can support reporting staff in valuing DEI and practice equity.
- Training should initially be implemented with leadership for feedback and support before full staff participation, whenever possible.
- Leadership should develop (or aid in the development) of independent and complementary activities to bolster training.

Incentivize:

- Mandatory and optional trainings are most effective when the whole organization participates. Incentivizing training completion ensures that all staff have the baseline know-how and the necessary language to speak to issues of bias, inequity and justice.

LEADERSHIP AND MANAGEMENT

Enhancing Productivity With Remote Workers: How to Be a Productive Remote Worker

Welcome to the Enhancing Productivity With Remote Workers video course meant to teach employees and managers alike how to take advantage of remote working. In this lesson, learners will come to understand the advantages of working from home and learn how to be more productive when doing so. Viewers will also learn how to help their employer see the value in working remotely so they can continue working from home.

[View Certificate](#)[Review](#)

COURSE INFO

Course Details

00H 06M

REQUIRED SCORE: 80%

COURSE CODE: SVL_102871

NO APPROVAL REQUIRED

Attachments

no attachments

EMPLOYMENT LIABILITY

Harassment Prevention for Employees

This course will teach you to recognize workplace practices or behaviors that could have a discriminatory effect, identify harassing behaviors in the workplace, and take action to prevent harassment – including sexual harassment and retaliation.

Preview ▾

[Prerequisites](#)[Associations](#)[More ▾](#)

Enrolled

927

Pending

0

01H 00M

REQUIRED SCORE: 80%

COURSE CODE: HU94

GATED

SELF ENROLL: ON

NO APPROVAL REQUIRED

BUSINESS SKILLS

Leading Successful Remote Teams

Identify your current strengths and weaknesses, and learn strategies for managing a remote team.

[View Certificate](#)[Review](#)

COURSE INFO

Course Details

00H 05M

REQUIRED SCORE: 80%

COURSE CODE: BV92

NO APPROVAL REQUIRED

SECTION 11: CONDUCT AN ORGANIZATIONAL AND CULTURAL SURVEY FROM A DIVERSITY, EQUITY AND INCLUSION PERSPECTIVE IN ORDER TO UNDERSTAND EMPLOYEE ATTITUDES, CONDITIONS AND EXPERIENCES. [DELIVERABLE L].

See **Appendix D** for survey respondent demographics and the results of the survey.

In addition, employees were asked for, or provided in open ended questions, recommendations on improving DEI in the City of Kalamazoo in the survey (**Appendix D, Questions 28 and 29**) and in the focus groups (**Appendix B, Section 15**). The below section represents an overview of the frequently cited recommendations.

1. Increase DEI training offerings specifically on how to engage and communicate with coworkers that represent varying identities.
2. Improve diversity and representation of senior leadership specifically to include more BIPOC and women leaders.
3. Embed DEI in departmental plans and strategy with concrete goals, action steps and outcomes, not as an afterthought.
4. Provide employees with time and opportunity to engage in and learn about DEI, especially in departments that are not often embedded in that work.
5. Provide supervisors with the tools to adequately and appropriately address microaggressions in the workplace.
6. Ensure policies and practices are applied equitably, specifically parental leave policies and promotion.

SECTION 12: EVALUATE BARRIERS AND SPECIFIC WAYS IN WHICH POLICIES, MANAGEMENT, LEADERSHIP AND THE CULTURE ARE SUPPORTING OR ACTING AS BARRIERS TO DIVERSITY [DELIVERABLE M].

This deliverable is encompassed in the entire report.

SECTION 13: COMPLETE A FINAL DIVERSITY ASSESSMENT THAT INCLUDES A TREND ANALYSIS OF SIMILARLY SITUATED MUNICIPAL ORGANIZATIONS AND RECOMMENDATIONS ON BEST PRACTICES [DELIVERABLE N]

Demographic, geographic, and employment factors determine the comparative cities similar to Kalamazoo. Demographically, similar cities have similar racial, ethnic distributions, population levels. Geographically, similar cities are located within Michigan. Employment factors of similar cities include employment rates, police to population ratios, and varied related amenities, including healthcare, arts, retail, and transportation factors. The two additional cities selected for analysis have a combination of all these factors. We simplify the comparative cities to Kalamazoo by focusing on statistics of settlement sizes or equivalently testing the “rank-size” rule focus on demography and city-size distribution (25.12 square miles’ 75,000 ppl in the Kalamazoo municipal area).

Comparative trends analysis frames the use of resources and staffing in a municipality. Trends provide an opportunity for government planning. The data presented are sourced from US Census 2020 ASPEP (2020 Annual Survey of Public Employment & Payroll Methodology) Datasets & Tables. Two additional cities of similar size and population density combination and a reference city (Detroit) for comparative analysis.

The data presents some patterns of interest. Kalamazoo seems to be similar makeup to the City of Wyoming. The City of Kalamazoo spends more resources than average for water supply, sewerage, administration, and police (both staffing and costs). Kalamazoo has a lower budget on parks and recreation, judicial and legal, highways, and fire protection. The report has limitations, including categories not represented across the different cities and overall contextual factors that may determine variabilities. Equitable staffing and spending should depend on contextual factors of the City rather than taking for face value that there are inequitable structures or practices in place. Nonetheless, the change in trends should prompt City administrators to assess variations and keep track of patterns to avoid exacerbating disparities.

Trends in budget allocations can also affect employee perceptions of DEI commitment and indicate a need for improved practices for applying a DEI lens to all policy—internal and external. Analysis of Kalamazoo budgets from 2018 to 2020 to comparable cities suggest possible opportunities to shift priorities to better address domains that may be associated with equity in the community. For example, staffing for Housing has declined while police staffing has increased from 2018 to 2020 and parks and recreation comprises a smaller part of the budget for Kalamazoo than for comparable Michigan cities (**Appendix B, Section 13**).⁶

⁶ Kalamazoo’s 2020 budget allocation for police is slightly higher than Michigan comparable cities at 35% for police with power of arrest as compared to 29.9% of Wyoming’s budget and 33.2% of Dearborn’s. Also, Kalamazoo’s allocation for parks and recreation is less at 2.2% of the 2020 budget compared with 4.9% in Wyoming and 3.4% in Dearborn. However, Kalamazoo’s allocation for housing is higher at 2.7% as compared with 2.6% for Wyoming and 1.3% for Dearborn.

Table 15.1: Comparison of Kalamazoo's with Other Cities' Budget Allocations.

KALAMAZOO (2018&2020)

Population	75,632				
Area (mi2)	25				
Density (mi2)	3,066				
	Employees 2020	Employees 2018	% of total	Payroll	% of total
Air Transportation					
All other and unallocable	25	18	4.1%	106,116	3.0%
Corrections					
Electric Power	10	9	1.7%	62,058	1.7%
Financial Administration	50	46	8.3%	277,836	7.7%
Fire Protection - Firefighters	36	36	6.0%	269,451	7.5%
Fire Protection - Other	2	1	0.3%	17,000	0.5%
Health					
Highways	17	14	2.8%	92,738	2.6%
Housing and Community Development	17	22	2.8%	97,057	2.7%
Judicial and Legal	6	6	1.0%	42,705	1.2%
Libraries					
Natural Resources	8	10	1.3%	36,852	1.0%
Other Government Administration	30	22	5.0%	199,808	5.6%
Parks and Recreation	16	13	2.6%	78,021	2.2%
Police Protection – Other	49	63	8.1%	303,262	8.5%
Police Protection – Persons with Power of Arrest	187	168	30.9%	1,257,037	35.0%
Public Welfare					
Sewerage	61	53	10.1%	302,042	8.4%
Solid Waste Management	30	31	5.0%	136,940	3.8%
Transit	3		0.5%	13,477	0.4%
Water Supply	58	55	9.6%	294,411	8.2%
Total – All Government Employment Functions	605	567		3,586,809(2020) 3,547,904(2018)	

Table 15.2: Comparison of Kalamazoo's with Other Cities' Budget Allocations.

WYOMING (2020)

Population	75,323			
Area (mi2)	25			
Density (mi2)	3,058			
	Employees 2020	% of total	Payroll	% of total
Air Transportation				
All other and unallocable	19	5.5%	97,267	4.7%
Corrections	3	0.9%	15,387	0.8%
Electric Power		0.0%		0.0%
Financial Administration	27	7.8%	157,378	7.7%
Fire Protection - Firefighters	31	9.0%	207,262	10.1%
Fire Protection - Other				
Health				
Highways	45	13.0%	237,312	11.6%
Housing and Community Development	10	2.9%	52,456	2.6%
Judicial and Legal	16	4.6%	66,406	3.2%
Libraries				0.0%
Natural Resources				
Other Government Administration	19	5.5%	118,323	5.8%
Parks and Recreation	20	5.8%	101,078	4.9%
Police Protection – Other	14	4.0%	60,503	3.0%
Police Protection – Persons with Power of Arrest	85	24.6%	613,800	29.9%
Public Welfare				
Sewerage	32	9.2%	187,955	9.2%
Solid Waste Management		0.0%		0.0%
Transit		0.0%		0.0%
Water Supply	25	7.2%	134,456	6.6%
Total – All Government Employment Functions	346		2,049,582	

Table 15.3: Comparison of Kalamazoo's with Other Cities' Budget Allocations.

DEARBORN (2020)

Population	93,038			
Area (mi2)	24			
Density (mi2)	3,839			
	Employees 2020	% of total	Payroll	% of total
Air Transportation				
All other and unallocable	67	8.7%	391,663	8.9%
Corrections				
Electric Power	9	1.2%	54,328	1.2%
Financial Administration	27	3.5%	120,098	2.7%
Fire Protection - Firefighters	146	18.9%	1,044,346	23.8%
Fire Protection - Other	1	0.1%	6,251	0.1%
Health				
Highways	42	5.4%	181,053	4.1%
Housing and Community Development	12	1.6%	57,850	1.3%
Judicial and Legal	50	6.5%	98,377	2.2%
Libraries	28	3.6%	69,615	1.6%
Natural Resources				
Other Government Administration	9	1.2%	50,665	1.2%
Parks and Recreation	28	3.6%	148,800	3.4%
Police Protection – Other	42	5.4%	208,380	4.7%
Police Protection – Persons with Power of Arrest	210	27.2%	1,457,921	33.2%
Public Welfare	25	3.2%	85,119	1.9%
Sewerage	26	3.4%	122,328	2.8%
Solid Waste Management		0.0%		0.0%
Transit		0.0%		0.0%
Water Supply	51	6.6%	291,599	6.6%
Total – All Government Employment Functions	773		4,388,394	

Table 15.4: Comparison of Kalamazoo's with Other Cities' Budget Allocations.

DETROIT (2020)

Population	664,139			
Area (mi2)	139			
Density (mi2)	4,788			
	Employees 2020	% of total	Payroll	% of total
Air Transportation	4	0.0%	11,789	0%
All other and unallocable	770	8.4%	3,182,298	9%
Corrections				
Electric Power	17	0.2%	75,387	0%
Financial Administration	439	4.8%	2,272,144	6%
Fire Protection - Firefighters	981	10.7%	3,446,365	9%
Fire Protection - Other	265	2.9%	736,797	2%
Health	38	0.4%	105,269	0%
Highways	168	1.8%	512,644	1%
Housing and Community Development	115	1.3%	553,758	1%
Judicial and Legal	439	4.8%	1,741,542	5%
Libraries	305	3.3%	757,854	2%
Natural Resources				0%
Other Government Administration	380	4.1%	1,696,033	5%
Parks and Recreation	223	2.4%	609,108	2%
Police Protection – Other	427	4.7%	1,702,285	5%
Police Protection – Persons with Power of Arrest	3,037	33.1%	15,802,433	43%
Public Welfare				
Sewerage	155	1.7%	554,112	1%
Solid Waste Management	155	1.7%	642,577	2%
Transit	936	10.2%	1,838,087	5%
Water Supply	312	3.4%	753,265	2%
Total – All Government Employment Functions	9,166		36,993,747	

SECTION 14: ADDITIONALLY REQUESTED DELIVERABLE: ASSESS VENDOR CONTRACTS FOR DEI IN MINORITY OWNED BUSINESSES [DELIVERABLE R]

We reviewed the “Minority Vendor Contracts” report covering January 1, 2020 through April 30, 2021 and the “Vendor Contracts” report covering January 1, 2020 through December 1, 2020 to determine the percentage of contracts awarded to minority vendors. In 2020, the City of Kalamazoo supplied 323 vendor contracts totaling just over \$69.5 million. These contracts funded businesses to provide services such as tree removal, community learning hubs, laboratory analytical testing, and more. Yet the number of contracts awarded to Women-Owned Businesses (WOB) and Minority Owned Businesses (MOB) made up a small percentage of the overall contracts awarded by the city; 3.4% and 2.5% respectively. Looking at the total dollars spent showed even lower percentages. WOB made up 1.6% (\$1,130,432.33) of the total vendor dollars spent by the City of Kalamazoo in 2020 with a total of 11 contracts. Minority-Owned Businesses’ (MOB) made up 0.15% (\$108,500.00) of all the vendor dollars spent by the City of Kalamazoo in 2020 with a total of 8 contracts. Of note, there was a possible discrepancy in the reports that could mean that the total awarded to Minority Owned Businesses in 2020 is far lower at 0.04% (\$29,500.00) of the total \$69, 593,388.51 awarded by the City of Kalamazoo over 323 contracts.⁷

Based on Government Alliance on Race and Equity (GARE) recommendations for best practices, the City would improve equiting in their contracting by adopting a strategy in one or more of the following areas: race and gender-conscious, race and gender neutral, small business enterprise, local business enterprise (See the definitions for these strategies below)⁸. For example, by reporting WOB and MOB separately the City of Kalamazoo is better able to track contract awards across both areas. Building from this approach to data reporting, the City might implement goals (% of all contracts, % of all contractor payments) for each category to encourage contractors and vendors to find multiple subcontractors to meet the goals.

Definitions of GARE Recommended Strategies for Equity in the Procurement and Contracting Process:

Race and gender-conscious strategies. These strategies mandate action in favor of businesses that have generally been discriminated against – minority and women business enterprises (MWBE). These strategies must deal with jurisprudence, such as required (expensive) disparity studies.

Race and gender neutral strategies. These strategies have actions that aim to remove barriers for MWBEs without any type of mandated preference or required favoring action.

Small business enterprise (SBE) strategies. These strategies favor small businesses to counter the advantages of large businesses especially corporations. In some cases they provide an advantage to emerging (new and very small) or micro (very, very small) businesses through bid discounts, mandated sub-contracting, set-asides, or similar strategies. MWBE procurement might be tracked within the SBE program but there are not any specific strategies to level the playing field for MWBEs, other than MWBE firms being somewhat more likely to be small businesses.

⁷ Note that the MOB total includes a contract of \$79,000 as reported in a Vendor Contracts report dated 1/1/2020-12/31/2020. However, a Minority Vendor Contracts report dated 1/1/2020-4/30/2021 does not include this \$79,000 contract. If the Vendor Contracts report is incorrect, then the total awarded to Minority Owned Business in 2020 is far lower at 0.04% (\$29,500.00) of the total \$69, 593,388.51 awarded by the City of Kalamazoo over 323 contracts.

⁸ https://racialequityalliance.org/wp-content/uploads/2015/12/GARE-Contract_For_Equity.pdf; accessed 8/6/2021

Local business enterprise strategies. These strategies favor local businesses (usually within a county) over non-local businesses. Although they can be effective for isolated places like Hawaii and Appalachia, if not combined with an SBE component, these strategies tend to be based on a false us versus them view of the local economy and increases the likelihood that neighboring jurisdictions will pass similar laws, putting local businesses at a net disadvantage. A few cities have passed neighborhood-specific local business contracting.

SECTION 15: LISTENING SESSION DATA SUMMARY

In analyzing the listening session data, a number of themes (i.e., patterns across data) emerged that were subsequently compared with data from other sources. Quotations from listening sessions that help to illustrate the overall themes are included below. Quotes that might reveal the identity of a participant or other staff member were not included in the table below to protect individuals.

SELECTION OF LISTENING SESSION QUOTES BY THEME.

THEME: Standardization of Strategy in Hiring and Promotion and Supervision

QUOTATIONS:

“ If you have access to upper management as an employee, that gives you, I think, a leg up of being recognized, what you’re doing, your skills...But if you’re buried in a department and don’t have that access, I think that limits folks too. ”

“ Another thing that I would like to see, I’ve always said there’s so many inconsistencies in the city. I feel like they do what they want for who they want. And so, they just need to be across the board with it all. You can’t do one thing for one employee to please them, and then you have another employee that may need the same thing but you’re not willing to do that for them. There was a job not long ago where a lady got the job, passed the test, she got the job, she got the promotion. She was a black lady, and she got the job. But what they did was they took that one position and broke it into three, and brought two other Caucasian females up to her level to where she was. Now, I say that’s a slap in the face, because would it have been the same way if the black lady failed the test and a Caucasian lady got the job? Would they have brought her back up? When I say you have to do the same thing for everybody, it just can’t seem like you’re showing favors to who you want to show favors to. Then more recently is the same incident where a black lady got the job and Caucasian lady didn’t get the job, and they made her the same classification as the black lady. Both of them applied for the job, but the black lady got it. But they end up bringing the other lady right up to her same level. Why would you do that? Be fair, be consistent, stay that way. I’ve seen where a guy was in a position, he couldn’t pass the test that they needed him to pass so they made him go ... told him he couldn’t be in that position no more. Not to say that he couldn’t do the job, he just didn’t have this test so they took him out of that position. But then they turned around and they put another man in the position who didn’t have the same test, and they allow him to stay in that position based on the fact, well, he’s going to be retiring soon. That’s not fair, you cannot do that. You have to be consistent across the board with everything and everybody, because then that breaks down your organization, and then there’s this side against that side. ”

“ I think that for me, my skills or my talents it's enough for me to be successful in my job. And yes, to excel, but everybody and especially if you try and excel, maybe higher position in your department or something like that. That might serve better because... But I don't feel like everybody feels that way. I don't feel like everybody feel like they are being prepared for the next step to promote. And I've seen it happen to where you have the longevity in a job, but sometimes just depending on, it just don't work like that. And so I think that's a deterrent for some people. But I'm a boisterous person and I feel like I can advocate well for myself, but everybody don't have that. ”

“ We are brought into a lot of things in our department, and it has not always been that way. We had a supervisor that used to keep his thumb on everybody. You would bring the ideas to him, however, he will not allow you at the table to share those ideas. My supervisor now, she allows you to come to the table with those ideas. My director, she also is the same way. It's really good now in the department that I work in. It hasn't always been like that, but it is now. ”

“ I'm not a union person so I'm non-bargaining. So I feel like it's different because when in my position and those of us around in that union, your job description to us like, “Yes, you can do well at your job. But the question is everyone is doing well at their job. What more are you doing?” And it's in the thought process that sometimes it gets a little... It's interesting because we... Especially when you got an organization that has union employees and non-union employees, it gets interesting because it's almost like, “Okay. Yes, I could be done right now because it's time for me to quit, but if I put in these extra hour it makes me look better because I don't have someone behind me to say like, ‘Nope, she did her job and she's done.’” No. And especially when it comes to promotion and moving up, you have to show more and more of what you're capable of. So there's lots of pressure on that end. ”

“ And there are too with a lot of the union jobs, you have to test to promote. And then if you fail that test, you don't get to promote, but I tell people all the time, “You have a right to go and review that test. You're going to review that test and you make them go over what you got wrong. Because although they're grading the tests, don't mean they graded it right.” And I have had where I have advised two people to go and review their tests because they were told they failed the test. And when I said, “You go and review the test, you go to HR and you review that test with them.” And don't you know after they were reviewed and they've voiced some discrepancies in the test, they had passing grades to whereas if they did not review those tests, they would not have got that job... So it's important for people to, if they have to take a test to promote. And if they told they received a failing grade, I needed to go and review that test. Sit down with me and tell me what I got wrong. ”

“ One thing that I'm mindful of in terms of my pathway of the city is how much of it is being assertive and showing up and not being invited... I've appreciated the benefits of being really proactive and being really eager... ”

“ it's employees' initiative to show this is where my skills are, this is where I can address my talents to needs that need to be looked into or expanded on. ”

“ I believe it’s different across the board. I believe just with different management personalities, it’s going to always be different across the board. And I think if you’re liked around then that might get you a little bit farther too, but I do believe it’s different across the board. Everybody don’t have the support of a supervisor or department head. They don’t have that. So yes, definitely. ”

“ I think some of what I’ve seen internally is this lack of a skill set that is needed for the next level job. We don’t always have time to do cross training and just to put it out there too, sometimes the unions can get in the way of doing that cross training because then you’re adding duties to somebody and you can run into issues with that, so I know it’s a push-pull on that one. ”

“ I got a friend at work and she do not do good at tests. She just failed a test about two weeks ago where she ... She been at the city for about 14 years, but she do not do good at tests. Every test she’d about took, she has not done good on it so she’s stuck. And so, a new lady that just maybe started a year ago ended up getting to get the job over her, and it’s sad. ”

THEME: DEI Commitment and Implementation

QUOTATIONS:

“ [The City is] making steps.... And now that has to start coming down.... Through the organization to all the departments....We’re not there yet. We are not there yet. But we know... you can’t turn a battleship on a dime....So that’s what we’re doing, but we’re turning. ”

“ We had a group called the Black Police Officers Association embedded in this organization that began to work with the administration to begin to recruit people of color. And how that came about was a part of that was the merger in ‘82 of public safety, when we merged the fire department with the police department. And that began the merger or, I should say, was the seedings of inclusion of people of color.... Whether you want it or not bro... the tenets of this organization which we’re based on is 21st century policing. If you don’t want it, send a memo to the chief’s office that you resign. [The chief will] find someone to put in your seat. ”

“ **Participant 1:** I think we were ahead of that. We were ahead of our time. From what I hear, KDPS was ahead of the loop.... Before any of them started. ”

Participant 2: All of these recommendations that came out last summer. “This is what police departments should do.” It was almost like check, check, check. We’ve been trying, at least trying. We’re moving in that direction.

“ It’s different, man. People of color are in the high positions and making the decisions, and I think that again, challenges some of the norms of at least this organization. But thanks to consistent and intentional efforts to be inclusive, even though this group was different or might move or act differently than has happened in the past, I think I can say that in the, I guess, six months that I’ve been here, I can see it spreading through and see people jumping on the bandwagon or getting on the bus. And the cool thing about it, going back to the generational thing, I believe that the younger generation is open and welcomes that. ”

“ There is a stigma in the organization with surveys. Over the years staff has been asked for input and their opinion. The results of the survey are released and then no further action is taken. ”

Whatever they say about the stories, there's always three sides so you only can go by what you're hearing at that time. I've just trying to be positive with that in talking to somebody else, but I would like to say to these sessions that they're doing, when they get the findings, I would like for them to actually make a change, if that's what's suggested by you guys. Make that change, let us see the change.

“ We did a survey thing...about five years or so ago. Then we had to all be interviewed, then they had to write up this report. They wrote up this report, but the report was not what they wanted to see, is what I believe. Do you not know they never shared those results with us?...We did it but it was so negative at that point, and the morale was so low in our department at that time that when they got the results back, it wasn't pretty. And so, they never even shared the results with us.... If you're going to put us through it, let's see it through to the end, and let's try and make a change. ”

“ I feel like you don't get the participation in these things because the people don't believe that the city is trying to really change. They're tired of doing these surveys, or [imagine they could still be doing these trainings until they retire] and they don't really see a big change in the city. It feels like, what are you doing it for? Are you doing it to say that you did it, or are you doing it to really try and make some change? When you ask people to participate in these type of trainings, they're like, “No.” Especially the ones that done been here for a long time. We don't have a lot of people that done been here for a long time anymore because a lot of them done retire. But those few that have been here for, I'll say, over 10 years or so, it's like, “No, why do we have to keep doing these things, because nothing is going to change?” Unfortunately, to me, I feel that way too, but I will give it a shot and I'll say, “Okay, well, let's see what we can do, if we can make something happen out of it.” ”

Well, the systems are set up and they're working like they're supposed to. And so those who have the power have the power. And like I say, I think we make a lot of declarations, a lot of proclamations, a lot of people want to get outside and march. And I don't mean that in the way that there's an actual ask that comes with it. Because if there's not an ask behind it, what are you doing? There's a lot of performative things that take place, but the actual movement that needs to happen ... I know there are people within the city that want to do and try to do. But if you're one person in a department, and you know you're not heard ...

“ training is great and all and generally speaking, people who are already receptive to it will be receptive and certain people won't. ”

“ it's just a matter of how do we, first of all, educate. Because a lot of people, I don't think they really understand diversity, equity and inclusion. They don't understand it. They don't understand how it relates to them...Because there's a lot of information. Diversity, equity and inclusion is everywhere. But it's everywhere in different capacities. And so in law enforcement, how does that look? How do officers function and say, “Okay, I'm going to be inclusive of this individual,” when things are ever-changing, and we know what I'm talking about, ever-changing in the inclusivity area? How do I move? How do I adjust? ”

- “ I think the biggest challenge is education and awareness. Yeah, but hear me out. You’re bringing a historical perspective, and the current perspective that’s really cool from generations that you’re familiar with. We got a whole new generations that’s coming in that view things differently, in a sense. And they have no reference point to the Rosa Parks. They have no reference points to how difficult it was to get in. They have no reference points to the Black Police Officers Association and what’s the history part. They’re naïve, but at the same time, I think they’re much more open-minded, because they have many more friends that look different than they are because of this and all these other things. So that’s what we have to embrace and bring in, and as this older generation leaves and the new generation comes in, this is the most perfect opportunity when I say education and awareness, because I think, and I believe it, that we have generations that’s willing to be open to it, to listen to it and even to say, “Yeah, I get it.” It’s not my responsibility as a Black man to convince everybody of my struggles. That’s not the purpose of it. But the purpose is also is that I think we have this new generation of... what is that, the bridge? ...I think they’re open to it. It’s just what they’re lacking more than anything else, and this is overall, they need strong leadership in those areas. They need mentors, they need people to say, “Let me show you the path right here,” rather than saying, “You dumb young..., you don’t know what you’re doing.” That’s not fair to them... We’re at this crossroads, and what I believe we have to do is two things. One, be open-minded, and two, even at our position, have to pause our own judgment about these other generations to figure out what are their needs, too? And I think when we bring in the topic of race, inclusion, diversity, equity, cultural competency, whatever other word we define is, I believe this is the first time that we have generations that’s willing to and open to for these discussions. ”
- “ Some managers or supervisors may want you to share the information with them. And then they’ll be the one that’s going tell higher ups. So, they might not want you at the table, but they might want your opinion, but they’ll be the ones to relay that information. So, I just think it just varies. ”
- “ “it’s tough to improve the culture when there’s so little known about what it’s like to actually work here by the people who are making big policy and cultural decisions... I don’t feel like there’s a good conduit from the level of the everyday working employee to folks at the top who are ultimately making big decisions that affect everyone.” ”
- “ “people doing the work are like, ‘What do you want from us?’ And we are like, ‘No, no, no, you tell us what you think.’ And it’s like, ‘Just tell me what you want.’” ”
- “ We come to the table with some good ideas sometimes. I guess it gets overlooked that we don’t have stripes or we’re not enough from that standpoint. Some of our decisions get overlooked. (Participant 6) When it comes to the decisions, we voice our opinions about decisions or things like that. It may sound good to the head honcho in this department, but he’s got to go to somebody else. They shut it down quick because it don’t fit their agenda. (Participant 1) ”
- “ “the biggest challenge that I’ve seen, especially dealing with lower-rank, ...it’s changing the culture to let them know... That no matter what rank you are, your voice is so important.” ”

THEME: A Culture of Microaggressions

QUOTATIONS:

- “You see them in the station, they don’t say hello. They don’t acknowledge that you’re walking past them. It’s like basically you’re a ghost to them until they need something.”
- Well, we had a supervisor who’s no longer here. He told us that he can get some train monkeys to do our job better than what we can. And he was speaking about... It wasn’t just a black thing, it was an everybody thing. But that’s just how he felt like he can say whatever he wants to say and no repercussions came from anything he said. But he told us that he would do things like that. And one time he lined us up like we were kindergartners, And you know how the teacher gets to the front and she wants you to stand in line. And before you go to the bathroom or whatever, he said to line up. And we all thought he was playing because we all grown. He was like, “No, I am serious. Line up.” And so when we lined up, it wasn’t until we all got in a line, a single file line. And then that’s when he told us what he wanted to do. And so he would always do things or say things that was inappropriate and try to belittle his staff, hence probably why he ain’t here no more.
- Participant 1:** Why do you have to explain that? Why are you the expert on it?
Participant 2: Because of the color of my skin, yes.
Participant 1: And that’s exhausting.
- I’ve heard comments made many times it’s not a... well it is a specific group but it might be... they might say the north side, which of course is predominately African American. And so it would be in terms of a neighborhood, a negative comment in terms of a neighborhood because of the ethnic make up of that neighborhood.
- my child has a friend whose parent was a City employee and that other child said, “Oh, my parents told me that that’s the noddy part of town.” And they were referencing the North side of Kalamazoo, which is primarily minority and lower income part of town.
- Participant 1:** We’ll talk about the urban community. I here a lot of “they, they, them.” What are you talking... who is them? Who is they? “Oh, they like to do this.” What you mean? They... I don’t even say it. I just let people talk. They don’t say nothing to me. It’s just amongst their peers [referring to White co-workers].
- So, I’m often the only woman in the room, which is fine. I can handle that on my own. But there are a lot of, and I think somebody alluded to this earlier, there are a lot of men, male staff members employed by the City of Kalamazoo that think they can talk about other women who work for the City of Kalamazoo and do not use nice names, do not use correct terminologies and things like that when they’re not getting what they want. And as an outsider listening to City of Kalamazoo employees talk about other employees, whether it’s their department or different department, talk about their coworkers like that is routinely horrifying and really hard to sit there and be professional and continue to, I can’t say anything. I can’t say anything to them for saying it. I can’t say anything to the person who was being talked about or said anything, and it puts me in an incredibly uncomfortable position. And it’s, I know it’s a cultural thing, but it’s, there are several departments that have a boys club for sure, that that kind of stuff happens a lot.

“ Mis-gendering happens quite often... I hoped that pronouns wouldn't be as much of a thing. Yeah, no. Pronouns are a thing. And pronouns are important... I'm getting to the point where I'm going to start correcting actively because it's starting to piss me off. But I also let it go because how often do I see this person? It's one of those things I'd love to see improvement on. We're all about the diversity and whatnot, but at the same token, yeah you could have that on paper, but practicing what you preach is very important. ”

“ Unfortunately I've had some of that picked up from employees and repeated by supervisors and it does make me very uncomfortable because I feel like it should stop with supervisory leadership and there should be a culture where that supervisor feels empowered to have the tools to say why that's not okay and eliminate it from the workplace. In my instance, that did not happen and it's been something that has always bugged me. ”

“ **Participant 1:** I have seen it to where the manager or the supervisor even know, and they're like, “Oh, well that's just so and so, and that's just how they are,” and it's just not taken to where it needs to be gone, needs to go. It's just like, “They'll retire, no worries. They didn't really mean it that way.” ”

Participant 2: I think that's an across the board pattern that, let's not make drama over this. Let's just let it go, forget you heard it and move on, and let's not make waves about it.

“ I was in earshot of the report room. We had a 5K that went through a particular side of town that was predominantly African American. And the joke that had begun to be somewhat of a laughter and funny was why would an organizer put a 5K through a predominantly Black side of town where we have a high rate of victimization? So the joke was, well what are they going to have at the water stations? Crack, needles and some other things. And I jumped up out of my chair, ran to the report room and asked, “Excuse me. Who made that comment?” And it was silence. Silence in the room. I called over the [position], and I asked the [position] to find out who said what they said. And I left the room, because I was [a more senior position]. That, from there, went into an investigation which we handled. But as an officer, as a sworn officer, as a person serving this community through the city of Kalamazoo... I won't give it that. What I will say is people can get shaded, believing, thinking that a group of people only act a certain way, because that's all they see when they respond to that area, that neighborhood. And they don't see on the majority that a group of people or culture can and will and have, let's just say, educated, good credit and other things. And that they're not all savages. All cultures have that in them, people. Let's not even put it as a culture, let's say people. People have issues, and all cultures have issues. ”

THEME: Representation and non-safety around discussing race

QUTATIONS:

“ Okay, this is what I have to do. And not feel like there's any difference. I blend, even though I don't. ”

“ For a minority coming here, I would tell them that it's very small. There's a few of us, so be ready for that. I don't know what they've done in their previous employments. I knew that. I mean, I've been used to that all my life. You know what I'm saying? Me coming here and there ain't nothing but a few of us in there. I'm like, “Well, this is more than I've ever worked with.” You know what I'm saying? To be honest. But comparing to the numbers we have of PSOs and employees, yeah, we've got a handful of us. Whoever wants to come, just know that. ”

- “ The city is a big corporation, and there used to be a time when there were a lot of African American people that worked for the city. They did like an early retirement, so a lot of people that were there were able to benefit from that and then they left. And so, when you fill those gaps back in, you often see that it's not being filled with people that look like you. It feels like a lot of those that are there, that are in those higher positions, seem like they get shuffled around. ”
- “ When I say shuffled around, so say if it's another higher up position, they might bring that person that's here up to here. But it's not normally, to me, in my opinion, it's not normally a new face. It's that same face that's here, they just bring it up. When I say shuffled around, they might take that person from A to B, but never another person from underneath A up. You don't see that much of that. If you do have a person that say, “Well, I'm going to try. I've worked in this department, I've been here, I know the job inside and out, I can manage this department.” Well, they make that hard. Then you will go and you will get somebody from the outside instead of trying to promote what's already in the inside. ”
- “ To me, that's what it would look like, more people that look like me up there. Like I said, it used to be that way back when, years ago, but it's not like that anymore. Then you might find there's a lot of African American males that might be over in the municipality of the apprentice program on a street side, where they work on the streets and in the sewers and all that, you know what I'm saying? But those higher positions, it's not a lot of us there. Clearly, I know we want to work too. ”
- “ And then if you're always saying something like ... And I even go through that like, I'm going to say this again. You know what I mean? I don't want to stay in again. Sometimes I don't feel like it. Sometimes I just don't feel like it. But it's not because I don't know what needs to be said but it's a whole lot. It's a whole lot a lot of the times and I know there are people that have felt that pressure. But then again, if you're only one of a few, there's not really a support...There's not a safe, supportive structure in place for people. I think the people in power with respect to decision making don't have the lens. They don't have the lens to create those spaces. And the people who are closest to it, so they know exactly what can be done aren't empowered. ”
- “ Some people know better and they know exactly what they're saying. And then some people, they don't know no better. And they just talk and you're just like, yeah, you just said that. You did. There's a lot of stuff that gets said. I'll just say that. There are things that get said. And I have had people come to me about some of the things that have been said with respect to in their departments and their areas, which is why I think that we just decide no, as far as us being able to evaluate and actually have an impact on that. We don't have 360 interviews. So we don't know how our appointee show up in space. We don't know how they show up to their employees and how they make them feel. And so we don't have a mechanism to gauge that, to really do anything about that. So I think that also plays a part in people not being able to feeling like they're empowered to change some of the things that are happening. ”

“

Speaker 1: in my previous department I was newest to the team and then the only African American in the department. And so it wasn't any I guess, one thing and I was always trying to see, "Okay, is it just that I'm new?" And you think about the stages of a team that was it storming, norming performing. So is it just adjusting to me being new to the team? But at times I felt like there were comments that were particularly of a height of unrest in the community and just comments. We have this thing called Jabber where you can just chat and talk to each other in the team. And so either talking or in the comments, there were just things that were said to me that were inappropriate. And I think I missed the opportunity to correct, but I also was just trying not to be viewed as overly sensitive and it wasn't anything just really terrible... But again, it shouldn't be done at all. But it wasn't anything that was just so much that I was like, "Oh no, I'm calling somebody or whatever. But I was just like, "Well, that's so insensitive." Or even comment about monkeys and what that connotation has to say something like that. It's like, "Oh yeah, Black Lives Matter again. Well, all lives matter." And just saying those things that it did make my blood boil, but not to the point of, "Okay, I'm going to get in someone's face and be like, I'm sick of you doing this." I would just be like, "Okay, I'm going to just turn Jabber off or ignore it." But yeah.

Speaker 2: Because sometimes you just don't want to be that person that always seem like they going to upper management about something or whatever. You don't want to make a issue out of everything. And then you just turn a blind eye, but...

Speaker 1: And then you enabling it by not saying anything.

Speaker 2: Even the little things sometimes can faster into bigger things, or where they feel like they can say even more, or take it a step further.

“

Speaker 1: "Why aren't you with us?" That's the thought process. "You're with us." So you stripped me of my culture, is what you're saying to me. Because I wear this blue uniform, you stripped me of my culture. Often I say to people in groups or in public, "I'm Black and I'm blue." How heavy is that? When I am in the community and I have to act in an enforcement, and my community, our community says, "What's wrong with you?"

Facilitator: So you're getting it from the officers' perspective? "Why aren't you here with us?" And the community, "What's wrong with you, why aren't you here with us?"

Speaker 1: Why aren't you here with us.

Speaker 2: And the challenges, I call dual identities... of being a Black man first, understanding the culture of out in the community, especially being Black, and then also the dual identity of understanding the police culture. And how do you navigate through that? Now the loyalty is to the law, but it's how do you implement the law to explain? And the challenge becomes explaining that to the community, but then also explaining to the majority of the department who's White. So when I'm off-duty, I'm still Black. And this community is small percentage of Blacks, so I cannot disappear with the masses of the majority. And when I'm having a uniform on, I'm even sticking out more because I'm Black. So there's the huge challenge that when we talk about being whether it's a Black man or Black female or any other minority that you would constantly be balancing this dual identity that we have to face with.

”

”

“

Speaker 1: I let them know I'm one of them. I've got family that's them. I'm out there with them. I let that be known to them.

Speaker 2: When you or another officer, let's say you are an African American person talking that language. That African American person, if you're one of "them," I'm saying the police. When you take this uniform off at 6:00, 7:00, you're one of them.

Facilitator: You go back to being the they that they're referring to.

Speaker 2: Yeah. When you see me with my durag on, I'm one of them. I'm not one of us.

Speaker 1: But that makes you wonder if the new people here that haven't met me in this uniform, and they see me out there with my hat to the back, with my sneakers on. How would they approach me? That's what always goes through my mind. I may get pulled over by somebody that hasn't met me here. I ain't going to say nothing. I'm just going to let them. I'm just going to observe, let them talk. I'm going to record what they're saying to me. Hopefully, prayerfully, I can go back and report it if it was good or bad. You know what I'm saying?

Facilitator: That's always in your mind.

Speaker 1: Oh yeah.

Facilitator: How you identify that. It's always in your mind that you may run into somebody and it doesn't... when you're not in uniform, you're not one of them. You're they.

Speaker 1: Yeah, right.

Speaker 2: I've heard from a numerous amount of my colleagues. They'll always be like, "You look so different outside of uniform." What do you mean I look different? I look the same as I do in uniform. I've just got on some different clothes. Now it mean I look different? But I've had people walk past me in the store and didn't know who I was, they didn't acknowledge me. They looked me dead in my face and they were like, "I wasn't sure if the guy was you." This was way before the whole mask thing. I was like, "What are you talking about I look different outside of work?"

Facilitator: How does it make you feel, honestly?

Speaker 2: I don't know... "Oh, you're one of them type of people." Okay, I'm supposed to be looking different. How do I look different? From the neck up at work or outside of work, I look the same. I might look different from the neck down. From the neck up, I look the same. What are you talking about I look different? It just boggles my mind. If I see [name] or...I've seen somebody else outside of work. I know who you are. I've been around you, I've worked with you, I'm going to acknowledge you. Why do I look so different outside of work?

Facilitator: How does it make you feel, honestly? You know how it makes you feel.

Speaker 2: It makes me feel like one of they, or one of those people or whatever. Because let's be honest, I don't look the same way I do at work than I do at home. You might catch me outside with a T-shirt and a hat on, with gym shorts and Jordan's on. You see me in a different capacity, but I'm still the same person. It just makes me feel different.

Speaker 3: But if that same person saw a coworker in a flannel shirt and fishing hat, the same thing probably actually wouldn't happen, right? They'd recognize that person.

Speaker 2: Yeah, but people be at work and can identify everybody they've seen throughout the day by name. But you can't remember a person you worked with, but you know everybody on this part of town by name. Where they live at, what car they drive, but you can't remember my name or you can't remember my face outside of work. It just boggles my mind. I don't know, the group of people that said it were some of our older generation. It wasn't younger generation people.

”

THEME: Gender Equity

QUOTATIONS:

“ In general, both outside the City and inside the City, the areas that I work in are mostly male dominated. I guess I would consider myself youngish. So, I definitely get what you’re saying. When I come into a space or into a meeting for example, I have sometimes felt like I’m not given the benefit of the doubt of knowing what I’m coming about and I definitely have to prove myself before I’m taken seriously. Whether that’s good or bad, I don’t know. I just kind of have always taken it as, it is what it is and accepted it. ”

“ I think like in public services, a lot of the field work is done predominantly by men, not exclusively, and I’ve talked to some of the women that have worked in those areas and they kind of have to, they feel like they have to fit in as one of the guys, otherwise it will all come back on them. And that’s definitely a culture that’s allowed to, I guess, proliferate because you have predominantly male groups that are working together. ”

“ it was recommended to my supervisor that they hire a male and not somebody who is at the age that could be becoming pregnant soon.... Because there were a lot of people having babies around that time. ... I went, huh, okay. Well, that’s really inappropriate. I think they said it to be funny. I personally didn’t find it very funny . ”

“ there’s a tendency to see the potential in white male, that even though it’s more in organizations and in some departments, the city. It’s like, “Yeah, they can do that.” But if it’s a person of color or female, it’s like, “Prove to me, show me that you can do this.” As opposed to given the opportunity to do it. ”

Participant 1: I think maybe a lot of the name calling and putting women down is because of the individual’s lack of confidence or security in their own position, that they feel threatened, that their job may be taken and for whatever reason, they feel like men have a bigger right to the job than women. But I don’t get why they have to demean people in order to feel better about themselves.

Participant 2: I think a lot of times it’s been, they didn’t get what they wanted. They didn’t get to make the decision and so their form of retaliation is to insult or demean that person.

THEME: Recommendations for Improving DEI at the City of Kalamazoo

QUOTATIONS:

“ It takes a top-down leadership, I guess, in that if the supervisors observe things, they should call it out at the time, not make a big deal out of it but just say, “That was disrespectful. Please be respectful with your coworkers,” that type of thing. I don’t think, I think too often they look to having either written reprimands or something in their personnel file, and I think just small, verbal corrections by management and supervisors, anytime things are noticed, can be particularly guiding to employees. And more so than doing something harsh. ”

- “ Anyone who takes FMLA for paternity leave at the City, you’re required to use up all your PTO except for a little bit of vacation time. So, for employees and currently this mostly comes down on women. If you come back to work, you have a child in, let’s say, daycare, they get sick, you have no sick time, what do you do? So it just seems punitive in that sense. ”
- “ So whereas like my partner for example through his job, they have these benefits and this flexibility. So, he had paid paternity leave, and I don’t know if that’s something the City would ever considered or not, but it does seem to maybe close the gap a little bit for new parents...So that would just be one recommendation of one policy that I would like to see considered. ”
- “ There’s a lot of training, that I’ve also been to a lot of training, where I’ve seen people that you can tell by their body language, nothing is going to change and they’re not in a receptive mood at all. So, I don’t know what else you can do. ”
- “ Training is great and all and generally speaking, people who are already receptive to it will be receptive and certain people won’t. I guess, generally in this work, I tend to like to look at best work being DEI work, I tend to like to look at the data and more policy changes I think, from what I have seen, seem to have the biggest impact and since we’re all limited to our own experience, I put parental leave on there. I think I may have mentioned before the whole having children thing, however that may be. ”
- “ how can you do it better? How can you build on where we’re at? Because what’s going on today, if we and these generations, these four we’re talking about, if we don’t work together internally to get to the external, we’re going to be slipping in mud. ”
- “ **Speaker 1:** And when we say DE&I, it don’t mean Black people. When we say inclusion, we ain’t talking about Black people, we’re talking about everybody else, because people of color haven’t been at the table. Hello?
Speaker 2: And if they’ve been at the table, they didn’t have a voice.
Speaker 3: They didn’t have a voice. ”

“ How do we foster the awareness of mid managers to cultivate that in their staff and then also empowering our staff to say don't always wait for a door to open, be graceful, be diplomatic. Don't just barge in, but also encouraging ... on the way down, looking down... not looking down, but looking into our organization, how do we make sure that we're trying to see people more than they see themselves in many cases. And the flip side, making sure that staff don't always wait for that opportunity, that one posting to hit, that sometimes it's a matter of walking into your boss's office and say, "I don't know if you realize this is a need that we have, but I think it is." So twofold if that makes any sense. ”

“ Well, and obviously we've got a lot of policies and procedures. So if somebody's repairing a water main, there's probably certain procedures and decisions that have to be made, but there are certain ways of doing it. So I think I agree with [Speaker 3] that we try to give the right people the right amount of decision making and I think where we as an organization can struggle sometimes is if we want to do something new or unique, and I'm thinking something like the change management or some of the other groups that we've had in the past of saying, "Hey, let's get people together who aren't necessarily the department directors to come up with some solutions." And I think we've had mixed results as to whether or not we've carried forward and implemented those ideas and so I think that's an area we probably could improve upon. ”

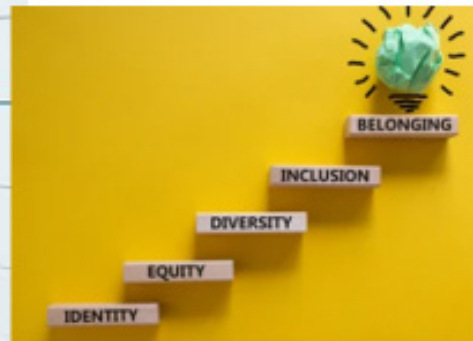
SECTION 16: LISTENING SESSION VISUALIZATIONS

Visioning Activity 1: *From your perspective, what does (or would) it look and feel like when an organization values diversity, equity and inclusion?*





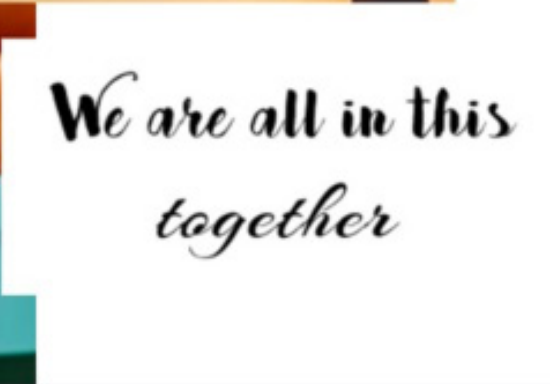
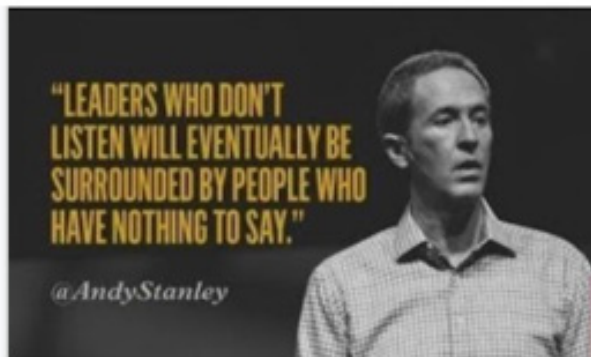
Meeting people where they are at



2. "It is time for parents to teach young people early on that in diversity there is beauty and there is strength." — Maya Angelou








Visioning Activity 2: After all that we've discussed today, what key things need to change at the City of Kalamazoo?
How do we get from here...to there?





I think
"belonging" will
occur when DEI
is forethought
vs after thought.

Be consistent! If
you show favor
for one employee,
do the same for
the next
employee.

More
representation
at the top level

Be more
comfortable
taking risks in an
effort to change.
It's ok to not get it
right out the gate.

FEAR



APPENDIX C – EEO DATA

The EEO data analyzed below was from a data pull from the City in June 2021.

Table 1. Employee Gender by Percent (N=843).

Female	Male	Non-Binary
32.9%	66.9%	0.2%

Table 2. Employee Race and Gender by Percent (N=843).

Race by Percent		Race and Gender by Percent		
RACE	%	FEMALE %	MALE %	NON-BINARY%
American Indian or Alaska Native (not Hispanic or Latino)	0.4%	0.0%	100%	
Asian (not Hispanic or Latino)	0.6%	20.0%	80%	
Black or African American (not Hispanic or Latino)	17.8%	37.3%	62.7%	
Hispanic or Latino	4.9%	29.3%	70.7%	
Two or More Races (not Hispanic or Latino)	1.5%	30.8%	69.2%	
Unidentified/Opt Out	0.2%	50.0%	50.0%	
White (not Hispanic or Latino)	74.1%	32.2%	67.7%	0.2%

NOTE: Shaded cells with no percentages indicate no employee was in the category.

Table 3. City of Kalamazoo Employees
Percent in Each Department.

Department	Percent
ATTY	0.8%
AUDIT	0.1%
CCOMM	0.8%
CCTA	13.2%
CLERK	1.3%
CMO	2.3%
CPED	4.6%
HR	0.8%
IT	1.7%
KDPS	32.4%
MSVC	3.5%
PRKREC	13.6%
PSH	9.4%
PSS	14.4%

Table 4. City of Kalamazoo Employees
Percent in Each Department by Gender.

Department	Percent Female	Percent Male	Percent Non- Binary
ATTY	57.1%	42.9%	
AUDIT	100%		
CCOMM	43.9%	57.1%	
CCTA	44.4%	56.6%	
CLERK	63.6%	36.4%	
CMO	70.0%	30.0%	
CPED	53.8%	46.2%	
HR	85.7%	14.3%	
IT	28.6%	71.4%	
KDPS	22.9%	77.1%	
MSVC	89.7%	10.3%	
PRKREC	44.3%	53.9%	0.9%
PSH	11.3%	88.7%	
PSS	15.7%	84.3%	

NOTE: Shaded cells with no percentages indicate no employee was in the category.

Table 5. City of Kalamazoo Employees Percent in Each Department by Race.

Department	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Two or More Races	Unidentified /Opt Out	White (not Hispanic or Latino)
ATTY			28.6%				71.4%
AUDIT							100%
CCOMM			28.6%				71.4%
CCTA			47.2%	4.6%	4.6%		43.5%
CLERK							100%
CMO			25.0%	5.0%			70.0%
CPED			23.1%	2.6%	2.6%		71.8%
HR			28.6%				71.4%
IT			7.1%				92.9%
KDPS	0.02%	0.01%	13.0%	5.2%	1.5%	0.005%	78.7%
MSVC		3.4%	17.2%	6.9%			72.4%
PRKREC			25.5%	7.9%	2.7%	0.02%	63.3%
PSH		1.5%	7.7%	1.5%			89.2%
PSS		0.8%	12.4%	5.8%			81.0%

NOTE: Shaded cells with no percentages indicate no employee was in the category.

Table 6. City of Kalamazoo Employees Percent in Each EEO Classification by Gender.

Classification	Percent Female	Percent Male	Percent Non-Binary
Administrative Support Workers	79.5%	20.5%	
Craft Workers	4.1%	95.9%	
Executive/Senior Level Officials and Managers	42.9%	57.1%	
First/Mid-Level Officials and Managers	36.4%	63.6%	
Laborers and Helpers	53.1%	46.9%	
Operatives	18.1%	81.9%	
Professionals	40.2%	59.8%	
Service Workers	33.3%	65.9%	0.8%
Technicians		100%	

NOTE: Shaded cells with no percentages indicate no employee was in the category.

Table 7. City of Kalamazoo Employees Percent in Each EEO Classification by Race.

Classification	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Two or More Races	Unidentified /Opt Out	White (not Hispanic or Latino)
Admin Support Workers			19.3%	3.6%	2.4%		74.7%
Craft Workers			14.4%	5.7%			9.7%
Executive/ Senior Level Officials and Managers			18.4%				81.6%
First/Mid Level Officials and Managers		1.5%	19.7%	6.1%	4.5%		68.2%
Laborers and Helpers		2.0%	14.3%	8.2%		2.0%	73.5%
Operatives	1.4%	0.5%	8.3%	4.6%	1.9%	0.5%	82.9%
Professionals		0.9%	9.8%	2.7%			88.6%
Service Workers		0.8%	41.9%	7.8%	3.1%		46.5%
Technicians							100%

NOTE: Shaded cells with no percentages indicate no employee was in the category.

Table 8. City of Kalamazoo Employees Percent in Each EEO Category by Gender.

EEO Category	Percent Female	Percent Male	Percent Non- Binary
Financial Administrations	50.0%	50.0%	
Streets and Highways	50.0%	50.0%	
Parks and Recreation	49.5%	49.5%	1.1%
Transit System	100%		
Police Protection - Other Employees	33.3%	66.7%	

NOTE: Shaded cells with no percentages indicate no employee was in the category.

Table 9. City of Kalamazoo Employees Percent in Each EEO Category by Race.

Class	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Two or More Races	Unidentified/ Opt Out	White (not Hispanic or Latino)
Financial Administrations							100%
Streets and Highways		50.0%					50.0%
Parks and Recreation			28.4%	8.4%	3.2%	1.1%	58.9%
Transit System					50.0%		50.0%
Police Protection - Other Employees			66.7%				33.3%

NOTE: Shaded cells with no percentages indicate no employee was in the category.

Table 10. City of Kalamazoo Employees Percent in Each EEO-4 Class by Gender.

EEO-4 Class	Percent Female	Percent Male	Percent Non- Binary
Officials / Administrators	100%		
Protective Service	33.3%	66.7%	
Administrative Support	50.0%	50.0%	
Service / Maintenance	49.5%	49.5%	1.0%

NOTE: Shaded cells with no percentages indicate no employee was in the category.

Table 11. City of Kalamazoo Employees Percent in Each EEO-4 Class by Race.

EEO-4 Class	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Two or More Races	Unidentified/ Opt Out	White (not Hispanic or Latino)
Officials / Administrators					50.0%		50.0%
Protective Service			66.7%				33.3%
Administrative Support							100%
Service / Maintenance		1.0%	27.8%	8.2%	3.1%	1.0%	58.8%

NOTE: Shaded cells with no percentages indicate no employee was in the category.

Table 12. City of Kalamazoo Employees Percent in Each EEO-4 Function by Gender.

EEO-4 Function	Percent Female	Percent Male	Percent Non- Binary
Financial Administrations	50.0%	50.0%	
Streets and Highways	50.0%	50.0%	
Natural Resources	49.5%	49.5%	1.1%
Police Protection	100%		
Utilities and Transpiration	100%		

NOTE: Shaded cells with no percentages indicate no employee was in the category.

Table 13. City of Kalamazoo Employees Percent in Each EEO-4 Function by Race.

EEO-4 Function	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Two or More Races	Unidentified/ Opt Out	White (not Hispanic or Latino)
Financial Administrations							100%
Streets and Highways		50.0%					50.0%
Natural Resources			28.4%	8.4%	3.2%	1.1%	58.9%
Police Protection				66.7%			33.3%
Utilities and Transpiration					50.0%		50.0%

NOTE: Shaded cells with no percentages indicate no employee was in the category.

Table 14. City of Kalamazoo Employees Percent in Each EEO-4 Status by Gender.

EEO-4 Status	Percent Female	Percent Male	Percent Non- Binary
Admin Support	50.0%	50.0%	
Service and Labor	49.0%	50.0%	1.0%
Supervisors, Buyers, Inspector	100%		

NOTE: Shaded cells with no percentages indicate no employee was in the category.

Table 15. City of Kalamazoo Employees Percent in Each EEO-4 Status by Race.

EEO-4 Status	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Two or More Races	Unidentified/ Opt Out	White (not Hispanic or Latino)
Admin Support							100%
Service and Labor		1.0%	29.0%	8.0%	3.0%	1.0%	58.0%
Supervisors, Buyers, Inspector					50.0%		50.0%

NOTE: Shaded cells with no percentages indicate no employee was in the category.

Table 16. City of Kalamazoo Employees' Residence by Percent in Each City.

City	Percent
Battle Creek	3.7%
Kalamazoo	51.0%
Portage	10.9%
Paw Paw	3.9%
Plainwell	6.6%
Mattawan	2.9%
Vicksburg	2.6%
Other	18.4%

APPENDIX D – SURVEY RESULTS

SURVEY DEMOGRAPHICS

The below provides visualizations of some key demographic indicators from survey participants.

SURVEY RESPONSES

Question 1: “I feel safe expressing my opinions related to DEI to others in the workplace.”

1	2	3	4	5	6	7	8	9	10
6.4%	4.6%	6.7%	6.7%	13.1%	7.1%	8.5%	18.1%	8.2%	20.6%

N = 282 | Average Rating: 6.54 | Standard Deviation: 2.82 | Most Frequent Rating: 10

Race - American Indian or Alaska Native

1	2	3	4	5	6	7	8	9	10
					50.0%			50.0%	

Race - Asian American / Pacific Islander

1	2	3	4	5	6	7	8	9	10
						50.0%			50.0%

Race - Black or African American

1	2	3	4	5	6	7	8	9	10
2.9%		2.9%			2.9%	8.6%	5.7%	8.6%	68.3%

Race - Hispanic or Latino /Latina /LatinX

1	2	3	4	5	6	7	8	9	10
				20.0%			20.0%	20.0%	40.0%

Race -Other

1	2	3	4	5	6	7	8	9	10
27.3%				18.2%			9.1%	9.1%	36.4%

Race -Prefer not to respond

1	2	3	4	5	6	7	8	9	10
4.8%	2.4%	4.8%		16.7%	4.8%	7.1%	7.1%	9.5%	42.9%

Race -White

1	2	3	4	5	6	7	8	9	10
3.4%	2.2%	1.1%	1.7%	5.6%	3.4%	3.9%	15.2%	16.9%	46.6%

Gender - Female

1	2	3	4	5	6	7	8	9	10
4.4%	4.4%	8.9%	6.7%	8.9%	5.6%	10.0%	24.4%	8.9%	17.8%

Gender - Male

1	2	3	4	5	6	7	8	9	10
5.2%	4.6%	5.2%	7.8%	11.8%	9.2%	8.5%	17.0%	8.9%	17.8%

Gender - Non-Binary

1	2	3	4	5	6	7	8	9	10
		33.3%		33.3%					33.3%

Gender - Prefer not to respond

1	2	3	4	5	6	7	8	9	10
17.2%	6.9%	6.9%	3.4%	24.1%	3.4%	3.4%	3.4%	3.4%	27.6%

Question 2 “I have a basic understanding of concepts related to diversity, equity, and inclusion (DEI).”

1	2	3	4	5	6	7	8	9	10
1.8%	1.4%	0.4%	0.7%	3.9%	2.8%	10.6%	24.1%	18.8%	35.5%

N = 282 | Average Rating: 8.36 | Standard Deviation: 1.91 | Most Frequent Rating: 10

Race -American Indian or Alaska Native

1	2	3	4	5	6	7	8	9	10
							50.0%	50.0%	

Race -Asian American / Pacific Islander

1	2	3	4	5	6	7	8	9	10
								50.0%	50.0%

Race -Black or African American

1	2	3	4	5	6	7	8	9	10
						5.7%	28.6%	28.6%	37.1%

Race -Hispanic or Latino /Latina /LatinX

1	2	3	4	5	6	7	8	9	10
						20.0%	20.0%	40.0%	20.0%

Race -Other

1	2	3	4	5	6	7	8	9	10
				9.1%	9.1%		9.1%	27.3%	45.5%

Race -Prefer not to respond

1	2	3	4	5	6	7	8	9	10
				7.1%	2.4%	7.1%	11.9%	14.3%	57.1%

Race -White

1	2	3	4	5	6	7	8	9	10
2.8%	2.2%	0.6%	1.1%	3.4%	2.8%	12.4%	27.5%	16.3%	30.9%

Gender - Female

1	2	3	4	5	6	7	8	9	10
1.1%		1.1%		4.4%	1.1%	13.3%	30.0%	18.9%	30.0%

Gender - Male

1	2	3	4	5	6	7	8	9	10
2.6%	2.6%		1.3%	3.3%	3.9%	8.5%	22.2%	20.9%	34.6%

Gender - Non-binary

1	2	3	4	5	6	7	8	9	10
								33.3%	66.7%

Gender - Prefer not to respond

1	2	3	4	5	6	7	8	9	10
				3.4%		10.3%	17.2%	6.9%	62.1%

Question 3 “I think it is valuable to examine and discuss the impacts of ageism in the workplace.”

1	2	3	4	5	6	7	8	9	10
4.3%	1.8%	2.5%	3.2%	11.7%	6.7%	9.9%	21.3%	11.3%	27.3%

N = 282 | Average Rating: 7.30 | Standard Deviation: 2.48 | Most Frequent Rating: 10

Race -American Indian or Alaska Native

1	2	3	4	5	6	7	8	9	10
				50.0%			14.3%	50.0%	

Race -Asian American / Pacific Islander

1	2	3	4	5	6	7	8	9	10
						50.0%			50.0%

Race -Black or African American

1	2	3	4	5	6	7	8	9	10
2.9%				2.9%	8.6%	11.4%	34.3%	8.6%	31.4%

Race -Hispanic or Latino /Latina /LatinX

1	2	3	4	5	6	7	8	9	10
				60.0%				20.0%	20.0%

Race -Other

1	2	3	4	5	6	7	8	9	10
27.3%				9.1%		9.1%	18.8%	9.1%	27.3%

Race -Prefer not to respond

1	2	3	4	5	6	7	8	9	10
4.8%	2.4%	2.4%	4.8%	19.0%	4.8%	9.5%	9.5%	11.9%	31.0%

Race -White

1	2	3	4	5	6	7	8	9	10
3.4%	2.2%	2.8%	3.9%	10.7%	7.3%	10.1%	23.0%	11.2%	25.3%

Gender - Female

1	2	3	4	5	6	7	8	9	10
	1.1%	1.1%	2.2%	6.7%	6.7%	5.6%	27.4%	9.8%	37.8%

Gender - Male

1	2	3	4	5	6	7	8	9	10
6.5%	2.6%	2.6%	4.6%	11.1%	6.5%	14.4%	21.6%	9.8%	20.3%

Gender - Non-binary

1	2	3	4	5	6	7	8	9	10
				33.3%			33.3%		33.3%

Gender - Prefer not to respond

1	2	3	4	5	6	7	8	9	10
6.9%		3.4%		27.6%	3.4%	10.3%	10.3%	10.3%	27.3%

Question 4 “I think it is valuable to examine and discuss the impacts of racism in the workplace.”

1	2	3	4	5	6	7	8	9	10
4.3%	1.8%	1.8%	1.1%	7.4%	3.5%	5.3%	12.1%	14.2%	48.6%

N = 282 | Average Rating: 8.03 | Standard Deviation: 2.5 | Most Frequent Rating: 10

Race -American Indian or Alaska Native

1	2	3	4	5	6	7	8	9	10
					50.0%			50.0%	

Race -Asian American / Pacific Islander

1	2	3	4	5	6	7	8	9	10
						50.0%			50.0%

Race -Black or African American

1	2	3	4	5	6	7	8	9	10
2.9%		2.9%			2.9%	8.6%	5.7%	8.6%	66.6%

Race -Hispanic or Latino /Latina /LatinX

1	2	3	4	5	6	7	8	9	10
				20.0%			20.0%	20.0%	40.0%

Race -Other

1	2	3	4	5	6	7	8	9	10
27.3				18.2%			9.1%	9.1%	36.4%

Race -Prefer not to respond

1	2	3	4	5	6	7	8	9	10
4.8%	2.4%	4.8%		16.7%	4.6%	7.1%	7.1%	9.5%	42.9%

Race -White

1	2	3	4	5	6	7	8	9	10
3.4%	2.2%	1.1%	1.7%	5.6%	3.4%	3.9%	15.2%	16.9%	46.6%

Gender - Female

1	2	3	4	5	6	7	8	9	10
	1.1%	1.1%		3.3%	3.3%		12.2%	15.6%	63.3%

Gender - Male

1	2	3	4	5	6	7	8	9	10
6.5%	2.0%	2.0%	2.0%	7.8%	3.3%	7.2%	13.7%	15.6%	39.9%

Gender - Non-binary

1	2	3	4	5	6	7	8	9	10
								33.3%	67.7%

Gender - Prefer not to respond

1	2	3	4	5	6	7	8	9	10
6.9%	3.4%	3.4%		17.2%	6.9%	10.3%	6.9%	3.4%	41.4%

Question 5 “I think it is valuable to examine and discuss the impacts of ableism in the workplace.”

1	2	3	4	5	6	7	8	9	10
4.6%	1.8%	2.8%	2.5%	9.2%	5.3%	10.3%	14.9%	16.3%	32.3%

N = 282 | Average Rating: 7.65 | Standard Deviation: 2.56 | Most Frequent Rating: 10

Race -American Indian or Alaska Native

1	2	3	4	5	6	7	8	9	10
					50.0%			50.0%	

Race -Asian American / Pacific Islander

1	2	3	4	5	6	7	8	9	10
						50.0%	50.0%		

Race -Black or African American

1	2	3	4	5	6	7	8	9	10
		5.7%		2.9%	2.9%	14.3%	8.8%	28.6%	37.1%

Race -Hispanic or Latino /Latina /LatinX

1	2	3	4	5	6	7	8	9	10
			20.0%			20.0%	20.0%	20.0%	20.0%

Race -Other

1	2	3	4	5	6	7	8	9	10
27.3%			9.1%	9.1%	9.1%	9.1%		9.1%	27.3%

Race -Prefer not to respond

1	2	3	4	5	6	7	8	9	10
7.1%	2.4%	7.1%%	2.4%	19.0%	7.1%	2.4%	9.5%	9.5%	33.3%

Race -White

1	2	3	4	5	6	7	8	9	10
3.9%	2.2%	1.7%	2.2%	8.4%	5.1%	10.1%	18.0%	16.3%	32.0%

Gender - Female

1	2	3	4	5	6	7	8	9	10
	1.1%	3.3%		6.7%	4.4%	4.4%	15.6%	17.8%	46.7%

Gender - Male

1	2	3	4	5	6	7	8	9	10
7.2%	2.0%	2.6%	3.9%	8.5%	5.2%	14.4%	16.3%	16.3%	23.5%

Gender - Non-binary

1	2	3	4	5	6	7	8	9	10
				33.3%				33.3%	33.3%

Gender - Prefer not to respond

1	2	3	4	5	6	7	8	9	10
6.9%	3.4%	3.4%	3.4%	17.2%	10.3%	3.4%	6.9%	13.8%	31.0%

Question 6 “I think it is valuable to examine and discuss the impacts of gender discrimination and exploitation in the workplace.”

1	2	3	4	5	6	7	8	9	10
3.9%	1.4%	1.8%	1.4%	8.5%	5.3%	6.4%	17.4%	13.8%	40.1%

N = 282 | Average Rating: 6.01 | Standard Deviation: 2.43 | Most Frequent Rating: 10

Race -American Indian or Alaska Native

1	2	3	4	5	6	7	8	9	10
					50.0%			50.0%	

Race -Asian American / Pacific Islander

1	2	3	4	5	6	7	8	9	10
						100%			

Race -Black or African American

1	2	3	4	5	6	7	8	9	10
				2.9%	5.7%	2.9%	14.3%	14.3%	60.0%

Race -Hispanic or Latino /Latina /LatinX

1	2	3	4	5	6	7	8	9	10
						20.0%	40.0%	20.0%	20.0%

Race -Other

1	2	3	4	5	6	7	8	9	10
27.3%				9.1%	18.2%		18.2%		27.3%

Race -Prefer not to respond

1	2	3	4	5	6	7	8	9	10
4.8%	2.4%	4.8%		19.0%	4.8%	11.9%	9.5%	9.5%	33.3%

Race -White

1	2	3	4	5	6	7	8	9	10
3.4%	1.7%	1.7%	2.2%	6.7%	4.5%	5.1%	20.2%	15.2%	39.3%

Gender - Female

1	2	3	4	5	6	7	8	9	10
	1.1%	1.1%		4.4%	2.2%	2.2%	16.7%	15.6%	56.7%

Gender - Male

1	2	3	4	5	6	7	8	9	10
5.9%	1.3%	2.0%	2.6%	7.2%	6.5%	9.2%	20.3%	13.7%	31.4%

Gender - Non-binary

1	2	3	4	5	6	7	8	9	10
				33.3%			33.3%		33.3%

Gender - Prefer not to respond

1	2	3	4	5	6	7	8	9	10
6.9%	3.4%	3.4%		20.7%	10.3%	6.9%	6.9%	10.3%	31.0%

Question 7 “I think it is valuable to examine and discuss the impacts of sexual orientation in the workplace.”

1	2	3	4	5	6	7	8	9	10
8.2%	3.9%	4.3%	3.5%	11.7%	5.7%	6.0%	12.8%	10.3%	33.7%

N = 282 | Average Rating: 7.09 | Standard Deviation: 3.01 | Most Frequent Rating: 10

Race -American Indian or Alaska Native

1	2	3	4	5	6	7	8	9	10
					50.0%			50.0%	

Race -Asian American / Pacific Islander

1	2	3	4	5	6	7	8	9	10
50.0%						50.0%			

Race -Black or African American

1	2	3	4	5	6	7	8	9	10
5.7%	2.9%	5.7%	2.9%	5.7%	2.9%	2.9%	14.3%	11.4%	45.7%

Race -Hispanic or Latino /Latina /LatinX

1	2	3	4	5	6	7	8	9	10
			20.0%	20.0%	20.0%			20.0%	20.0%

Race -Other

1	2	3	4	5	6	7	8	9	10
27.3%	9.1%	9.1%	9.1%	9.1%		9.1%		9.1%	18.2%

Race -Prefer not to respond

1	2	3	4	5	6	7	8	9	10
9.5%	7.1%	11.9%	2.4%	21.4%	4.8%	4.8%	7.1%	4.8%	26.6%

Race -White

1	2	3	4	5	6	7	8	9	10
7.3%	3.4%	2.2%	3.4%	10.1%	6.2%	6.7%	15.7%	10.7%	34.3%

Gender - Female

1	2	3	4	5	6	7	8	9	10
2.2%	1.1%	2.2%	1.1%	8.9%	4.4%	5.6%	8.9%	14.4%	51.1%

Gender - Male

1	2	3	4	5	6	7	8	9	10
11.1%	5.2%	4.6%	5.9%	10.5%	5.2%	7.8%	17.0%	8.5%	24.2%

Gender - Non-binary

1	2	3	4	5	6	7	8	9	10
		33.3%		33.3%					33.3%

Gender - Prefer not to respond

1	2	3	4	5	6	7	8	9	10
13.8%	6.9%	6.9%		20.7%	13.8%		6.9%	6.9%	24.1%

Question 8 “I feel competent in my interactions with people of other races.”

1	2	3	4	5	6	7	8	9	10
1.8%	0.7%	0.0%	2.1%	3.5%	4.6%	11.3%	16.0%	17.7%	42.2%

N = 282 | Average Rating: 8.46 | Standard Deviation: 1.94 | Most Frequent Rating: 10

Race -American Indian or Alaska Native

1	2	3	4	5	6	7	8	9	10
								50.0%	50.0%

Race -Asian American / Pacific Islander

1	2	3	4	5	6	7	8	9	10
									100%

Race -Black or African American

1	2	3	4	5	6	7	8	9	10
					2.9%		14.3%	50.0%	62.9%

Race -Hispanic or Latino /Latina /LatinX

1	2	3	4	5	6	7	8	9	10
						20.0%	20.0%		60.0%

Race -Other

1	2	3	4	5	6	7	8	9	10
				18.2			9.1%		72.7%

Race -Prefer not to respond

1	2	3	4	5	6	7	8	9	10
			4.8%	7.1%	2.4%		11.9%	11.9%	61.9%

Race -White

1	2	3	4	5	6	7	8	9	10
2.8%	1.1%		4.8%	1.7%	6.2%	16.9%	18.0%	20.2%	30.9%

Gender - Female

1	2	3	4	5	6	7	8	9	10
			2.2%	2.2%	4.4%	18.9%	17.6%	18.9%	35.6%

Gender - Male

1	2	3	4	5	6	7	8	9	10
3.3%	1.3%		1.3%	2.0%	5.2%	8.5%	15.0%	19.6%	43.8%

Gender - Non-binary

1	2	3	4	5	6	7	8	9	10
				33.3%			33.3%		33.3%

Gender - Prefer not to respond

1	2	3	4	5	6	7	8	9	10
			6.9%	6.9%	3.4%	3.4%	13.8%	6.9%	58.6%

Question 9 “I feel competent in my interactions with people of different age groups.”

1	2	3	4	5	6	7	8	9	10
1.8%	0.7%	0.0%	0.0%	2.5%	1.4%	6.7%	14.2%	23.0%	49.6%

N = 282 | Average Rating: 8.89 | Standard Deviation: 1.71 | Most Frequent Rating: 10

Race -American Indian or Alaska Native

1	2	3	4	5	6	7	8	9	10
								50.0%	50.0%

Race -Asian American / Pacific Islander

1	2	3	4	5	6	7	8	9	10
									100%

Race -Black or African American

1	2	3	4	5	6	7	8	9	10
						2.9%	11.4%	28.6%	57.1%

Race -Hispanic or Latino /Latina /LatinX

1	2	3	4	5	6	7	8	9	10
							40.0%	20.0%	40.0%

Race -Other

1	2	3	4	5	6	7	8	9	10
				18.2%	9.1%				72.7%

Race -Prefer not to respond

1	2	3	4	5	6	7	8	9	10
				7.1%	2.4%	2.4%	14.3%	7.1%	66.7%

Race -White

1	2	3	4	5	6	7	8	9	10
2.8%	1.1%			1.1%	1.1%	9.0%	15.2%	26.4%	43.3%

Gender - Female

1	2	3	4	5	6	7	8	9	10
				1.1%		6.7%	13.3%	26.7%	52.2%

Gender - Male

1	2	3	4	5	6	7	8	9	10
3.3%	1.3%			2.0%	1.3%	7.2%	14.4%	23.5%	47.1%

Gender - Non-binary

1	2	3	4	5	6	7	8	9	10
				33.3%	33.3%				33.3%

Gender - Prefer not to respond

1	2	3	4	5	6	7	8	9	10
				6.9%	3.4%	3.4%	17.2%	6.9%	62.1%

Question 10 “I would become more active in advancing DEI if... Select all that apply”

I received training.....27.1%

I had more time..... 20.6%

I had the support of my supervisor or manager 8.2%

I am happy with my current level of engagement 60.2%

Other7.4%

Gender by Percent

	Female	Male	Non- binary	Prefer not to respond
I received training	50.8%	44.6%		4.6%
I had more time	36.4%	56.4%		7.3%
I had the support of my supervisor or manager	43.5%	43.5%		13.0%
I am happy with my current level of engagement	26.3%	59.3%	1.8%	12.6%
Other	47.6%	42.9		9.5%

Question 11 (write in responses for those who chose “other”)**I would be more active in advancing DEI if**

1.	... it wasn't defined within the framework of Critical Theory. I ultimately think that framework sets a moving target of what is right, while it attempts to call out all that is wrong as defined by someone's experience. (Albeit, it does call out much of what is truly and definitively wrong as well...much to its credit.) But if all is left up to somebody's experience and my 'waking up' to the reality they face well, experiences change, are different from individual to individual, such that the other person/people then is guaranteed to 'never get it right'. And if that's the case, then we all might as well walk on eggshells all the time, and it's no wonder somebody finally blows (inward or outward), because we ALL have too much stress with daily life we all shouldn't have to shoulder that responsibility to ambiguity too. (No, I'm not giving them permission to explode, just that I can see how that road then seems a viable one for some which creates a worse problem (more chaos and death) rather than fixing a really bad one (e.g. racism, including chaos and death) that already exists.) If we can't agree that we are all wonderful yet flawed people, made with the same value, and dare I say, created by God the ultimate Artist, in this aspect who instills that amazing uniqueness and value, giving us our "inalienable rights" and acknowledge that power in anyone's hands is in danger of misuse and abuse, and all are responsible & subject to the God (sooner or later!) who grants us that power. then a power shift is the best we can hope for. And, I stick with my earlier statement: "power in anyone's hands is in danger of misuse and abuse." We don't need a powershift... We need a change of heart.
2.	Had more information about getting involved
3.	I am active in advancing DEI.
4.	I believed there would be actual transformative change
5.	I don't want to be more active. I am here to work and do my job. I don't need compliance training.
6.	I truly thought my opinions would make a difference and truly be heard.
7.	I was provided with guidance from management, not another training session, but guidance on specific steps to support DEI in my office. I am not the correct person to suggest next steps, but I want to support those who are better positioned to offer leadership and guidance.
8.	If I could be assured of getting timely feedback if I was appearing patronizing or insensitive or just another old white guy. If people in any number of social justice organizations would challenge me to stop playing it so safe 0 worrying about appearing a grandstander on one hand or being misunderstood. Skeptics want to see the comfortable taking some risks for a cause the comfortable say they support. What is a smart risk and what is a foolish risk? Where can I get advice on that?

9.	<p>If it really mattered! I am all for DEI when it is not held against an entity for hiring, promoting, and advancing the “right person for the job” not based on any sort of diversification, and equitable outcome, but solely on the merit of that individual.</p> <p>Furthermore, the idea that any “system” is any sort of “ist” just because it is part of the American culture is a false belief. People, of any race, gender, age, status, ability, should be held to the standard of all Freedom Loving Americans be treated with respect, decency, and dignity and not given special consideration but be allowed to work hard for their way of life.</p>
10.	If it was fair to all involved and not geared toward alienating one group or shaming them
11.	Leadership had more training.
12.	Need more time and opportunity. These are not common topics in my area, but they are very impactful.
13.	People truly wanted to hear both sides, rather than the perception of only one side. Just because you are vocal, does not mean you are correct. I am also afraid of retribution for an opinion different than what is popular in the mainstream media.
14.	Regular, active discussions between staff on DEI issues.
15.	there were concrete goals or objectives that we could plan around and achieve.
16.	thought my thoughts or comments would really make a difference
17.	We had a common language to discuss as a team in a courageous space.
18.	Workplace culture needs to change in general. Discussing these issues is taboo or will be laughed out of the room.

Question 12: In relation to diversity, equity, and inclusion in the workplace I am MOST concerned about:

Themes	Context	Select Quotes
Nothing	Many choose the response 'nothing' or 'n/a'	
Working with others from different backgrounds	Working with others from different backgrounds	"my ability to interact with other people of different ethnicity, age group, sexual orientation, etc."
Not being able to have conversation that relates to DEI	Openness to conversation	"Our culture is VERY open to discussing DEI, so I'm not concerned that it will be considered when making decisions"
Being Misunderstood	Someone being perceived as biased toward DEI	<p>"I am a bit intimidated with discussing DEI and am concerned about how my thoughts/experiences/feelings/actions are perceived by others. I would not want to say or do something that may negatively impact my peers."</p> <p>"I find it difficult to discuss DEI without the fear of sounding ignorant or biased."</p>
Prominence of DEI	DEI taking over the workplace and its impact on quality of work	<p>"Hiring practices will concentrate more on making sure the workplace is more diverse in hiring and promotion and that merit-based hiring and advancement will be less of a consideration."</p> <p>"I am concerned that these principles are being prioritized over the competence of employees, and that unqualified employees are being hired or retained simply because they help meet certain statistical benchmarks."</p> <p>"In all of my work with the City boards I have seen the City willing to sacrifice meaningful progress on important issues in the name of spending time talking about DEI issues."</p> <p>"The focus of DEI becoming so strong that we lose sight of quality, accountability, and responsibility."</p>

Question 13: In relation to diversity, equity, and inclusion in the workplace I am least concerned about:

Major Themes	Context	Select Quotes
Equity	Equal treatment of employees throughout city departments	<p>“Making sure that diversity, equity and inclusion become a central focus in the City of Kalamazoo, and that employers champion these same practices across the board. I hope that Kalamazoo (all citizens) want equity embedded into the fabric of the city, and not intimidated by change.”</p> <p>“The equal treatment of all races, ages and sexual orientations.”</p>
Fear	Not being able to freely express one’s self because it may impact employment status	<p>“Not feeling heard and not being able to express my views” “Being accused of being a racist”</p> <p>“[B]eing [labeled] a racist and incurring retribution for having an opinion, idea, or belief that is not identical to what is being pushed by the media.”</p> <p>“I am most concerned about certain people in certain groups who “exploit” DEI to instill fear of retaliation in the City overall.”</p>
Racism	Employees may treat one another differently based on their race/ethnicity	<p>“Racism”</p> <p>“Racism in the workplace” “racism/ un equality”</p>
Lack of Change	Things will stay the same regardless of any input or research findings	<p>“[T]hat nothing will change and if this is merely a organizational compliance to check boxes to promote inclusion across all areas while exploiting the “illusion” of implementing true diversity, inclusions in the workplace.”</p> <p>“The city asking for employee opinions and then ignoring the results of those surveys and reports after spending the money to have them done . . .”</p> <p>“When a concern is pointed out to management it is ignored. Mostly about equity and inclusion.”</p>

Question 13: In relation to diversity, equity, and inclusion in the workplace I am least concerned about:

Major Themes	Context	Select Quotes
Nothing	Many choose to response 'nothing' or 'n/a'	
Working with others from different backgrounds	Working with others from different backgrounds (4)	"my ability to interact with other people of different ethnicity, age group, sexual orientation, etc."
Not being able to have conversation that relate to DEI	Openness to conversation	"Our culture is VERY open to discussing DEI, so I'm not concerned that it will be considered when making decisions"
Potentially maladaptive views on power within the workplace	Potentially maladaptive views on power within the workplace (3)	<p>[I am least concerned about – "Who work with, the color of their skin, or their origin. I don't even care if they agree with me, as long as they consider my position, I will consider theirs."</p> <p>[I am least concerned about – "Giving people special consideration based on any "status" they identify with."</p>
Ageism & Sexual Orientation were areas of identity most frequently listed as least concerned about		

Small but extremely negative sentiment towards DEI efforts within the City of Kalamazoo – these are draw from responses across all 3 questions above

Major Themes	Context	Select Quotes
Explicit and implicit hostility towards various forms of identity and talking openly about how they impact internal and external city efforts.	Belief and frame that focusing on and talking about various forms of identity promotes division (5*)	<p>“the color of your skin, your sexual orientation, your religion, or anything else you choose to use as an excuse to segregate yourself from society.</p> <p>“people not respecting others based on race, sex, religion, sexual orientation or anything else that may separate one employee from the next.”</p> <p>“continually talking about and separating employees into groups based on race, sex, religion, orientation and other issues that have nothing to do with working together or accomplishing work goals.”</p> <p>“what gender someone identifies as. I feel it has no place in the workplace and it just makes things awkward. Some things should remain private”</p>
Potentially maladaptive views on power within the workplace	Potentially maladaptive views and exemplars on power within the workplace	<p>[I am least concerned about – “Who work with, the color of their skin, or their origin. I don’t even care if they agree with me, as long as they consider my position, I will consider theirs.”</p> <p>[I am least concerned about – “Giving people special consideration based on any “status” they identify with.”</p> <p>“historically the treatments tend to go where the money is and who makes the most fuss. This does seem to be changing with a higher emphasis on brining DEI into infrastructure decision processes.</p>

Question 14

“Select the answer that best describes your organization’s current, actual practice not its ideal practice”

The organization provides no staff training in diversity, equity and inclusion. 6.4%

The organization provides only foundational staff training in diversity, equity and inclusion. 23.4%

Training in diversity, equity and inclusion is provided but is not ongoing and mandatory. 46.5%

Training in diversity, equity and inclusion concerns is ongoing, and mandatory for all staff.. . . . 23.8%

Gender**Gender by Percent**

	Female	Male	Non- Binary	Prefer Not To Respond
The organization provides no staff training in diversity, equity and inclusion.	4.4%	7.2%		3.4%
The organization provides only foundational staff training in diversity, equity and inclusion.	35.6%	13.3%		13.8%
Training in diversity, equity and inclusion is provided but is not ongoing and mandatory.	22.2%	58.2%	100%	62.1%
Training in diversity, equity and inclusion concerns is ongoing, and mandatory for all staff.	37.8%	15.7%		20.7%

Question 15 How many diversity, equity, or inclusion trainings/workshops have you attended outside your job with the City of Kalamazoo?

None = 44.3%

One or two = 29.8%

Three or more = . . 25.9%

Question 16 Which diversity, equity and inclusion-related trainings would you be interested in taking? Select all that apply.

Race equity =48.6%

Gender equity =40.1%

Class equity =44.0%

Age equity =36.9%

Sexual orientation equity = ...35.8%

(Dis)Ability equity =37.6%

None =34.4%

Other =2.4%

Other; Please describe:

“All trainings and opportunities should be required and asked about prior to employment. I have taken most of the trainings listed but my answer is all.”

“An all-inclusive equity training that teaches how to treat everyone equally not just putting them into different labels.”

“Diversity of thought.”

“[I] will take any that [I] have to”

“Social and economic diversity, equity and inclusion”

Question 17 Select the answer that best describes your organization's current, actual practice not its ideal practice.

There is no expression of equity as an organizational value. Diversity, equity and inclusion are not regularly raised as concerns.	45.4%
There is no explicit expression of equity as an organizational value, though diversity, equity and inclusion are occasionally raised as concerns.	35.5%
Equity is explicitly expressed as a value, and some parts of the organization act on a commitment to diversity, equity and inclusion.	14.9%
Equity is explicitly expressed as a value, and the entire organization strives to meet goals related to a commitment to diversity, equity and inclusion.	4.3%

Question 17- Gender

Gender by Percent

	FEMALE	MALE	NON- BINARY	PREFER NOT TO RESPOND
There is no expression of equity as an organizational value. Diversity, equity and inclusion are not regularly raised as concerns.	5.6%	3.9%		
There is no explicit expression of equity as an organizational value, though diversity, equity and inclusion are occasionally raised as concerns.	22.2%	10.5%		13.8%
Equity is explicitly expressed as a value, and some parts of the organization act on a commitment to diversity, equity and inclusion.	57.8%	41.2%		34.5%
Equity is explicitly expressed as a value, and the entire organization strives to meet goals related to a commitment to diversity, equity and inclusion.	14.4%	44.4%	100%	51.7%

Question 17- Race

Select the answer that best describes your organization's current, actual practice - not its ideal practice.	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Other Races	Prefer not to respond	White (not Hispanic or Latino)
There is no expression of equity as an organizational value. Diversity, equity and inclusion are not regularly raised as concerns.					18.2%	2.4%	4.5%
There is no explicit expression of equity as an organizational value, though diversity, equity and inclusion are occasionally raised as concerns.			22.9%	20.0%	9.1%	7.1%	15.2%
Equity is explicitly expressed as a value, and some parts of the organization act on a commitment to diversity, equity and inclusion.	100%	50.0%	57.1%	60.0%	18.2%	31.0%	48.3%
Equity is explicitly expressed as a value, and the entire organization strives to meet goals related to a commitment to diversity, equity and inclusion.		50.0%	20.0%	20.0%	54.5%	59.5%	32.0%

Question 18 “I feel like my department is doing enough as it relates to DEI.”

1	2	3	4	5	6	7	8	9	10
4.3%	2.1%	5.7%	4.6%	11.3%	9.6%	9.6%	15.6%	9.2%	28.0%

N = 282 | Average Rating: 7.13 | Standard Deviation: 2.64 | Most Frequent Rating: 10

Race -American Indian or Alaska Native

1	2	3	4	5	6	7	8	9	10
		14.3%	28.6%		14.3%	14.3%		14.3%	14.3%

Race -Asian American / Pacific Islander

1	2	3	4	5	6	7	8	9	10
								50.0%	50.0%

Race -Black or African American

1	2	3	4	5	6	7	8	9	10
5.7%	5.7%	11.4%	8.6%	11.4%	14.3%	5.7%	17.1%	14.3%	5.7%

Race -Hispanic or Latino /Latina /LatinX

1	2	3	4	5	6	7	8	9	10
2.0%					20.0%		40.0%	20.0%	

Race -Other

1	2	3	4	5	6	7	8	9	10
	9.1%			9.1%	9.1%		9.1%	18.2%	45.5%

Race -Prefer not to respond

1	2	3	4	5	6	7	8	9	10
		2.4%	2.4%	9.5%	4.8%	2.4%	14.3%		64.3%

Race -White

1	2	3	4	5	6	7	8	9	10
5.1%	1.7%	5.6%	3.9%	12.9%	9.6%	12.9%	15.7%	9.0%	23.6%

Gender - Female

1	2	3	4	5	6	7	8	9	10
6.7%	1.1%	7.8%	4.4%	21.1%	11.1%	14.4%	11.1%	8.9%	13.3%

Gender - Male

1	2	3	4	5	6	7	8	9	10
3.9%	3.3%	3.9%	4.6%	6.5%	9.2%	7.8%	18.3%	10.5%	32.0%

Gender - Non-binary

1	2	3	4	5	6	7	8	9	10
								33.3%	66.7%

Gender - Prefer not to respond

1	2	3	4	5	6	7	8	9	10
		6.9%		10.3%	6.9%	3.4%	20.7%		51.7%

Question 19

Select the answer that best describes your organization's current, actual practice, not its ideal practice.

Leaders do not consider diversity, equity and inclusion in determining policy positions, allocation of work force, and budget decisions.	7.8%
Leaders do not explicitly consider diversity, equity and inclusion as criteria in determining policy positions, allocation of workforce, and budget decisions, though there is evidence of their influence in some decisions.	34.0%
Leaders intentionally avoid considering diversity, equity and inclusion in official decision-making.	55.0%
Leaders explicitly use diversity, equity and inclusion as criteria in determining policy positions, allocation of workforce, and budget decisions.	3.2%

Question 19 - Gender

Gender by Percent

	Female	Male	Non- Binary	Prefer not To Respond
Leaders do not consider diversity, equity and inclusion in determining policy positions, allocation of work force, and budget decisions.	14.4%	3.9%		10.3%
Leaders do not explicitly consider diversity, equity and inclusion as criteria in determining policy positions, allocation of workforce, and budget decisions, though there is evidence of their influence in some decisions.	44.4%	28.1%		27.6%
Leaders intentionally avoid considering diversity, equity and inclusion in official decision-making.	36.9%	65.4%	100%	58.6%
Leaders explicitly use diversity, equity and inclusion as criteria in determining policy positions, allocation of workforce, and budget decisions.	4.4%	2.6%		3.4%

Question 19- Race

Select the answer that best describes your organization's current, actual practice - not its ideal practice.	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Other Races	Prefer not to respond	White (not Hispanic or Latino)
Leaders do not consider diversity, equity and inclusion in determining policy positions, allocation of work force, and budget decisions.			14.3%		9.1%	9.5%	6.7%
Leaders do not explicitly consider diversity, equity and inclusion as criteria in determining policy positions, allocation of workforce, and budget decisions, though there is evidence of their influence in some decisions.			40.0%	40.0%	18.2%	16.7%	37.1%
Leaders intentionally avoid considering diversity, equity and inclusion in official decision-making.	100%	100%	37.1%	60.0%	72.3%	71.4%	53.4%
Leaders explicitly use diversity, equity and inclusion as criteria in determining policy positions, allocation of workforce, and budget decisions.			8.6%			2.4%	2.8%

Question 20 “In my Department, we have leadership that fosters an inclusive work environment.”

1	2	3	4	5	6	7	8	9	10
2.8%	2.8%	3.2%	3.5%	5.7%	6.7%	8.2%	14.9%	19.1%	30.0%

N = 282 | Average Rating: 7.79 | Standard Deviation: 2.48 | Most Frequent Rating: 10

Race -American Indian or Alaska Native

1	2	3	4	5	6	7	8	9	10
								50.0%	50.0%

Race -Asian American / Pacific Islander

1	2	3	4	5	6	7	8	9	10
					50.0%				50.0%

Race -Black or African American

1	2	3	4	5	6	7	8	9	10
	11.4%		8.6%	2.9%	11.4%	11.4%	11.4%	22.9%	20.0%

Race -Hispanic or Latino /Latina /LatinX

1	2	3	4	5	6	7	8	9	10
		20.0%		20.0%			20.0%	40.0%	

Race -Other

1	2	3	4	5	6	7	8	9	10
		18.2%	9.1%	9.1%	9.1%		18.2%	9.1%	27.3%

Race -Prefer not to respond

1	2	3	4	5	6	7	8	9	10
			4.8%	7.1%	7.1%	7.1%	4.5%	7.1%	61.9%

Race -White

1	2	3	4	5	6	7	8	9	10
4.5%	2.2%	2.2%	1.7%	5.1%	5.6%	9.0%	18.5%	20.8%	30.3%

Gender - Female

1	2	3	4	5	6	7	8	9	10
3.3%	2.2%	4.4%	4.4%	6.7%	7.8%	11.1%	15.6%	23.3%	21.1%

Gender - Male

1	2	3	4	5	6	7	8	9	10
3.3%	3.3%	1.3%	2.0%	3.3%	5.2%	7.2%	17.0%	19.6%	37.9%

Gender - Non-binary

1	2	3	4	5	6	7	8	9	10
		33.3%		33.3%					33.3%

Gender - Prefer not to respond

1	2	3	4	5	6	7	8	9	10
	3.4%		6.9%	10.3%	13.8%	6.9%	6.9%	3.4%	48.3%

Question 21

“In my Department, we have leadership that affirms the value of all underrepresented staff member.”

1	2	3	4	5	6	7	8	9	10
4.6%	3.5%	2.8%	2.8%	9.6%	6.7%	9.9%	14.9%	15.6%	29.4%

N = 282 | Average Rating: 7.43 | Standard Deviation: 2.64 | Most Frequent Rating: 10

Race -American Indian or Alaska Native

1	2	3	4	5	6	7	8	9	10
					50.0%			50.0%	

Race -Asian American / Pacific Islander

1	2	3	4	5	6	7	8	9	10
									100%

Race -Black or African American

1	2	3	4	5	6	7	8	9	10
5.1%	11.4%		2.9%	11.4%	5.7%	17.1%	20.0%	11.4%	14.3%

Race -Hispanic or Latino /Latina /LatinX

1	2	3	4	5	6	7	8	9	10
	20.0%				20.0%		20.0%	40.0%	

Race -Other

1	2	3	4	5	6	7	8	9	10
		9.1%		27.3%		9.1%	18.2%	9.1%	27.3%

Race -Prefer not to respond

1	2	3	4	5	6	7	8	9	10
2.4%		2.4%		14.3%	9.5%	4.8%	4.8%	4.8%	5.7%

Race -White

1	2	3	4	5	6	7	8	9	10
5.1%	2.4%	2.8%	3.4%	7.3%	9.5%	4.8%	4.8%	4.8%	57.1%

Gender - Female

1	2	3	4	5	6	7	8	9	10
6.7%	4.4%	4.4%	5.6%	10.0%	10.0%	7.8%	11.1%	21.1%	18.9%

Gender - Male

1	2	3	4	5	6	7	8	9	10
2.6%	3.9%	2.0%	1.3%	6.5%	4.6%	11.8%	17.6%	15.7%	34.0%

Gender - Non-binary

1	2	3	4	5	6	7	8	9	10
				66.7%					33.3%

Gender - Prefer not to respond

1	2	3	4	5	6	7	8	9	10
6.9%				17.2%	10.3%	10.3%	14.9%	3.4%	41.4%

Question 22

Diversity, equity and inclusion is not considered in recruitment and hiring.	39.0%
Diversity, equity and inclusion may be considered in recruitment and hiring.	27.3%
Diversity, equity and inclusion is important criterion in recruitment and hiring, but this is not an explicit policy.	6.7%
Diversity, equity and inclusion is an explicit criteria in recruitment and hiring.	26.6%

Question 22 - Gender

Gender by Percent

	Female	Male	Non- Binary	Prefer Not to Respond
Diversity, equity and inclusion is not considered in recruitment and hiring.	12.2%	3.9%		6.9%
Diversity, equity and inclusion may be considered in recruitment and hiring.	41.1%	19.6%		13.8%
Diversity, equity and inclusion is an important criterion in recruitment and hiring, but this is not an explicit policy.	24.4%	31.4%		24.1%
Diversity, equity and inclusion is an explicit criteria in recruitment and hiring.	22.2%	45.1%	100%	55.2%

Question 22- Race

Select the answer that best describes your organization's current, actual practice - not its ideal practice.	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Other Races	Prefer not to respond	White (not Hispanic or Latino)
Diversity, equity and inclusion is not considered in recruitment and hiring.			11.4%			4.8%	6.7%
Diversity, equity and inclusion may be considered in recruitment and hiring.	50.0%		45.7%	40.0%	18.2%	11.9%	37.1%
Diversity, equity and inclusion is important criterion in recruitment and hiring, but this is not an explicit policy.		50.0%	28.6%	40.0%	27.3%	19.0%	53.4%
Diversity, equity and inclusion is an explicit criteria in recruitment and hiring.	50.0%	50.0%	14.3%	20.0%	54.5%	64.3%	2.8%

Question 23**“In my Department, we emphasize a commitment to DEI in job postings, job descriptions, and outreach”**

1	2	3	4	5	6	7	8	9	10
4.3%	4.3%	5.4%	2.5%	13.2%	9.6%	11.1%	13.2%	9.6%	26.8%

N = 282 | Average Rating: 7.01 | Standard Deviation: 2.64 | Most Frequent Rating: 10

Race -American Indian or Alaska Native

1	2	3	4	5	6	7	8	9	10
					50.0%			50.0%	

Race -Asian American / Pacific Islander

1	2	3	4	5	6	7	8	9	10
									100%

Race -Black or African American

1	2	3	4	5	6	7	8	9	10
5.7%	5.7%	2.9%		25.7%	22.9%	11.4%	11.4%	8.6%	5.7%

Race -Hispanic or Latino /Latina /LatinX

1	2	3	4	5	6	7	8	9	10
				20.0%	20.0%	20.0%	20.0%	20.0%	

Race -Other

1	2	3	4	5	6	7	8	9	10
				36.4%			9.1%	9.1%	45.5%

Race -Prefer not to respond

1	2	3	4	5	6	7	8	9	10
4.8%		2.4%		9.5%	4.8%	9.5%	11.9%	4.8%	52.4%

Race -White

1	2	3	4	5	6	7	8	9	10
4.5%	5.6%	7.3%	3.8%	10.1%	7.9%	12.4%	13.5%	10.1%	24.7%

Gender - Female

1	2	3	4	5	6	7	8	9	10
2.2%	5.6%	7.5%	4.4%	17.8%	10.0%	13.3%	13.3%	6.7%	18.9%

Gender - Male

1	2	3	4	5	6	7	8	9	10
5.2%	4.6%	4.6%	2.0%	11.8%	9.2%	11.1%	10.5%	11.1%	30.1%

Gender - Non-binary

1	2	3	4	5	6	7	8	9	10
							33.3%		66.7%

Gender - Prefer not to respond

1	2	3	4	5	6	7	8	9	10
6.9%		3.4%		6.9%	10.3%	6.9%	20.7%	10.3%	34.5%

Question 24 “In my Department, we ensure that Working Groups and Committees have diverse representation to the fullest extent possible (e.g., by gender, race, seniority, etc.).”

1	2	3	4	5	6	7	8	9	10
4.3%	2.1%	6.4%	3.6%	17.5%	6.8%	11.1%	13.6%	8.9%	25.7%

N = 282 | Average Rating: 6.09 | Standard Deviation: 2.65 | Most Frequent Rating: 10

Race -American Indian or Alaska Native

1	2	3	4	5	6	7	8	9	10
					50.0%	50.0%			

Race -Asian American / Pacific Islander

1	2	3	4	5	6	7	8	9	10
									100%

Race -Black or African American

1	2	3	4	5	6	7	8	9	10
5.7%	2.9%	11.4%	5.7%	22.9%	11.4%	8.4%	17.1%	8.6%	5.7%

Race -Hispanic or Latino /Latina /LatinX

1	2	3	4	5	6	7	8	9	10
		20.0%		40.0%		40.0%			

Race -Other

1	2	3	4	5	6	7	8	9	10
			9.1%	27.3%			18.2%		45.5%

Race -Prefer not to respond

1	2	3	4	5	6	7	8	9	10
2.4%		7.1%		16.7%	2.4%	7.15%	4.8%	2.4%	57.1%

Race -White

1	2	3	4	5	6	7	8	9	10
5.1%	2.8%	5.6%	3.9%	14.6%	7.3%	12.4%	15.2%	11.2%	21.9%

Gender - Female

1	2	3	4	5	6	7	8	9	10
5.6%	3.3%	8.9%	3.3%	20.0%	5.6%	12.2%	11.1%	11.1%	18.9%

Gender - Male

1	2	3	4	5	6	7	8	9	10
3.9%	2.0%	5.2%	3.9%	15.0%	7.8%	11.1%	16.3%	8.5%	26.1%

Gender - Non-binary

1	2	3	4	5	6	7	8	9	10
							33.3%		66.7%

Gender - Prefer not to respond

1	2	3	4	5	6	7	8	9	10
3.4%		6.9%	3.4%	17.2%	6.9%	10.3%	3.4%	3.4%	44.8%

Question 25 “How important is DEI to your Departments’ mission and future success?”

1	2	3	4	5	6	7	8	9	10
2.5%	2.9%	3.2%	3.6%	9.6%	6.4%	10.4%	16.8%	13.6%	31.1%

N = 282 | Average Rating: 7.59 | Standard Deviation: 2.47 | Most Frequent Rating: 10

Race -American Indian or Alaska Native

1	2	3	4	5	6	7	8	9	10
					50.0%			50.0%	

Race -Asian American / Pacific Islander

1	2	3	4	5	6	7	8	9	10
									100%

Race -Black or African American

1	2	3	4	5	6	7	8	9	10
2.9%	2.9%	2.9%	5.7%	8.6%	14.3%	20.0%	8.8%	8.8%	25.7%

Race -Hispanic or Latino /Latina /LatinX

1	2	3	4	5	6	7	8	9	10
				20.0%		40.0%	20.0%	20.0%	

Race -Other

1	2	3	4	5	6	7	8	9	10
9.1%				27.3%		9.1%	9.1%	4.8%	47.6%

Race -Prefer not to respond

1	2	3	4	5	6	7	8	9	10
		4.8%	4.8%	14.3%	4.8%	9.5%	9.5%	4.8%	47.6%

Race -White

1	2	3	4	5	6	7	8	9	10
2.8%	3.9%	3.4%	3.4%	7.3%	5.5%	7.9%	21.3%	16.3%	28.1%

Gender - Female

1	2	3	4	5	6	7	8	9	10
2.2%	1.1%	3.3%	4.4%	10.0%	4.4%	7.8%	22.2%	12.2%	32.2%

Gender - Male

1	2	3	4	5	6	7	8	9	10
3.3%	4.6%	2.6%	3.3%	7.2%	7.8%	12.4%	14.4%	16.3%	26.1%

Gender - Non-binary

1	2	3	4	5	6	7	8	9	10
						33.3%			66.7%

Gender - Prefer not to respond

1	2	3	4	5	6	7	8	9	10
		6.9%	3.4%	20.7%	6.9%	3.4%	17.2%	3.4%	37.9%

Question 26 “My Department is making progress at providing interpretation and translation services for people 2 with limited English.”

1	2	3	4	5	6	7	8	9	10
9.6%	7.1%	5.4%	3.9%	16.8%	11.8%	10.4%	12.1%	6.8%	16.1%

N = 282 | Average Rating: 6.02 | Standard Deviation: 2.90 | Most Frequent Rating: 5

Race -American Indian or Alaska Native

1	2	3	4	5	6	7	8	9	10
								50.0%	50.0%

Race -Asian American / Pacific Islander

1	2	3	4	5	6	7	8	9	10
50.0%					50.0%				

Race -Black or African American

1	2	3	4	5	6	7	8	9	10
5.7%	14.3%	2.9%	5.7%	20.0%	20.0%	14.3%	2.9%	5.7%	8.6%

Race -Hispanic or Latino /Latina /LatinX

1	2	3	4	5	6	7	8	9	10
20.0%				40.0%	20.0%				20.0%

Race -Other

1	2	3	4	5	6	7	8	9	10
18.2%	9.1%		9.1%	18.2%	9.1%		9.1%	9.1%	18.2%

Race -Prefer not to respond

1	2	3	4	5	6	7	8	9	10
9.5%	2.4%	4.8%		16.7%	9.5%	7.1%	7.1%	2.4%	40.5%

Race -White

1	2	3	4	5	6	7	8	9	10
9.0%	7.3%	6.7%	3.9%	15.2%	10.7%	11.8%	15.7%	7.9%	11.8%

Gender - Female

1	2	3	4	5	6	7	8	9	10
4.4%	8.9%	8.9%	2.2%	16.7%	8.9%	13.3%	15.6%	11.1%	10.0%

Gender - Male

1	2	3	4	5	6	7	8	9	10
11.1%	7.8%	3.3%	4.6%	15.7%	14.4%	9.8%	11.8%	5.2%	16.3%

Gender - Non-binary

1	2	3	4	5	6	7	8	9	10
			33.3%						66.7%

Gender - Prefer not to respond

1	2	3	4	5	6	7	8	9	10
17.2%		6.9%		20.7%	10.3%	6.9%	3.4%	3.4%	31.0%

Question 27 Have you experienced unfair treatment in the workplace at the City of Kalamazoo because of your race, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, (dis)ability, or age?

Yes =13.1%

No =74.5%

Prefer not to answer =11.7%

Question 27 - Gender

Experienced Unfair Treatment	Gender by Percent			
	Female	Male	Non- Binary	Prefer Not to Respond
Yes	17.8%	9.2%	66.7%	17.2%
No	73.2%	81.0%	33.3%	48.3%
Prefer not to answer	8.9%	9.8%		34.5%

Gender Non-binary respondents experienced the highest percentage of unfair treatment at 66.7%, far above any gender percentage, and they were least likely to report their treatment (100% did not report their unfair treatment).

Question 27a Did you report this unfair treatment to your supervisor or designated personnel?

Yes =4.3%

No =7.1%

Prefer not to answer =1.6%

Gender by Percent

Reported Unfair Treatment	Female	Male	Non- Binary	Prefer Not to Respond
Yes	37.5%	28.6%		60%
No	43.8%	57.1%	100%	40%
Prefer not to answer	18.8%	14.3%		

Question 27a- Race - Have you experienced unfair treatment in the workplace at the City of Kalamazoo because of your race, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, (dis) ability, or age?

Experienced Unfair Treatment	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Other Race	Prefer not to respond	White (not Hispanic or Latino)
Yes			28.6%	20.0%	9.1%	23.8%	10.1%
No	100%	100%	60.0%	80.0%	63.6%	66.7%	79.2%
Prefer not to answer			11.4%	60.0%	27.3%	9.5%	10.7%

Black survey respondents reported the greatest experience of unfair treatment in the workplace (28.6%), almost three times greater than White respondents (10.1%) and those respondents that identified as other race (9.1%), while those who identified as Prefer not to respond and Hispanic or Latino showed a somewhat lower experience of unfair treatment (23.8% and 20.0%, respectively). American Indian and Alaska Native and Asian survey respondents did not report any unfair treatment in the workplace.

Question 27a Did you report this unfair treatment to your supervisor or designated personnel?

Reported Unfair Treatment	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Other Race	Prefer not to respond	White (not Hispanic or Latino)
Yes			70.0%		33.3%	50.0%	10.5%
No			20.0%	100%	66.7%	50.0%	68.4%
Prefer not to answer			10.0%				21.1%

Hispanic or Latino respondents were least likely to report unfair treatment in the workplace (100%), followed by those that identified as White (68.4%), Other Race (66.7%), and race category Prefer not to respond (50.0%). Seventy percent of Black survey respondents reported their unfair treatment.

Question 28: STRENGTHS: Please share any comments about what the City of Kalamazoo is doing well around DEI

Major Themes	Context	Select Quotes
Leadership	Senior Leadership Support for Diversity, Equity, & Inclusion	<p>“The people who work here in leadership positions I believe are committed to the values of DEI.”</p> <p>“Public Safety hired an Assistant Chief with a background in DEI and renamed its professional standards division to include DEI.”</p>
	Perceived diversity among management	<p>“Some departments have achieved more diversity in leadership structure. It is helpful that some City leaders and elected officials are from different backgrounds.”</p> <p>“We have a nice diverse group of managers and leaders in our organization.”</p>
	Variability in support across departments and management hierarchy	<p>“Some of upper management tries to commit to DEI, but middle management do not. Middle management sweep problems under the rug and do not address issues when they hear it happening.”</p> <p>“The follow through has been hit or miss because it varies greatly by department.”</p> <p>Why do you ask employees for our thoughts only to ignore them and reduce our ranks? From the viewpoint of those of us down here doing the daily work to keep the city functioning, it feels like lip service and rings hollow. City employees do not feel valued by City leadership. I know you already know this and are ignoring the issue. You will not meet with us, and you don’t seek to understand what it’s like to work here.”</p> <p>“I have also witnessed certain supervisors actively work to become more aware of DEI practices. “</p>

Question 28: STRENGTHS: Please share any comments about what the City of Kalamazoo is doing well around DEI (continued)

Major Themes	Context	Select Quotes
Increased resources allocated specifically for DEI efforts	Established a DEI Office within the City Manager's Department	<p>"The organization has started to prioritize resources and staffing to advance DEI goals and is taking steps to identify what work is most critical."</p> <p>"Having an Office of Diversity, Equity, and Inclusion has been a good start"</p>
	Hired a DEI Director	<p>"The city has finally hired someone into a senior leadership position and although that has been long overdue, it is a good first step."</p> <p>"The City has a DEI director, has dialogs with the community about DEI concerns, and is asking its staff about their concerns."</p>
	Established a Civil Rights Board	
	DEI assessment	"This DEI Assessment is a good first step."
DEI training & education efforts	Training opportunities	<p>"Providing DEI based training, explicitly talking about it and supporting discussions about how we can improve in this area"</p> <p>"The annual Kalamazoo County diversity event (normally held at Chenery Auditorium) is mandatory for all staff. At least once a year there is some sort of staff training dealing with a DEI topic."</p>
	Increased awareness and communication of DEI related issues among staff	<p>"There has recently been growth with COK with the purpose of educating the workforce and facilitating conversation about DEI and the impact on both the organization and the community. I appreciate the growing attention to DEI."</p> <p>"It is starting to provide training and allowing conversations on the topic."</p>
	DEI book club	"I think the book club efforts encourage discussion."
	KDPS specific trainings	"KDPS has been going out of our way to conduct and attend frequent trainings regarding DEI."
Perception of diversity within the workforce (8)	Perception of diversity within the workforce	<p>"We actively strive to have a diverse workforce that reflects our community."</p> <p>"City staff is diverse within race groups."</p>

Question 29: COMMENTS: Please provide us with any additional comments you feel important for us to consider

Major Themes	Context	Select Quotes
Suggestions directly from staff on how the City of Kalamazoo can internally improve	Eliminate structural barriers to inclusion and participation in internal work groups	“The City needs to do more for all staff, not just those in leadership. Workgroups are often created based on position. Due to the smaller size of some departments, these groups are selected based on work duties and cannot be based on DEI.”
	Develop centralized support for departments as it relates to expanding diverse applicant pools, onboarding, and training new employees	<p>“Things need to be performed across the board and that doesn’t always occur.”</p> <p>“Work with the education, and career development programs to enhance a larger pool of underrepresented* individuals.”</p>
	Update and reform the City’s parental leave policies and practices	“I would like the city to consider is to develop parental leave benefits. Currently new parents are required to use up all of their accrued sick time, and almost all PTO. This puts an unfair burden on new parents (typically new mothers) when returning to work. Especially considering that when new parents return to work, infants that go to a daycare setting often get sick as their immune system is still developing. This causes added stress for parents (typically mothers).”
	Promote and incentivize drivers of psychological safety	<p>“If DEI is going to be successful, we need to include everyone in the conversation and make sure people don’t feel like they are being attacked because of who they are.”</p> <p>“The City is making a conscience effort to have hard conversations concerning Diversity, Equity, and Inclusion. The conversations are fostered in a safe and conducive environment, enabling others to express their point of view freely but respectfully.”</p> <p>“I felt good about interactions with staff with more experience and, on top of that, I felt I was given ample chance to try and possibly fail, which really helps build practical experience. That made me feel very included as an Intern.”</p> <p>“I feel like city management is hostile to their own employees and so that DEI considerations seem to be absent along with all employee concerns. Most employees are afraid to speak up at all whether it be about DEI concerns or anything else.”</p>

Question 29: COMMENTS: Please provide us with any additional comments you feel important for us to consider (Continued)

Major Themes	Context	Select Quotes
	Across departments	<p>“Some departments have achieved more diversity in leadership structure. It is helpful that some City leaders and elected officials are from different backgrounds.”</p> <p>“I find it amusing that city leaders who have spent the last year plus making claims that KDPS is a racist organization and needs additional training and education related to DEI, only to find out that we are the only department in the city that receives extensive DEI training.”</p>
Employees would like to see action taken and metrics for improvement	Employees would like to see action taken and metrics for improvement	<p>“There is a stigma in the organization with surveys. Over the years staff has been asked for input and their opinion. The results of the survey are released and then no further action is taken.”</p> <p>“I think a good effort is being made with regard to DEI, but I’m not sure how impactful it has been to this point. It would be helpful to know the “end game” so we know what we’re all striving for. DEI terms are thrown around these days by a lot of people and in some cases I don’t think people understand what results are desired.”</p>
Public Services Department explicitly called out for fostering a culture of racial and gender unfair	Public Services Department explicitly called out for fostering a culture of racial and gender discrimination	<p>“There is a lot of racism in public services and wastewater as well as gender discrimination”</p> <p>“I have worked for other departments in the past, specifically public services, where racism and other discrimination is prominent, even from supervisors.”</p> <p>“I’m worried the culture in wastewater won’t take kindly to the efforts to improve DEI”</p>

Question 29: COMMENTS: Please provide us with any additional comments you feel important for us to consider (Continued)

Major Themes	Context	Select Quotes
	Identify ways to increase transparency surrounding decision-making on boards and commissions	“In zoning and planning, in law enforcement and general commission decisions there seems to be lots of behind the scene decisions that favor big corporations over small businesses. They also seem to prioritize out of town and out of state companies and individuals over those who live in the city.”
Widespread misconceptions/ mischaracterizations as it relates to DEI best practices related to DEI recruitment and hiring	Mischaracterization that DEI recruitment and hiring practices are illegal or unconstitutional	“If the talent pool doesn’t include qualified candidates of diverse nature (race, gender, etc.) how are we supposed to be measured on creating a diverse staff? Where is the balance point of considering DEI and violating the law, including the constitution, for not taking such characteristics into account?”
	View that recruitment and hiring efforts should practice “ism” blindness	<p>“As a manager we are trained that the color of someone’s skin should not be a factor in a hiring decision. Skin color should not be considered for a good reason or more importantly a bad reason.</p> <p>If that “rule/training” has changed, we need to know. Are we now supposed to consider someone’s race when hiring them? I thought when hiring a candidate, it was about the skills and knowledge the candidate possesses and can bring to the job, not the color of their skin.”</p> <p>“I think that regardless of race, age, gender, sexual status decisions for people should be based off of their professional background, their work ethic and their ability to do the job.”</p> <p>“Criteria should be placed on a person’s ability to perform the job. It feels like there is a push for DEI to be the main driver and not ability. This is a recipe for failure.”</p>
There is variance across departments and organizational hierarchy in both alignment with DEI values and practices implemented	Across levels of management/leadership	<p>“Some supervisors take equity seriously and some act like it is a joke.”</p> <p>“DEI efforts, awareness, education and practices need to trickle down to all levels of the organization.”</p> <p>“Some of upper management tries to commit to DEI, but middle management do not. Middle management sweep problems under the rug and do not address issues when they hear it happening.”</p>

DEMOGRAPHICS Question 30 How long have you worked for the City of Kalamazoo?

Less than 6 months = . . . 3.2%

6 months to 1 year = . . . 7.4%

2 to 3 years = 19.1%

4 to 5 years = 11.7%

6 to 10 years = 20.6%

11 to 15 years = 9.9%

16 to 20 years = 12.8%

21 to 30 years = 12.1%

Over 30 years = 2.5%

Question 30 - Gender

Gender by Percent

	Female	Male	Non- Binary	Prefer Not to Respond
Less than 6 months	2.2%	3.9%		3.4%
6 months to 1 year	10.0%	7.8%		
2 to 3 years	24.4%	17.0%		17.2%
4 to 5 years	7.8%	11.1%	33.3%	24.1%
6 to 10 years	15.8%	21.6%	33.3%	31.0%
11 to 15 years	13.3%	8.5%		6.9%
16 to 20 years	13.3%	15.0%		3.4%
21 to 30 years	11.1%	13.1%	33.3%	6.9%
Over 30 years	2.2%	2.0%		6.9%

Question 30- Race

Time Working for the City of Kalamazoo	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Other Races	Prefer not to respond	White (not Hispanic or Latino)
Less than 6 months			5.7%		9.1%		3.4%
6 months to 1 year			11.4%	20.0%			7.9%
2 to 3 years		50.0%	14.3%	20.0%	18.2%	19.0%	20.2%
4 to 5 years			11.4%		18.2%	21.4%	9.6%
6 to 10 years		50.0%	25.7%	20.0%	18.2%	23.8%	19.1%
11 to 15 years			5.7%			11.9%	11.2%
16 to 20 years	100%		8.6%	20.0%	18.2%	9.5%	13.5%
21 to 30 years			17.1%	20.0%	9.1%	21.4%	12.9%
Over 30 years					9.1%	4.8%	2.2%

Question 31 Which best describes the department you currently work for?

Attorney's Office = 1.4%
 Boards and Commissions = 5.8%
 City Commission = 1.1%
 City Manager's Office = 5.8%
 Clerk's Office = 3.0%
 Community Planning & Economic Development = ... 12.4%
 Human Resources = 0.4%
 Information Technology = 3.0%
 Internal Auditor = 0.0%
 Management Services = 8.2%
 Parks & Recreation = 2.0%
 Public Safety = 36.0%
 Public Services = 16.7%
 Other = 3.6%

Question 31 – Gender

Gender by Percent

	Female	Male	Non- Binary	Prefer Not to Respond
Attorney's Office	2.2%	2.0%		
Boards and Commissions	7.8%	5.9%		
City Commission	1.1%	1.3%		
City Manager's Office	14.4%	2.0%		
Clerk's Office	6.7%	1.3%		
Community Planning & Economic Development	18.9%	9.2%		13.8%
Human Resources	1.1%			
Information Technology	2.2%	3.9%		
Internal Auditor				
Management Services	20.0%	2.0%		3.4%
Other	2.2%	2.0%		17.2%
Parks & Recreation		3.3%		
Public Safety	13.3%	47.1%	66.7%	48.3%
Public Services	10.0%	20.3%	33.3%	17.2%

Question 31- Race

Department	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino	Other Races	Prefer not to respond	White (not Hispanic or Latino)
Attorney's Office			2.9%				2.2%
Boards and Commissions			11.4%	20.0%			5.6%
City Commission			2.9%				1.1%
City Manager's Office			11.4%	20.0%		2.4%	5.8%
Clerk's Office							4.5%
Community Planning & Economic Development			17.1%	20.0%		11.9%	12.9%
Human Resources							0.6%
Information Technology							4.5%
Internal Auditor							
Management Services			5.7%	20.0%		4.8%	4.5%
Other			2.9%		9.1%	11.9%	1.7%
Parks & Recreation							2.8%
Public Safety	100%		40.0%		36.4%	52.4%	31.5%
Public Services			5.7%	20.0%	54.5%	16.7%	17.4%

Question 32 How did you hear about the board or commission position you currently fill?

- A Facebook post.
- A fellow neighbor had served on the commission.
- A friend sent me an email about it.
- City Commission Agenda & Minutes
- City of Kalamazoo Website
- City was looking for citizens to join KPSARB and I was accepted to be an at large member.
- Community
- Following City news and events
- I attended a workshop and was asked to join
- I was asked to join the committee when [it] was first created because of my relationship with the school board.
- Online
- Public announcement.
- Through MLive, I heard about the board position.
- Word of mouth
- Word of mouth

Question 33 Does your board or commission have specific strategies or priorities aimed at promoting Diversity, Inclusion, or Equity? (This item was only asked by those that identified as on a Board or Commission).

Yes =50.0%

No =18.8%

Not sure =31.3%

Question 33a Please provide an example

- A diverse board
- Ensuring the membership is representative of the citizenship of the City in all aspects of race, age, gender, geography, employment, etc.
- Foster mutual understanding and respect among the people in the city and discourage and prevent unlawful discriminatory practices toward the protected classes described in the chapter. Review claims of discrimination brought by
- residents of the city of
- The board is diverse and we continue to look at diversity when adding new members.
- We are currently involved in incorporating diversity and inclusion in the story of
- Kalamazoo.
- We are looking always for accountability, transparency in all we do.

Question 33b Please specify

- 311
- Anonymous.
- Choose not to respond.
- Environmental Concerns Committee
- n
- N/A
- prefer not to answer
- Prefer not to answer.
- Retirement Investment Committee
- Selecting the department you work for is too identifying for small groups, except for Public Safety and Public Services.

Question 34 What zip code do you reside?

49001 = 18.8%
49002 = 5.3%
49004 = 5.7%
49006 = 5.3%
49007 = 6.7%
49008 = 7.4%
49009 = 9.9%
49024 = 5.0%
49048 = 6.0%
Other = 29.9%

Question 35 What is the highest level of education that you have completed?

Did not finish high school = 0.0%
Graduated from high school or GED = 3.5%
Attended college but did not complete a degree = ... 9.2%
Completed an Associates degree = 14.9%
Completed Technical/vocational training = 1.8%
Completed a Bachelors degree = 38.7%
Completed a Masters degree = 16.0%
Completed a Professional degree
(such as a Medical or Law degree) = 2.1%
Completed a Doctoral degree = 1.4%
I prefer not to respond = 9.9%

ABOUT CHEP AND CCRE

CHEP: MPHI's Center for Health Equity Practice (CHEP) helps organizations understand health equity, social justice, and the social determinants of health so they can work together to reduce the likelihood that people are disadvantaged because of their race, class, or gender. This is accomplished by collaborating with partners to implement programs, conduct research, and support strategies that address the root causes of inequities, including workshops, technical assistance, facilitation, and consultations centered around equity and social justice. Projects within CHEP speak directly to issues of poverty, inequality, and the social systems that contribute to them. chep@mphi.org

CCRE: MPHI's Center for Culturally Responsive Engagement (CCRE) advances racial equity and inclusion through organizational development, strategic planning, measurement, learning, and equitable evaluation. CCRE ensures the most impacted people are at the center of conversations that seek to find solutions to problems affecting them by engaging partners in culturally responsive and racially equitable evaluation, learning, research, training, facilitation, and strategic planning. CCRE services promote culturally defined values, knowledge, and beliefs of the population served and the context in which they occur. ccre@mphi.org