

# The 2021-2022 Strategic Diversity Plan



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# Introduction

The primary purpose of this document is to clarify the goals and plans for the Downtown Tucson Partnership's (DTP), diversity, equity and inclusion initiative from 2021 to 2022. The Diversity Plan consists of three sections. The first section describes the DTP's Mission and Vision. The second section includes a list of the 6 SMART goals that will represent the focus of DTP's diversity and inclusion activities over the next 2 years. The last section includes the comprehensive action plans that describe the specific steps, key participants and completion dates needed to achieve each goal. In addition, we would like to thank and acknowledge the people responsible for developing this strategic diversity plan, our Downtown Tucson Partnership Diversity, Equity & Inclusion Working Group:

## **Executive Committee:**

- Larry Hecker - Board Chair
- John O'Dowd - Board Treasurer
- Lucinda Smedley - Board Secretary
- Tom Heath, Merchants & Retail Council Chair
- Renee Morton - Governance Chair
- Lisa Josker - Pima County Representative
- Barbra Coffee - City of Tucson Representative

## **Social Justice Committee:**

- Gabriela Cervantes
- Kylie Walzak
- Nicole Barraza
- Veronica Atondo
- Randi Dorman

## **DTP Administrative Staff:**

- Kathleen Eriksen
- Russ Stone
- Zach Baker
- Whitney Nesbitt

## **Consultant:**

- Tyrone A. Holmes, Ed.D

## Downtown Tucson Partnership - Who We Are

The Downtown Tucson Partnership, or DTP, is a nonprofit, 501 (c)(6) corporation created in 1998 to implement enhanced municipal services for the downtown Business Improvement District (BID).

### **Mission**

Downtown Tucson Partnership strives to be the catalyst for making Downtown Tucson the place people want to live, work, and play; where new ideas happen; and that is the economic development and cultural epicenter of the region.

### **Vision**

Downtown Tucson is a downtown for everyone – an eclectic, beautiful, fun, accessible, pedestrian- and bike-friendly district that embraces diversity. It is the Southwest’s premier urban hub for living, dining, retail, business, art, entertainment, and both historic and contemporary architecture.



## The 2021-2022 SMART Goals

### SMART Goal #1

By August 15, 2021, the Downtown Tucson Partnership will develop a diversity plan for 2021-2022, which outlines SMART goals, action steps and key participants, as demonstrated by the ability to present the plan to organizational shareholders for review and discussion.

### SMART Goal #2

By November 30, 2021, the Downtown Tucson Partnership will identify specific measures/metrics that will be used to evaluate the effectiveness of the overall DEI initiative, as demonstrated by the ability to incorporate those measures/metrics into standard data generation practices.

### SMART Goal #3

By December 15, 2021, the Downtown Tucson Partnership will launch an educational and cultural program series, as demonstrated by the development of the educational series calendar AND the facilitation of the first program in that series.

### SMART Goal #4

By December 31, 2021, the Downtown Tucson Partnership will develop and implement a strategy for increasing Board diversity, as demonstrated by the ability to communicate the specific steps of this strategy to key community stakeholders.

## The 2021-2022 SMART Goals

### SMART Goal #5

By May 15, 2022, the Downtown Tucson Partnership will develop a strategy to recruit more diverse businesses to Downtown Tucson, as demonstrated by ability to communicate the specific steps of this strategy to key community stakeholders.

### SMART Goal #6

By July 15, 2022, the Downtown Tucson Partnership will facilitate a community assessment, as demonstrated by the creation of an assessment process, and the implementation, compilation and summarization of the assessment results.

## Downtown Tucson Partnership

### Action Plan for SMART Goal #1

**Planning Group:** Tyrone Holmes

By August 15, 2021, the Downtown Tucson Partnership will develop a diversity plan for 2021-2022, which outlines SMART goals, action steps and key participants, as demonstrated by the ability to present the plan to organizational shareholders for review and discussion.

<b>Action</b>	<b>Key Person(s)</b>	<b>Complete By</b>
Facilitate the <i>Unconscious Bias: A Quiet Performance Killer</i> session.	Tyrone Holmes, Whitney Nesbitt, Randi Dorman	April 21, 2021
Facilitate the <i>Connecting Diversity to Performance</i> session.	Tyrone Holmes, Whitney Nesbitt, Randi Dorman	May 26, 2021
Compile and summarize the responses to the 2 questions discussed at the CD to P session and create Key Goal Areas.	Tyrone Holmes	June 6, 2021
Develop the first draft of SMART Goals based on the Key Goal Areas.	Tyrone Holmes	June 15, 2021
Facilitate the <i>Developing Your Diversity Plan</i> sessions to create action plans for each SMART goal.	Tyrone Holmes, DEI Working Group	July 15, 2021
Create the strategic diversity plan document.	Tyrone Holmes	July 31, 2021
Review the strategic diversity plan document and approve.	DEI Working Group	August 15, 2021

# Downtown Tucson Partnership

## Action Plan for SMART Goal #2

**Planning Group:** Kathleen Eriksen, Zach Baker and John O’Dowd

By November 30, 2021, the Downtown Tucson Partnership will identify specific measures/metrics that will be used to evaluate the effectiveness of the overall DEI initiative, as demonstrated by the ability to incorporate those measures/metrics into standard data generation practices.

<b>Action</b>	<b>Key Person(s)</b>	<b>Complete By</b>
Identify the measures/metrics DTP is currently using, if any.	Kathleen Eriksen, Zach Baker, John O’Dowd	September 1, 2021
Determine which of these metrics, if any, support the SMART goals identified in the current diversity plan.	Kathleen Eriksen, Zach Baker, John O’Dowd	September 1, 2021
Identify additional measures/metrics that support the goals identified in the current diversity plan (Diversity Selection %, Business Diversity %, E/C Series Participation).	Kathleen Eriksen, Zach Baker, John O’Dowd, Gabriela Cervantes, Kylie Walzak	October 1, 2021
Select a handful of specific measures to use.	Kathleen Eriksen, Zach Baker, John O’Dowd, Gabriela Cervantes, Kylie Walzak	October 1, 2021
Create an implementation strategy (e.g., When will we collect baseline data? How often will we collect data? Who will be responsible for the data collection process?).	Kathleen Eriksen, Zach Baker, John O’Dowd, Gabriela Cervantes, Kylie Walzak	November 1, 2021
Review and approve implementation strategy.	Executive Committee	November 30, 2021



# Downtown Tucson Partnership

## Action Plan for SMART Goal #3

**Planning Group:** Jeremy Mikolajczak, Randi Dorman and Whitney Nesbitt

By December 15, 2021, the Downtown Tucson Partnership will launch an educational and cultural program series, as demonstrated by the development of the educational series calendar AND the facilitation of the first program in that series.

<b>Action</b>	<b>Key Person(s)</b>	<b>Complete By</b>
Identify potential partners (e.g., the Urban League) who can work with us in this effort.	Tom Heath, Randi Dorman, Whitney Nesbitt, Veronica Atondo, Cameron Moore, Jeremy Mikolajczak, Kathleen Eriksen, Barbra Coffee	August 15, 2021
Identify the specific outcomes you are seeking from the educational and cultural program series.	Tom Heath, Randi Dorman, Whitney Nesbitt, Veronica Atondo, Cameron Moore, Jeremy Mikolajczak	September 1, 2021
Identify educational and cultural series topics that will address these outcomes (e.g., unconscious bias, anti-racism, reducing discrimination).	Tom Heath, Randi Dorman, Whitney Nesbitt, Veronica Atondo, Cameron Moore, Jeremy Mikolajczak	September 15, 2021
Determine the number of sessions you want to hold (e.g., quarterly).	Tom Heath, Randi Dorman, Whitney Nesbitt, Veronica Atondo, Cameron Moore, Jeremy Mikolajczak	September 15, 2021
Identify potential content experts in the community who can facilitate the educational sessions.	Tom Heath, Randi Dorman, Whitney Nesbitt, Veronica Atondo, Cameron Moore, Jeremy Mikolajczak	October 1, 2021
Identify locations for the sessions (if they will be live, in-person programs).	Tom Heath, Randi Dorman, Whitney Nesbitt, Veronica Atondo, Cameron Moore, Jeremy Mikolajczak	October 1, 2021
Schedule the session(s).	Tom Heath, Randi Dorman, Whitney Nesbitt, Veronica Atondo, Cameron Moore, Jeremy Mikolajczak	October 15, 2021

Determine how the series will be evaluated.	Tom Heath, Randi Dorman, Whitney Nesbitt, Veronica Atondo, Cameron Moore, Jeremy Mikolajczak	October 31, 2021
Create and implement a process for promoting the educational and cultural program series.	Tom Heath, Randi Dorman, Whitney Nesbitt, Veronica Atondo, Cameron Moore, Jeremy Mikolajczak	October 31, 2021
Start facilitation of the series.	Tom Heath, Randi Dorman, Whitney Nesbitt, Veronica Atondo, Cameron Moore, Jeremy Mikolajczak	<b>December 15, 2021</b>
Evaluate the series to see if outcomes were achieved.	Tom Heath, Randi Dorman, Whitney Nesbitt, Veronica Atondo, Cameron Moore, Jeremy Mikolajczak	December 1, 2022

# Downtown Tucson Partnership

## Action Plan for SMART Goal #4

**Planning Group:** Larry Hecker, Randi Dorman and Dillon Walker

By December 31, 2021, the Downtown Tucson Partnership will develop and implement a strategy for increasing Board diversity, as demonstrated by the ability to communicate the specific steps of this strategy to key community stakeholders.

Action	Key Person(s)	Complete By
Facilitate a demographic analysis of the current Board to establish a baseline.	Nicole Barraza, Kylie Walzak, Larry Hecker, Dillon Walker, Randi Dorman	October 15, 2021
Facilitate an historical analysis of the Board recruitment process (i.e., determine how Board members have typically been recruited).	Nicole Barraza, Kylie Walzak, Larry Hecker, Dillon Walker, Randi Dorman	November 1, 2021
Identify alternate recruitment techniques and resources that can yield more diverse candidates.	Nicole Barraza, Kylie Walzak, Larry Hecker, Dillon Walker, Randi Dorman	November 1, 2021
Create a strategy for applying these alternative recruitment techniques and resources (i.e., develop our diversity recruitment strategy).	Nicole Barraza, Kylie Walzak, Larry Hecker, Dillon Walker, Randi Dorman	December 15, 2021
Implement our diversity recruitment strategy.	Nicole Barraza, Kylie Walzak, Larry Hecker, Dillon Walker, Randi Dorman	<b>December 31, 2021</b>
Evaluate the effectiveness of our diversity recruitment strategy and make changes as needed.	Nicole Barraza, Kylie Walzak, Larry Hecker, Dillon Walker, Randi Dorman	October 31, 2022

## Downtown Tucson Partnership

### Action Plan for SMART Goal #5

**Planning Group:** Zach Baker, Tom Heath and Todd Hanley

By May 15, 2022, the Downtown Tucson Partnership will develop a strategy to recruit more diverse businesses to Downtown Tucson, as demonstrated by ability to communicate the specific steps of this strategy to key community stakeholders.

<b>Action</b>	<b>Key Person(s)</b>	<b>Complete By</b>
Identify the process(es) by which businesses typically come to downtown Tucson.	Zach Baker, Tom Heath, Todd Hanley, Lucinda Smedley, Barbra Coffee, Nicole Barraza	January 31, 2022
Determine if this process(es) is conducive to recruiting diverse businesses to downtown Tucson.	Zach Baker, Tom Heath, Todd Hanley, Lucinda Smedley, Barbra Coffee, Nicole Barraza	February 15, 2022
If not, identify alternative strategies that can be used for the recruitment of diverse businesses.	Zach Baker, Tom Heath, Todd Hanley, Lucinda Smedley, Barbra Coffee, Nicole Barraza	February 28, 2022
If feasible, facilitate a benchmarking process to see what similar cities do to recruit diverse businesses.	Zach Baker, Tom Heath, Todd Hanley, Lucinda Smedley, Barbra Coffee, Nicole Barraza	March 31, 2022
Develop a recruitment process designed to increase the number of diverse business owners who can bring a business to Downtown Tucson.	Zach Baker, Tom Heath, Todd Hanley, Lucinda Smedley, Barbra Coffee, Nicole Barraza	May 15, 2022

# Downtown Tucson Partnership

## Action Plan for SMART Goal #6

**Planning Group:** Kylie Walzak, Nicole Barraza and Michael Crawford

By July 15, 2022, the Downtown Tucson Partnership will facilitate a community assessment, as demonstrated by the creation of an assessment process, and the implementation, compilation and summarization of the assessment results.

<b>Action</b>	<b>Key Person(s)</b>	<b>Complete By</b>
Decide <i>who</i> we want to include in the community assessment (i.e., define community).	Kylie Walzak, Nicole Barraza, Michael Crawford, Liz Pocock	January 31, 2022
Decide <i>what</i> we want to learn from the community assessment process (i.e., what information do we want to gather).	Kylie Walzak, Nicole Barraza, Michael Crawford, Liz Pocock	January 31, 2022
Decide <i>how</i> we will facilitate the community assessment and collect the information we are attempting to gather (e.g., interviews, focus groups, surveys, public forums)	Kylie Walzak, Nicole Barraza, Michael Crawford, Liz Pocock	February 15, 2022
Develop the community assessment methodology and process that will be used to collect data (e.g., develop the survey).	Kylie Walzak, Nicole Barraza, Michael Crawford, Liz Pocock	March 15, 2022
Identify the people in the community who should participate in the assessment process and solicit their participation.	Kylie Walzak, Nicole Barraza, Michael Crawford, Liz Pocock	April 15, 2022
Facilitate the community assessment process (i.e., collect the data).	Kylie Walzak, Nicole Barraza, Michael Crawford, Liz Pocock	June 15, 2022
Compile, summarize and report on assessment results.	Kylie Walzak, Nicole Barraza, Michael Crawford, Liz Pocock	July 15, 2022