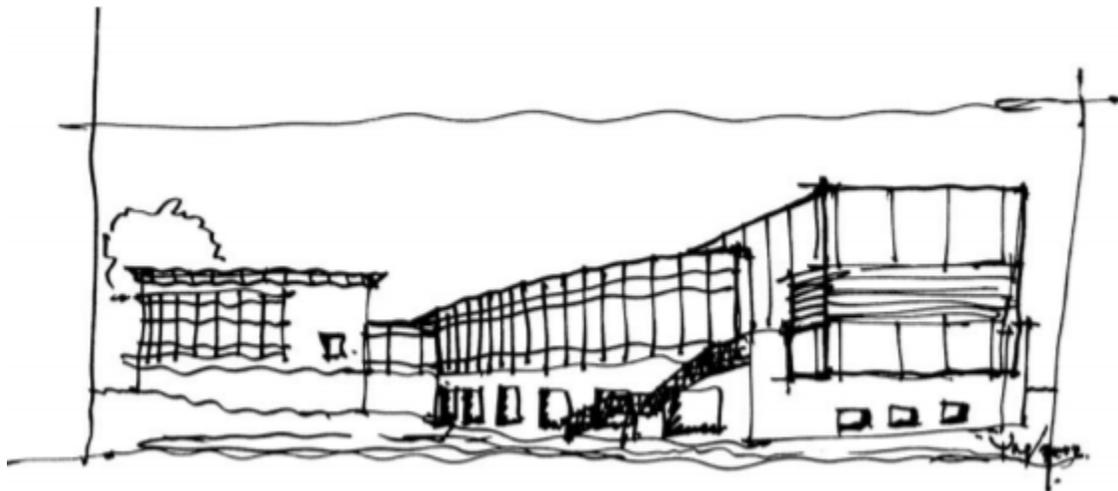


*Village  
of  
Vernon Hills*

**Diversity & Inclusion  
Consultation**

Fiscal Year 2020/2021



VERNON HILLS VILLAGE HALL

**Village of Vernon Hills**  
**DIVERSITY & INCLUSION CONSULTATION**

**Ordinance 2020-096**

**Village President**

Roger Byrne

**Board of Trustees**

Nancy Forster  
Michael Marquardt  
Michael Schenk

Thom Koch  
David Oppenheim  
Craig Takaoka

**Village Staff**

Mark Fleischhauer, Village Manager  
David Brown, Public Works Director  
Michael Atkinson, Director of Comm Dev

Jonathan Petrillo, Assistant Village Manager  
Patrick Kreis, Chief of Police  
Kristen Svendsen, Human Resources Spec.

**Dr. Bryan J. Watkins, RavensKeep, LLC**



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**RavensKeep, LLC**

Inclusive Consulting Solutions

April 27, 2021

Mr. Mark Fleischhauer  
Village Manager  
Village of Vernon Hills  
290 Evergreen Drive  
Vernon Hills, Illinois 60061-2904

Diversity and Inclusion Consultation for Village of Vernon Hills

Dear Mr. Fleischhauer:

Thank you for allowing me the opportunity to conduct a Diversity and Inclusion Consultation with the Village of Vernon Hills. At the December 7, 2020 Board meeting I shared my preliminary observations to include a summary of the manner in which Village policy is reviewed and updated; the BOFPC Rules and Regulations and officer selection process; correlations between workforce and community demographics; and the opportunity to meet and discuss community expectations with staff. As initially agreed upon, a written report complete with Community Engagement observations and suggestions for moving forward would be provided at the conclusion of this consultancy. Per that agreement with you and the Village Board, I am attaching a preliminary draft of the Final Report.

As I mentioned in the Final Report, there are individuals and initiatives that have been discovered, these could be components of the next phase of this Diversity & Inclusion Initiative.

Please let me know if you have any questions.

Respectfully I remain,

Bryan J. Watkins, EdD  
Managing Partner  
RavensKeep, LLC  
[RavenKeep1555@gmail.com](mailto:RavenKeep1555@gmail.com)

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# **INTRODUCTION**

## **Village of Vernon Hills Mission & Vision Statement:**

The Village has the mission of being dedicated to the delivery of municipal services in a responsive, professional, and proficient manner. The vision for our community is for Vernon Hills to be a safe, aesthetically appealing, fiscally viable, family-oriented community with excellent educational, social, recreational, and cultural opportunities fostering a strong and diverse residential and business community with concern for ecological stewardship and cooperation with other governmental bodies and agencies.

## **Village of Vernon Hills Diversity & Inclusion Purpose statement:**

In reflection of the Village's mission and community expectations, the Village seeks an external review of policies and practices in relation to the delivery of services and opportunities, to ensure an equitable, consistent, and just environment is achieved. At the September 1, 2020 Village Board Meeting, Ordinance #2020-096 was approved authorizing a Diversity and Inclusion consultancy for the Village of Vernon Hills.

## **Defining Diversity:**

Diversity is expressed in a multitude of forms, including race and ethnicity, gender and gender identity, sexual orientation, age, generation, socioeconomic status, language, culture, national origin, religious commitments, age, (dis)ability status, political perspective and many more. Diversity is about the variety of unique qualities, characteristics and dimensions individuals possess.

## **Defining Inclusion:**

Inclusion is about creating a culture that aims for equity, accepts, embraces, values, and respects differences.

## **Goal:**

It is the goal of the Village to ensure there is equity and consistency in the delivery of municipal service, a just environment is maintained, and the Village of Vernon Hills remains a welcoming, diverse and inclusive community for all.

## **SCOPE OF SERVICES**

- Internal inventory and external assessment and review of Village and Department policies and practices (Recruitment, Promotion, BOFPC Rules, Village Rules/Practices, Adoption of Shared Principles, VHPD Engagement Strategies, etc.).
- Review of correlations between workforce and community demographics.
- Facilitate meetings with Village and Department Staff regarding community expectations for Diversity and Inclusion within Village government.
- Facilitate and support community engagement as needed; special projects, and development of a Diversity and Inclusion Vision Statement.
- Provide updates, suggest improvements and final report to the Village Board / community.

## **STRATEGIC OBJECTIVES**

- Demonstrate leadership commitment to Diversity & Inclusion
- Communicate strategy
- Be transparent
- Foster a connected culture
- Equal Opportunity Employer
- Fair and unbiased selection processes
- Encourage employee engagement
- Career Development
- Mentorship Program
- D&I training
- Build a diverse talent pool
- Broader outreach and recruitment
- Engage diverse partnerships / professional associations
- Identify ways to ensure diverse voices are represented in programming, communication, events, training, committee representation, etc.
- Educate staff on diversity and how to diversify the organization
- Promote a workplace where background, perspectives and experiences are valued
- Improve representation of women and minorities at all levels of the organization
- Ensure that all D&I initiatives, actions and results are transparent
- Create an inclusive work environment that fosters creativity and innovation

### **Consultant's Commentary:**

As a result of this consultancy, it has been my observation that many of the Strategic Objectives that were established by the Vernon Hills Staff have been implemented to date. And with the information provided in this final report, plans will be formulated to further develop and initiate the remainder of the Strategic Objectives.

# **INTERNAL INVENTORY & ASSESSMENT OF VILLAGE POLICIES**

During the month of September 2020, Dr. Bryan J. Watkins was provided Village Personnel Rules & Policies, Board of Fire & Police Commissioners (BOFPC) Rules, Vernon Hills Police Department Management Model – LEXIPOL, Adoption of Shared Principles and the Vernon Hills Police Department’s Engagement Strategies. Village policies, procedures, and programs exist in order to set expectations, facilitate acceptable behavior, define steps and sequence to allow for employee and management consistency, ensure equity in response to policy violations, ensure compliance with the law, and ensure accountability for all stakeholders.

## **Consultant’s Commentary:**

During the December 8, 2021 Village Board Meeting, I presented my initial oral report regarding the Village's efforts to ensure consistency and equity in the delivery of services, equal opportunity in the workplace, and policy and practices that support diversity and inclusion. I acknowledged my pleasure in noting that Village policies and procedures are regularly updated and reviewed by external sources including legal counsel specializing in workplace policy, (O’Halloran, Kosoff, Geitner & Cook LLC) the Village’s Risk Management Administrator. The Village also has corporate counsel and labor attorneys, in which staff have immediate access for both routine and more serious matters. Regarding police policies and procedures, the Vernon Hills Police Department subscribes to Lexipol, a subscription-based service that provides policy and procedure guidance for police, fire/EMS County Jails and city government. This program comes with an updating service, daily training bulletins and implementation services. As the Lexipol system draws upon numerous resources, written by subject matter experts, to be state-specific (also reviewed by attorneys) the Village can be ensured best practices are in place for the critical functions conducted by the police department.

Also during this presentation, I shared findings on community demographics and correlations to workforce demographics. We utilized US Census estimates for Vernon Hills. Now that the 2020 Census is complete, we can more accurately define community demographic trends and establish benchmarks.

## **WORKPLACE CONVERSATIONS**

Over several weeks, meetings were conducted with Village Staff and Department-heads regarding community expectations for Diversity and Inclusion within Village government.

### **Consultant's Commentary:**

Overall, I found the Village Staff and Department Heads to be well invested in fostering and maintaining the Village Departments as equitable and inclusive environments. There is definitely a genuine consensus among the staff in continuing the momentum and enhancing their understanding of Diversity and Inclusivity. The Department Heads readily acknowledged that there needs to be an improvement in their efforts to attract and hire individuals from under-represented groups. And I was very encouraged by the fact that both Staff and Department Heads all agreed that it will take the full Village Administration and possibly the Board to address this issue rather than simply an individual or a department. I firmly believe that this “team approach” will be essential given that many staff members wear multiple hats to conduct daily Village operations.

# SWOT ANALYSIS

## Consultant's Commentary:

I believe the Village fully understands the need to demonstrate leadership and commitment to Diversity and Inclusion, by establishing policies and practices that support a workplace that is welcoming to all people of various race, ethnicity, and background. And, the Village staff understands this philosophy must emanate from the top and it must be embraced and demonstrated through recruitment, selection, retention, and promotion. I observed that a strong commitment on behalf of the Village exists from recruitment through training and mentoring of tenured employees. The Village supports career development, to include a formal program for both sworn and civilian employees, ensuring opportunities are available for professional development and preparing one's self for advancement. The Village program also includes incentives and tuition reimbursement for those seeking enhanced formal education opportunities. It is evident that they understand the value and strengths of both self-improvement and self-examination.

During the initial meetings with staff in which the topic of diversity and inclusion conversations were undertaken, effort was given to identify strengths and weaknesses as well as opportunities and threats to the organization's success in being considered diverse and inclusive. This exercise, known as a SWOT analysis provided an extensive list of elements that support and/or provide challenges for the organization.

After meetings with staff, and follow up sharing of feedback with the Manager's Office, the next graphic illustrates key elements staff from within the Village believe help / hinder diversity and inclusion efforts:

# KEY SWOT ELEMENTS

**S**  
**STRENGTHS**

- Committed Leadership
- HR Staff willing to try new recruitment methods
- Great relationship with community and stakeholders
- Village Board is supportive of staff and departments
- Department Heads, BOFPC, HR understand the benefits of a diverse workforce

**W**  
**WEAKNESSES**

- Lack of diversity among senior staff
- Lack of diversity in candidates applying for certain fields such as mechanics, police, building inspectors (historically male dominated field)
- Lack of turnover for majority of Village positions

**O**  
**OPPORTUNITIES**

- Openings will occur in Senior Leadership positions within next few years
- The Village workforce is very tenured, with many vacancies and hiring opportunities anticipated
- New candidates with fresh/new ideas that help us "think outside the box"

**T**  
**THREATS**

- Turnover – loss of institutional knowledge; lack of experience (Brain Drain)
- Due to recent scrutiny on the profession of policing, concerns about quantity, quality and diversity of applicants for law enforcement positions
- Police work is not a preferred field for certain communities

Village  
Of  
Vernon Hills

# **ORGANIZATIONAL STRUCTURE & ROLES**

## **VILLAGE MANAGER'S OFFICE**

The Village Manager's Office is responsible for overseeing and supervising the activities of all Village departments and divisions. This includes:

- Coordinating the activities of the various departments
- Ensuring complex Village projects requiring the contribution of multiple divisions are completed successfully
- Establish priorities for the Village as a whole

The Manager's Office is also the primary link between the elected officials of the Village Board and all Village employees. The manager is tasked with the important job of informing and advising the Village Board about all significant Village matters.

The Manager's Office is also charged with executing the directives and policies set by the elected officials of the Village Board. The Manager's Office works closely with the various boards, commissions, and committees set up by the Village Board and other units of local government, like the Park District, school districts, library districts, as well as the County, State, and Federal governments.

Within the Manager's Office are the Assistant Village Manager, Human Resources and Communications. In addition, the Finance Department (which is outsourced) reports directly to the Village Manager.

### ***Assistant Village Manager***

The Assistant Village Manager's duties include assisting in the management of personnel, planning, and supporting the overall activities and operations of the Village of Vernon Hills. Additional responsibilities include oversight of HR, IT, and communications functions; waste services, business outreach, community engagement, as well as special projects and events.

### ***Finance Department***

The Finance Department manages the financial assets of the municipality to ensure the long term, financial strength of the Village of Vernon Hills. Financial management services are provided by Lauterbach & Amen, LLP through a contractual agreement effective September 15, 2018.

### ***Human Resources***

The Village of Vernon Hills Human Resources Department is devoted to providing effective policies, procedures, and people-friendly guidelines and support within the Village. Additionally, the human resource function serves to make sure that the Village's mission, vision, values, guiding principles, and the factors that keep the Village guided toward success are optimized.

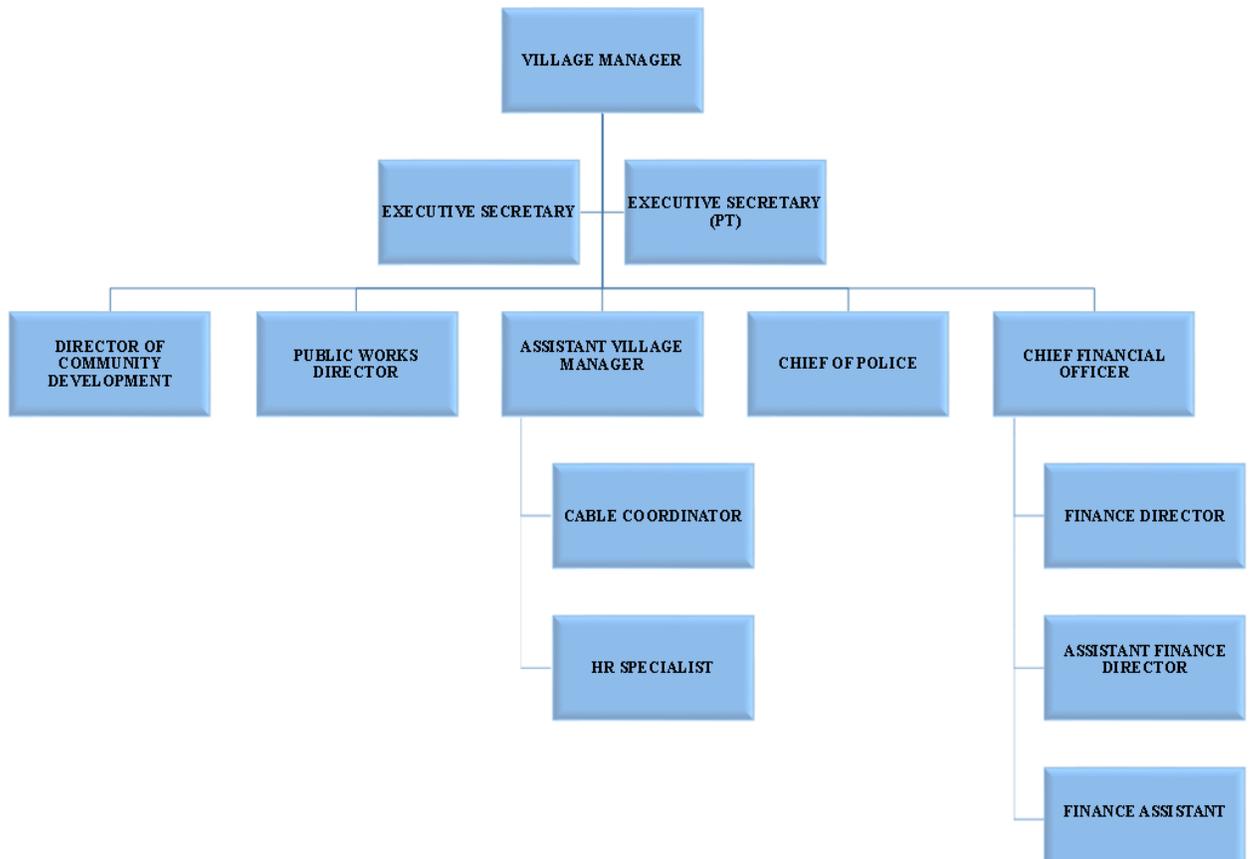
***Communications Team***

The Communications Team is responsible for the Village’s own Public Educational and Governmental News Station, Channel 4, which is run by the Village’s Cable Coordinator. The Cable Coordinator also serves as the Village liaison for Comcast and AT&T and is available to assist residents who are having difficulty resolving billing or service issues.

Channel 4 broadcasts all Village Board Meetings as well as a regular update shows featuring Village events and interviews with Village officials and local community leaders.

In addition, the Village utilizes the Vernon Hills website, social media and a Village Voice eNewsletter to communicate with the public to provide information and to highlight the Village as a preferred destination for dining, shopping and entertainment.

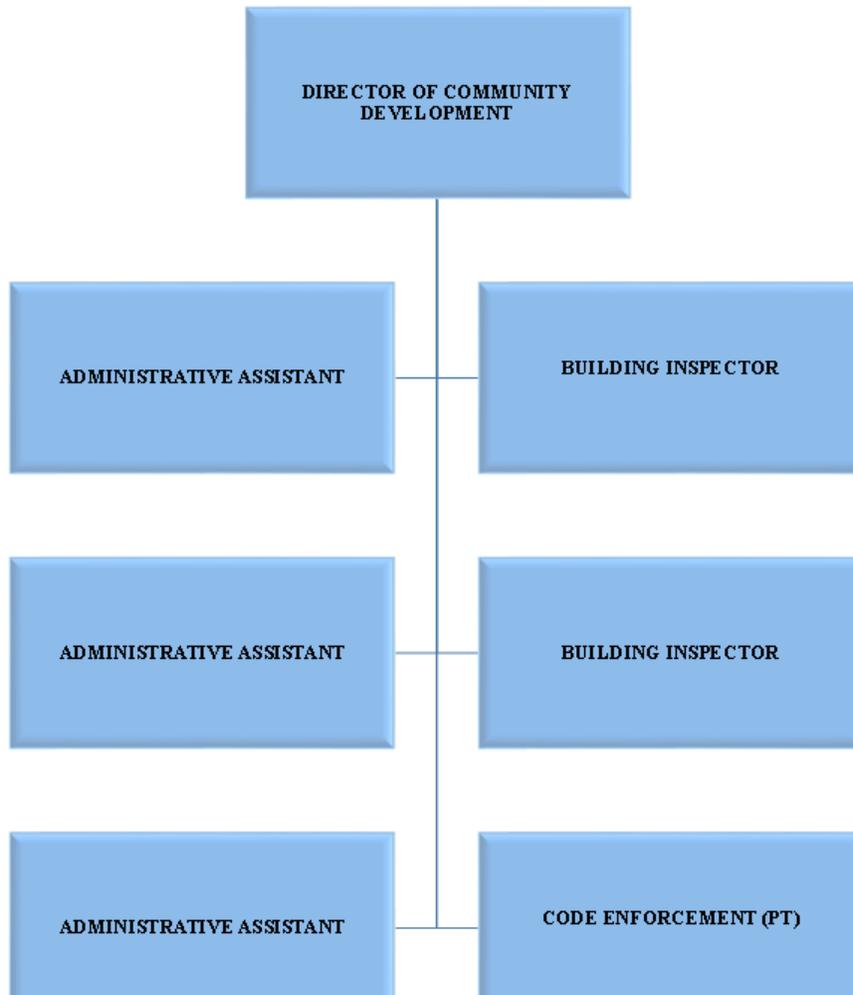
**VILLAGE OF VERNON HILLS  
MANAGER'S OFFICE ORGANIZATIONAL CHART**



**COMMUNITY DEVELOPMENT:**

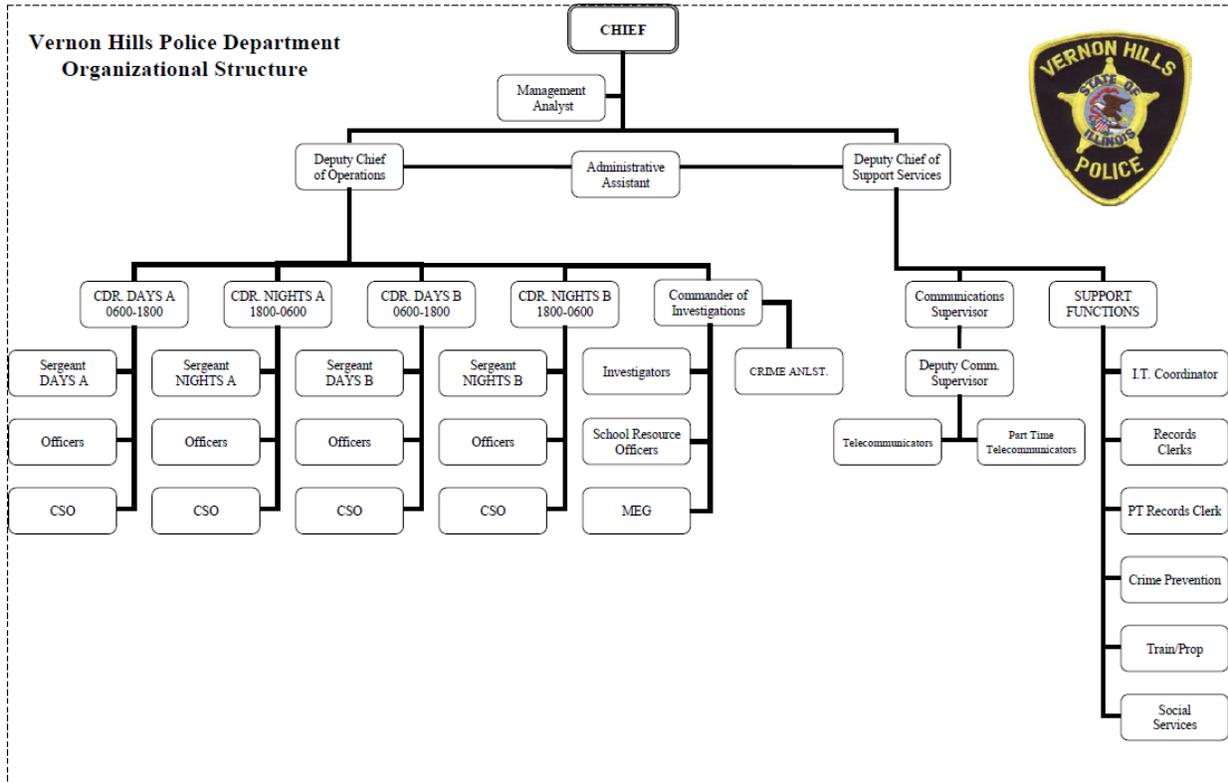
The primary responsibility of the Community Development Department is to oversee the orderly development of land within the Village in order to protect and promote the health, safety, and general welfare of the residents. The Village's goal is maintain a community that is well planned and constructed to promote future growth for generations to come. The Village reviews building permit applications, inspects construction work, and provides technical assistance to residents and contractors. Certificates of Occupancies are issued for newly occupied buildings, to include performance of property maintenance inspections.

**VILLAGE OF VERNON HILLS  
COMMUNITY DEVELOPMENT ORGANIZATIONAL CHART**



**POLICE DEPARTMENT**

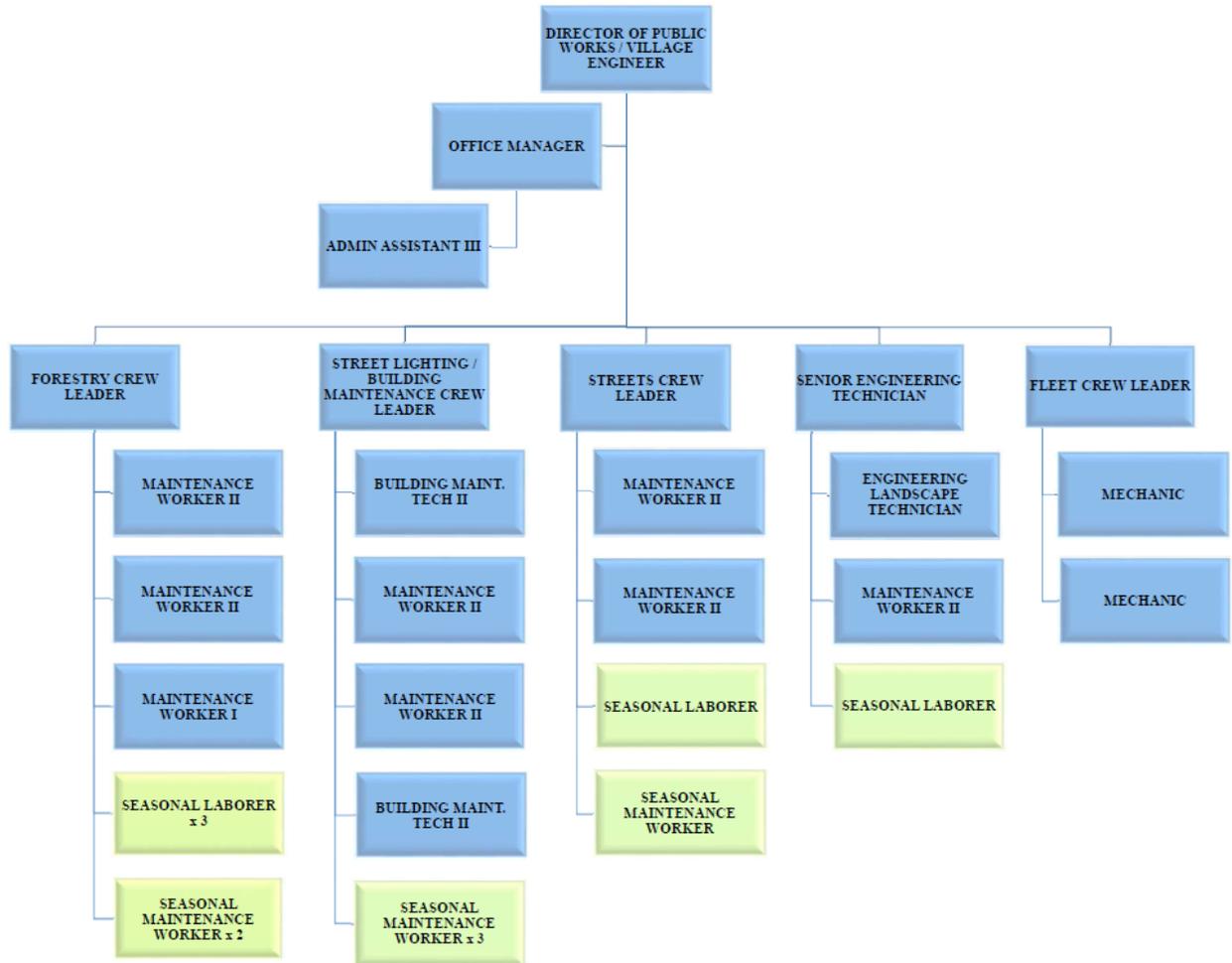
The mission of the Vernon Hills Police Department is to protect life and property; preserve a peaceful community; prevent, detect and investigate crimes; justly enforce law; and protect the rights of all persons.



**PUBLIC WORKS**

The mission of the Public Works department is to enhance community order, health, safety, and aesthetics through proper administration and good management of the review, design, construction, and maintenance of the Village’s infrastructure.

**PUBLIC WORKS ORGANIZATIONAL CHART**

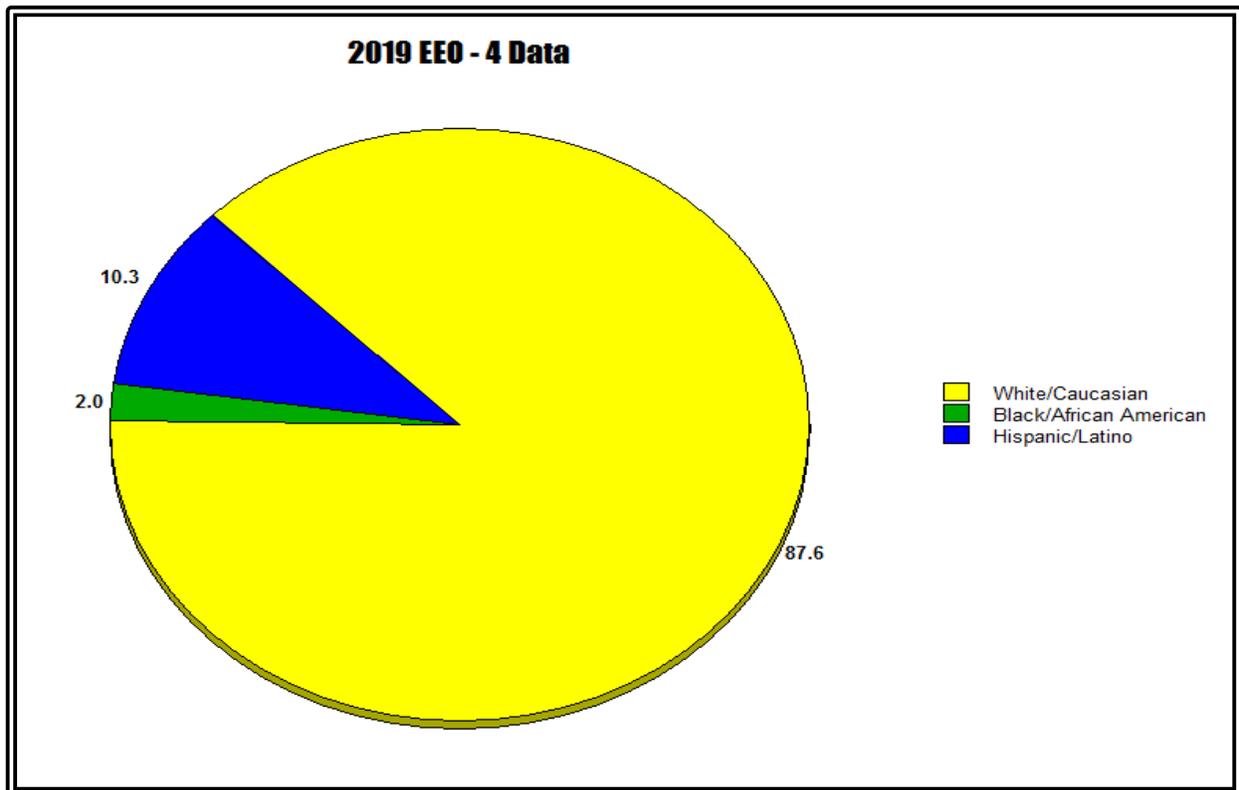


# ORGANIZATIONAL DEMOGRAPHICS

The following chart captures organizational demographics from the 2019 EEO-4 Compliance Report:

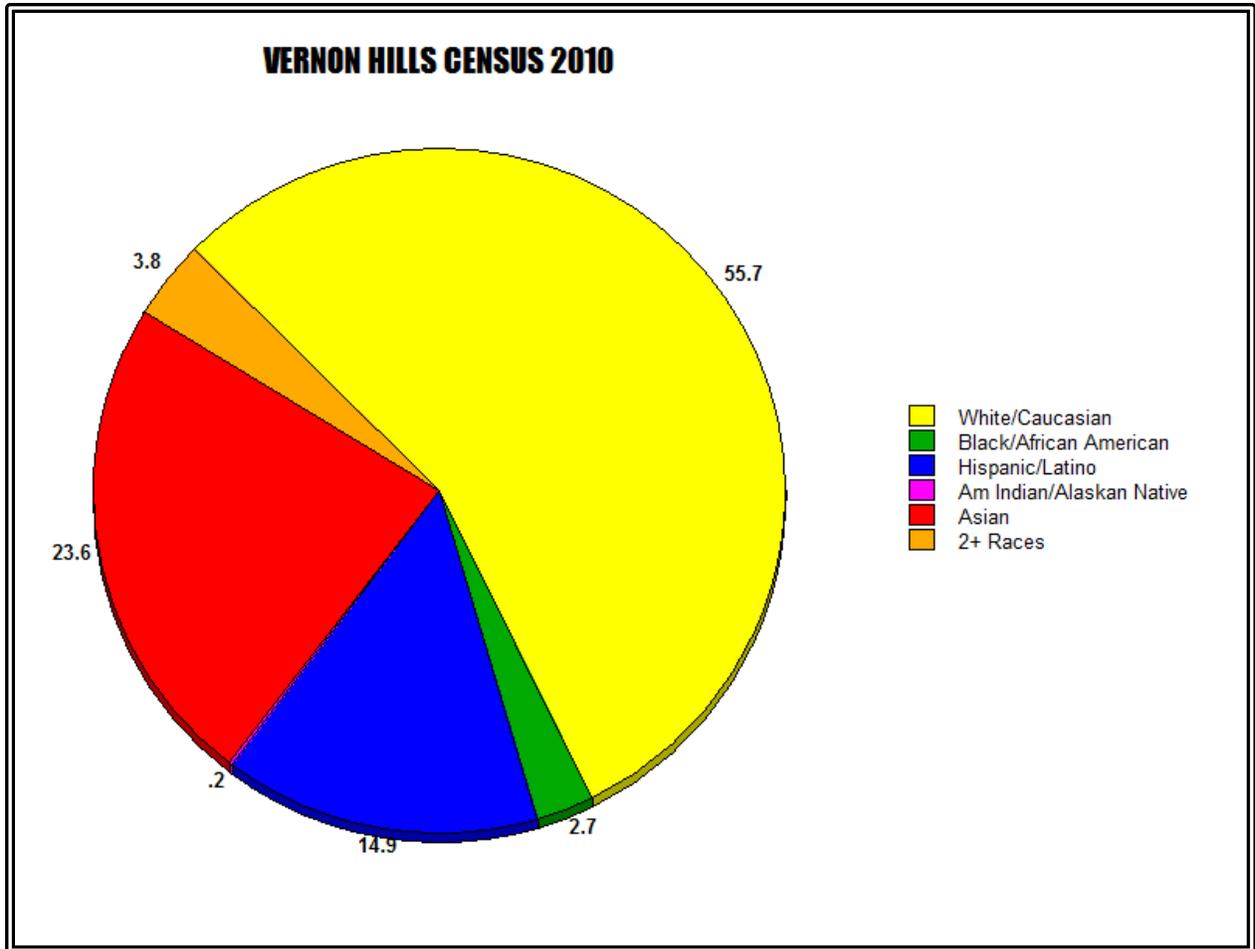
## 2019 Village of Vernon Hills EE0-4 Data

MALE						FEMALE				
Job Category	White	Black	Hispanic	Asian	Totals	White	Black	Hispanic	Asian	Totals
Administrators/Officials	5				5					0
Administrative Support	8	1			9	14		1		15
Professionals	9				9					0
Protective Services	20	1	3		24	11		1		12
Service Maintenance	1				1					0
Skilled Craft	11		5		16					0
Tecnicians	6				6					0
MALE						FEMALE				
TOTALS	White	Black	Hispanic	Asian	Total	White	Black	Hispanic	Asian	Total
	60	2	8	0	70	25	0	2	0	27



# COMMUNITY DEMOGRAPHICS

The following chart captures 2010 US Census information:



The US Census Bureau is expected to deliver their final data for the 2020 Census to all States and the public by September 30, 2021. When this information is received, this report can be updated to show the demographic trends for the Village of Vernon Hills.

# COMMUNITY ENGAGEMENT

## Consultant's Commentary:

Considerable time was dedicated to reviewing policy to include review of existing workplace rules, policy development and implementation procedures, and the processes for recruitment and selection used by the various departments within the Village. During the early part of this year, meetings were conducted with key staff in which conversation focused on the strengths and weaknesses of Village processes and the availability of candidates that would enhance workplace demographics, in an effort to mirror community demographics.

Village staff demonstrated a commitment and willingness to listen to external perspectives, and were very receptive to the concept of soliciting input and feedback from the community.

Starting in mid-January 2021, a request for community input was posted on the Village's website, placed on social media, the Village Voice, and Channel 4 (cable public access) for significant periods. Promotion of this initiative was shared in the months leading up to the engagement period, with a significant push for community participation from January 21 to March 19, 2021. Messages on each platform shared the steps in this process and request for community engagement regarding the Village's commitment and efforts to ensure consistency and equity in the delivery of services, equal opportunity in the workplace, and or suggestions on improving policy and practices that support diversity and inclusion.

A total of seven participants, who reported being from Vernon Hills, provided commentary/observations during the eight week Community Engagement period. Given the small response count, I share several possible reasons for the low number of participants:

- Concern and continuing focus on COVID-19 and the pandemic;
- The Presidential election and its uncertainty held the Nation's attention during this period;
- Due to COVID-19 restrictions, the community engagement was predominantly via email with some video used as follow-up when suggested by the resident. The lack of personal interaction may have contributed to the lack of engagement.

Demographically, the respondents were: six females and one male; three of the six women reported being Caucasian, two reported being persons of color, and one female and one male did not disclose their race. Three of the six women reported having children in the Elementary or High School systems. And at least one of the female respondents reported to being in high school.

It should also be noted that the conversations with the community were unstructured so that the residents could comment on anything that was related to the Diversity & Inclusion Initiative.

## **COMMUNITY ENGAGEMENT (continued)**

Despite the small public sampling, I can say that those residents who took the time to respond were very insightful, “community committed”, and passionate about making Vernon Hills better for everyone.

Regarding the comments, the majority of participants (five), mentioned the lack of female leadership at the Village and Committee levels, while three mentioned the need for more female leadership at the Village Board and School District levels. Most (five) voiced concerns about the persons of color (POC’s) not being represented adequately within the Village (with a couple of the respondents naming Blacks, Latinos, and Asians specifically). Two respondents also mentioned concern about the lack of POC’s at the school administrative and teaching levels.

Four respondents had very favorable responses about interactions with Village personnel, with three mentioning that the communication disseminated from the Village Hall has been very helpful and timely. Three individuals voiced having positive interactions with the Vernon Hills Police Department, and to paraphrase two individuals, there is a “recognition/acknowledgment that they (VHPD) are sometimes and fairly frequently placed in difficult situations in which they are forced to respond and then react in the process of serving our community.” Two residents hoped that the police department was initiating improvement measures given some of the national concerns regarding law enforcement and their use of force.

Additionally, some of the respondents were currently in groups addressing Diversity and Inclusivity, and they were willing to provide additional resources and support should the Village desire their assistance. Others were willing to volunteer to form groups to address and support the Diversity Initiative with guidance from the Village Administration. I found all of the respondents to be very passionate about working to help Vernon Hills improve as a diverse and inclusive community. They all complemented and applauded the Village’s effort and commitment toward making Vernon Hills a much more diverse and inclusive community. Four (4), residents mentioned that the Diversity & Inclusion Initiative was a “good initial/first step” and “an excellent baby step” but they hoped/expected that there would be “much more to come.”

## **RE-ENGAGEMENT WITH VILLAGE STAFF**

Upon conclusion of the community engagement period, I met with members of the Manager's Office and shared the content received during community engagement, as well as observations and suggestions.

### **Consultant's Commentary:**

Overall, the Manager's Office was very receptive to the feedback generated from the Community Engagement/ Public Comment period. The staff felt reassured that many of their efforts were being well perceived and received. There appeared to be strong energy around taking the community comments and formulating action plans to either implement them or improve upon them. Additionally, it should be noted that the Vernon Hills Village Board is an elected body and has had a number of female Board members over the years. It should be noted, the last two mayoral appointments to the position of Trustee, were females. It was also noted that with all of these current and future initiatives, the Village will continue to maintain its high level of service and communication in an effort to remain both transparent and inclusive to the community they serve.

## VILLAGE MANAGER SELECTION PROCESS

Following the announcement from Village Manager Mark Fleischhauer of his intent to retire on April 30, 2021 upon expiration of his employment contract, the Village Board signed an ordinance authorizing the execution of a contract with GovHR for the recruitment of a new Village Manager. In order to ensure an inclusive and collaborative process, the Village Board invited Department-heads, Human Resources and myself to be included in the process, to include reviewing and interviewing applicants to fill this vacancy.

Vernon Hills IL - Village Manager				
Race/Gender	Male	Female	No Gender Specified	Total
Hispanic or Latino	1	0	0	1
White, not Hispanic or Latino	46	11	0	57
Black or African-American, not Hispanic or Latino	5	2	0	7
Asian, not Hispanic or Latino	4	1	0	5
Native Hawaiian or Other Pacific Islander, not Hispanic or Latino	0	0	0	0
American Indian or Alaskan Native, not Hispanic or Latino	0	0	0	0
Two or More Races, not Hispanic or Latino	1	0	0	1
Decline to answer	1	0	3	4
	58	14	3	75

### **Consultant's Commentary:**

As an unexpected occurrence, I had the opportunity to observe and peripherally interact in the selection of the new Village Manager. At the initial stage, I had an opportunity to have a discussion with the lead consultant from GovHR who was assigned to assist Vernon Hills in the selection process. The core of our conversation centered on the process utilized to attract and screen a diverse pool of candidates with particular emphasis on racial and gender categories. And as the numbers reveal, the candidate pool had roughly a 19% female count and roughly a 19% persons of color (POC) count. Given the fact that there were other communities in our area and region conducting Village Manager searches, this candidate pool was quite diverse in my estimation. As the process continued to unfold, Village Administration did an excellent job of keeping me apprised which evidenced their goal of wanting to conduct a transparent selection process.

## CONCLUSION / RECOMMENDATIONS

### Consultant's Commentary:

As a next step, I would suggest digesting this report and then gather a group together to formulate a Diversity & Inclusion Statement for the Village. I would also recommend a review of the Village's Mission and Vision statements to confirm that all three statements are in sync and resonate with the Village's philosophy. The Village has a mission statement which clearly defines the goal of delivering municipal services in a responsive, professional, and proficient manner. According to Society for Human Resource Managers, "Mission Statements offer a concise explanation of the organizations reason for existence." Vision statements look forward to creating a mental image of the ideal state the organization wishes to achieve. "Inspirational and aspirational, the statement should challenge employees."

The Village's current vision statement states "The Village of Vernon Hills will be a safe, aesthetically appealing, fiscally viable, family-oriented community with excellent education, social, recreational, and cultural opportunities fostering on a strong and diverse residential and business community with concern for ecological stewardship and cooperation with other governmental bodies and agencies."

The Village may desire to simply update the existing statement by adding key words "welcoming" and inclusive." The Village Vision Statement with these words added would read:

*The Village of Vernon Hills will be a safe, welcoming, inclusive, aesthetically appealing, fiscally viable, family-oriented community with excellent education, social, recreational, and cultural opportunities fostering on a strong and diverse residential and business community with concern for ecological stewardship and cooperation with other governmental bodies and agencies.*

Of course, a stand-alone Vision Statement on diversity and inclusion could be considered, as many communities have adopted, however having multiple vision statements may lessen the importance of other statements.

### ***Diversity & Inclusion Statement – Example 1***

*The Village of Vernon Hills subscribes to a model of service, in which everyone can expect to be included in all aspects of our community, and know exceptional services will be provided. We are committed to inclusion in both the community and workplace and believe Vernon Hills should be enjoyed by all. The vision is important to our organization, as our goal is to be able to service the needs of a diverse and growing community. We will continue to foster our inclusion efforts by training and educating staff, development and implementation of inclusive and equitable policy & practices, collaborating with those who can further support our community outreach efforts, and listening. Our efforts will continuously be evaluated for progress, by measuring the impact and effectiveness of our initiatives through internal and external assessment, and community feedback.*

## **CONCLUSION / RECOMMENDATIONS (continued)**

### ***Diversity & Inclusion Statement – Example 2***

*At the Village of Vernon Hills, we strive to capture the uniqueness of individuals and to create an environment that values and respects individuals for their knowledge, skills, abilities and talents to the benefit of the entire organization and the community.*

### ***Diversity & Inclusion Statement – Example 3***

*At the Village of Vernon Hills, we believe that by creating an environment that encourages, values, supports, celebrates and respects individuals for their uniqueness will strengthen engagement, drive innovation and connect us closer to the community we serve.*

### **Other suggested action items:**

Given our nation's focus on law enforcement and its governance, I would make a suggestion that the Board of Fire and Police Commission (BOFPC) consider efforts to make its composition more representative of the changing community. Perhaps an additional female member and/or a person of color. I also applaud and encourage the BOFPC to continue its work toward adopting a less biased and more technologically useful Law Enforcement candidate testing solution (NTN). This solution in and of itself may geographically broaden and diversify the applicant pool, streamline the testing and ranking process, and provide benchmarking data for the Village and the Police Department.

In regards to increasing the number of persons of color employed by the Village, a consistent outreach strategy should be developed, implemented, and reviewed regularly for needed adjustments. Additionally, develop a "Team Approach" to address attracting and hiring under-represented groups into Village positions. Also, provide ongoing diversity, equity, and inclusion support to the HR Department in an effort to provide resources to Department Heads and Village personnel as they conduct daily operations. The more hands and heads the better!

### **Next Steps:**

The Village should interact with community members to build "grassroots" initiatives that foster diversity, equity, and inclusivity.

The community engagement discovered a few volunteers who are prepared to offer assistance with encouragement from the Village. As I stated to the Village Board at the outset of this consultancy, "this should not be a one off initiative, simply checking the box will not move the dial." Like gardening, one must plant, water, and tend if we expect growth! Changing thoughts and behaviors takes time, monitoring, and support to maintain gains and momentum. Overall the Village Board and Village Administration are moving the concept of Diversity and Inclusion in the right direction particularly given its heightened awareness in our society today. And although the Village has many initiatives in process and/or in discussion, there are additional opportunities for community engagement, understanding and further discussion.