

# Strategic Plan

2025 – 2030



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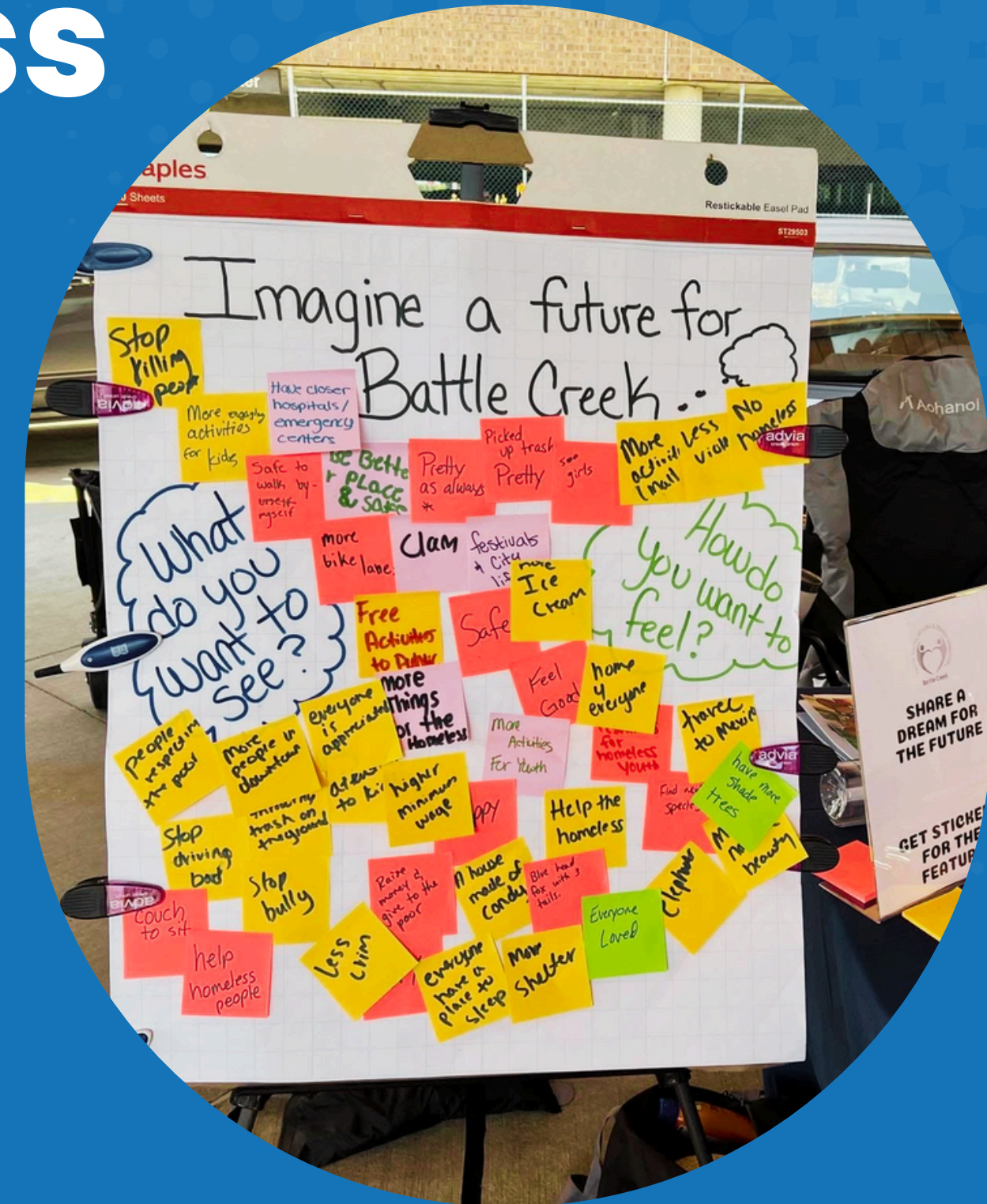
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# Overview of the Process

Jan - Dec 2024

In collaboration with Cross Movement Social Justice Consulting:

- Data collection and reporting, including:
  - Stakeholder survey with 168 respondents
  - Nine interviews between Co-EDs & constituents
  - Two listening sessions with 32 constituents
  - BCTRHT data & visioning material review & analysis
- 11 Strategic Planning Committee sessions
- Analysis of BCTRHT Strengths, Opportunities, Aspirations, Roadblocks & Results



CROSS  
MOVEMENT  
SOCIAL  
JUSTICE  
CONSULTING



# A Story: BCTRHT Vision for 100 Years Without Racism

This story is an amalgamation of the snippets of vision statements that Battle Creek community members offered during the National Day of Racial Healing Visioning activities of January 2024. This 100 year visioning exercise was adapted from the First Alaskans Institute, Zen Master Norma Wong, and the Movement Strategy Center's work. The raw quotes from the visioning activities may be [referenced here](#), and a synthesis of these visions may be [referenced here](#).

**In 2125...** The air is fresh, crisp, and clean in Battle Creek. On the north side, green spaces flourish - parks, gardens, and tree-lined streets stretch far and wide. The city hums with life and energy, free from pollution, its skies an endless expanse of blue. Floating bubbles of transportation glide effortlessly above, leaving no fossil fuels behind. A mosaic of scents and fragrances linger all around with the smells of spices, flowers, and freshly prepared meals mingling in the air like an invitation to a feast.

Every corner bursts with the colors and textures of culture - clothing, art, and architecture reflect the identities of all who live here. Children run freely in the streets, their laughter harmonizing with the sounds of music spilling from vibrant cultural festivals and community gatherings. In this symphony of voices, every language is heard and every story is cherished.

Battle Creek is a city alive with connection and care. No one is left behind. All needs - housing, food, healthcare, and mental and physical wellness - are met without barriers. Community centers anchor neighborhoods, offering services, education, and fellowship to all. Streets and homes are filled with warmth and welcome. Every person has a place here, and every place feels like home.

The people of Battle Creek thrive, their spirits unburdened by fear or judgment. Teachers are celebrated and well-compensated. Schools are equitable and nurturing, brimming with representation and opportunity. Generational curses have been replaced with generational wealth, as resources and dreams flow freely to all. The justice system stands nearly empty, its purpose shifted to restoration and healing rather than punishment.

Battle Creek tastes like the world. The table stretches endlessly, laden with the flavors of Africa, Asia, Latin America, and beyond. There's cornbread next to pupusas, egusi next to jasmine rice, and fufu next to cereal. It is a city that celebrates food as culture, as memory, as love. Community gardens bloom everywhere, ensuring that no one goes hungry, while markets and restaurants reflect the city's rich multicultural tapestry.

Without racism, the city breathes freely. Strangers greet each other warmly, sharing smiles and stories without hesitation or fear. The labels of "Black church" or "Latinx neighborhood" are gone; instead, people embrace their distinct histories while finding unity in shared humanity. Trust and respect are universal, woven into the fabric of daily life.

This is a city without walls, where everyone builds bridges instead. Greed no longer rules; trade and collaboration power a sustainable economy. Art, music, and innovation thrive in public spaces, and festivals honoring every culture are as common as the sun rising. The justice of the past is neither ignored nor hidden but embraced as a foundation for growth, teaching future generations the value of equity and truth.

Children are safe, nurtured, and free to dream without limits. They feel peace, not tension; joy, not fear. Adults, too, walk with ease, finding purpose and balance in a community that celebrates them. In every park, every street, and every gathering space, there is a palpable sense of love, justice, and freedom.

This is Battle Creek, 100 years from now - a city where all roads lead to opportunity, where every voice matters, and where the legacy of Dr. King's dream has been fully realized. It is vibrant, abundant, and alive - a testament to what humanity can build when people center love, care, and abundance. The city glows, not just with the lights of its buildings but with the warmth of its people.



# Vision & Mission Statements



## Vision

For Battle Creek to experience a shared humanity where ALL can flourish.

## Mission

BCTRHT serves as a convener, connector, and catalyst for the racial equity movement in Battle Creek, transforming how we live, work and interact as a community.

# Guiding Principles & Values



## 1 Authentic Relationships and Belonging:

We focus on building trust and connection by being open, honest, and compassionate. We aim to create spaces where everyone feels welcome, valued, and included.

## 2 Justice and Accountability:

We work to make things fair and treat everyone with respect. We take responsibility for our actions and invite the same from others to ensure justice and fairness in all that we do.

## 3 Collective Liberation & Shared Humanity:

We are committed to removing long-standing barriers that harm individuals and communities. We believe in the inherent worth of every person. Everyone deserves to be seen, valued, respected, treated with dignity, and provided opportunities to thrive.

## 4 Respect and Collaboration:

We celebrate different cultures, languages, and experiences through our words and actions. By recognizing and valuing our differences, we can learn to create meaningful and lasting change.

## 5 Truth and Historical Context:

We are committed to telling the full story, including the parts that are often left out. Understanding history helps us honor those who came before us and address the root causes of injustice.

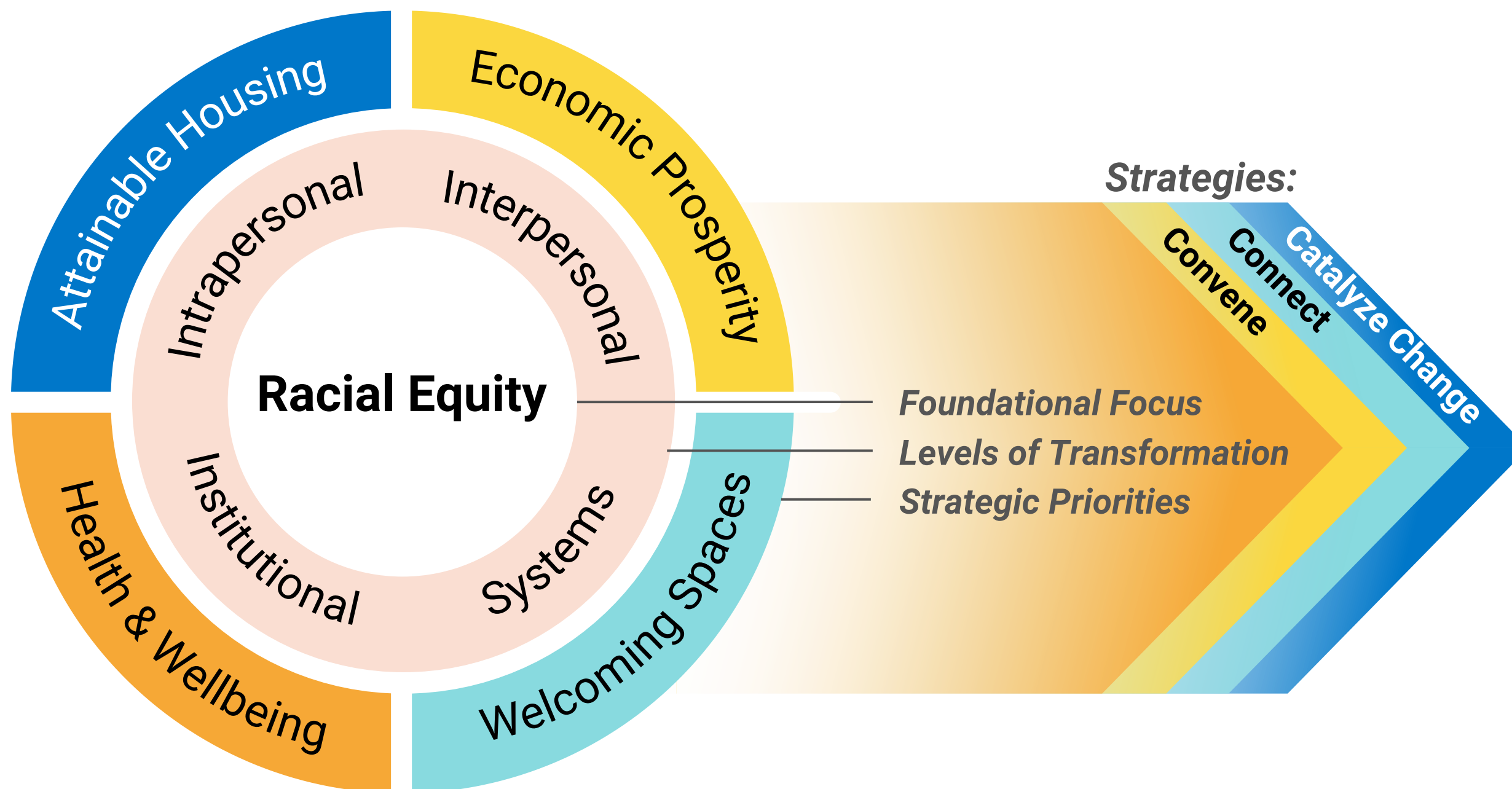
## 6 Growth through Learning, Courage, Curiosity, & Intersectional Awareness:

We see our work as a journey, not a destination, where we keep learning, healing, and connecting. Through courage and curiosity, we grow in self-awareness and better understand ourselves and others, recognizing how our experiences, identities and communities are connected, leading to transformation and lasting change.

# BCTRHT Strategic Framework



To advance the 2125 vision for a Battle Creek without racism, BCTRHT's strategic framework and priorities through 2030 are:



**Collective Liberation** 

For Battle Creek to experience a shared humanity where ALL can flourish.

# Framework for Transformation



## Levels of Transformation

## Activities

### Internal

Workshops and healing circles for individual learning, reflection & personal growth, such as implicit bias training, self-awareness sessions, and cultivating empathy.

### Interpersonal

Workshops and healing circles for groups of team dynamics, focusing on trust and relationship building, inclusive dialogue, team cohesion, and conflict management.

### Institutional

Collaborations to impact organizations and institutions, including consulting on organizational policies, equity audits, and practices to align with inclusion goals.

### Systems

Strategic partnerships aimed at creating systemic change, such as citywide initiatives, coalitions for equitable development, and policy advocacy.

## Strategic Priorities

Attainable Housing

Economic Prosperity

Health & Wellbeing

Welcoming Spaces



# Strategic Priorities Aligned with 100 Year Vision



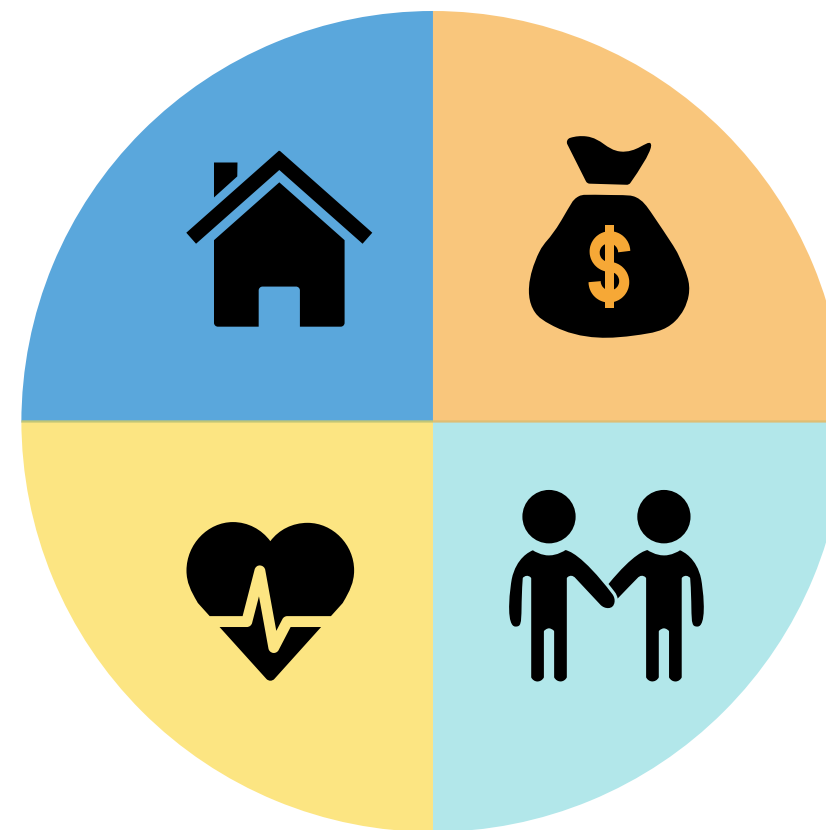
To advance the 2125 vision for a Battle Creek without racism, BCTRHT's strategic priorities through 2030 are to convene, connect, and catalyze transformation related to:

## Attainable Housing

Expanded access to safe & affordable housing for all community members.

## Health & Wellbeing

All have the opportunity to thrive physically, mentally, emotionally, socially, and spiritually.



## Economic Prosperity

Economic opportunities for all, particularly BIPOC, LGBTQ+ and disability communities.

## Welcoming Spaces

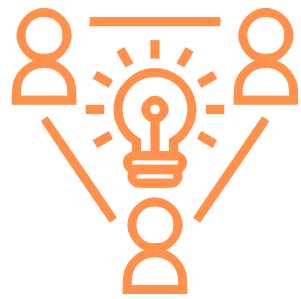
All community members feel included, respected, and like they belong in Battle Creek.



# 2025–2030 Strategic Focus Areas:

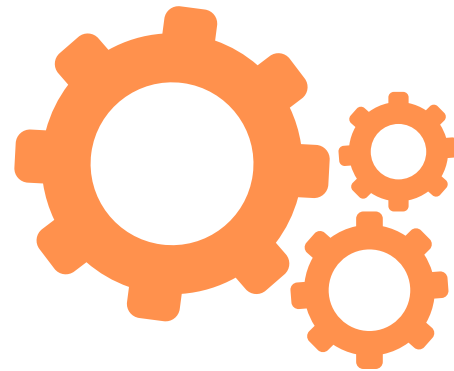
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**Aligned Programming**



2

**BCTRHT Systems, People & Culture**



3

**Financial Sustainability**



4

**Communications**



# Goal #1: Aligned Programming



*To convene, connect, and catalyze transformative actions for collective liberation through collaboration, tailored initiatives, intergenerational engagement, and equity-focused practices and policy influence.*

## Outcomes:

### 1) Aligned Programming:

- Programming is aligned with community priorities for the 100 year vision.
- Clarified strategy in alignment with business model to offer racial equity education opportunities.
- Advanced racial healing and trust building across racial and ethnic groups in the community.

### 2) Collaborative Solutions:

- Creation of shared understanding and accountability to address complex challenges across sectors.
- Strong cross-sector collaboration and partnerships to advance collective priorities.

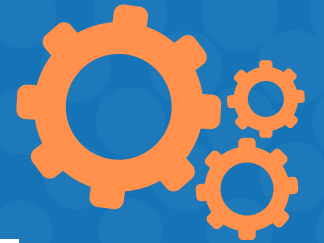
### 3) Systems Change via Collective Impact:

- Transformed policies and practices that promote racial equity in housing, economic opportunity, and health systems.





# Goal #2: BCTRHT Systems, People & Culture



*To enhance BCTRHT's capacity, adaptability, and resilience through strong systems, governance, and culture.*

## **Outcomes:**

### **1) People and Culture:**

- Feedback loops operationalized, with annual performance reviews and goal setting.

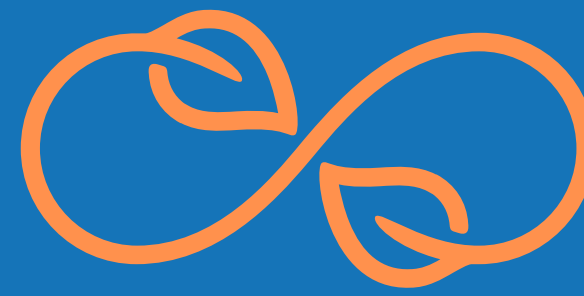
### **2) Enhanced Governance:**

- Formation of an engaged and knowledgeable Advisory Board to provide strategic guidance and oversight.
- Exploration of options for becoming an independent 501(c)(3) organization, with recommendations and next steps defined.

### **3) Increased Organizational Capacity:**

- Fully staffed and well-supported team to implement strategies and achieve impact.
- Established cadre of skilled contractors to support program implementation and operational needs.

# Goal #3: Financial Sustainability



*To achieve financial sustainability and impact through diversified revenue and funding streams.*

## Outcomes:

### 1) Revenue Diversification and Growth:

- Establishment and implementation of a fee for service business model.
- Development and implementation of a robust fund development plan targeting individual contributions and new grants.
- Creation of individual donor base with consistent and growing support.

### 2) Increased Fundraising Capacity

- Strengthened internal fundraising capacity by expanding the team and resources dedicated to fund development.

### 3) Endowment Growth

- Creation of endowment with \$1 million to provide financial security and stability for BCTRHT's future.





# Goal #4: Communications



*To amplify BCTRHT's visibility and engagement by enhancing communications, branding, and outreach.*

## Outcomes:

### 1) Defined Brand Persona:

- Clearly defined storyline to articulate BCTRHT's brand identity.
- Communications content aligned with audience goals, needs, values, and preferences.
- Consistent and unified voice across all communications efforts.

### 2) Increased Visibility and Awareness:

- Expanded recognition of BCTRHT's work and measurable outcomes within the community and beyond.
- Broader audience reach through diversified and culturally relevant communication channels.
- Greater participation in programs, events, and initiatives by aligning offerings with community needs.

### 3) Data-Driven Communications Strategy

- Regular tracking and reporting of communication metrics to assess effectiveness and adapt strategies.
- Regular reporting and storytelling to demonstrate program impact.

# Strategic Planning Contributors

2024

## Staff Members

- Tha Par
- Elizabeth Garcia

## Contractors

- Frances Vicioso
- Farah Fayz

## Advisory Board Members

- Kathy Antaya
- Tristan Bredehoft
- Dr. Kim Carter
- Talia Champlin
- Marcus Glass
- Eric Greene
- Kelly Kellis
- Mary Mulliet
- Brook Nottingham





## Facilitator

- Rosemary Linares, Cross Movement Social Justice Consulting





## Contact Us:

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