



Talitha Consults

Interdisciplinary • Multilingual • People-centered



**City of
McMinnville**

**City of McMinnville Assessment Initiative (CMAI)
Final Update for City Council Work Session**

Presented by

Talitha Consults and the Project Team for CMAI

September 24, 2024



Presentation Contents:



I. City of McMinnville Initiative (CMAI) Update

II. Key Takeaways from Assessment

A. Highlights from Strengths, Challenges, Opportunities, and Risks (SCOR) Analysis

B. Mixed Method Engagements

C. Highlights from Site Visits

III. Recommendations

IV. Q&A | Feedback from the Council

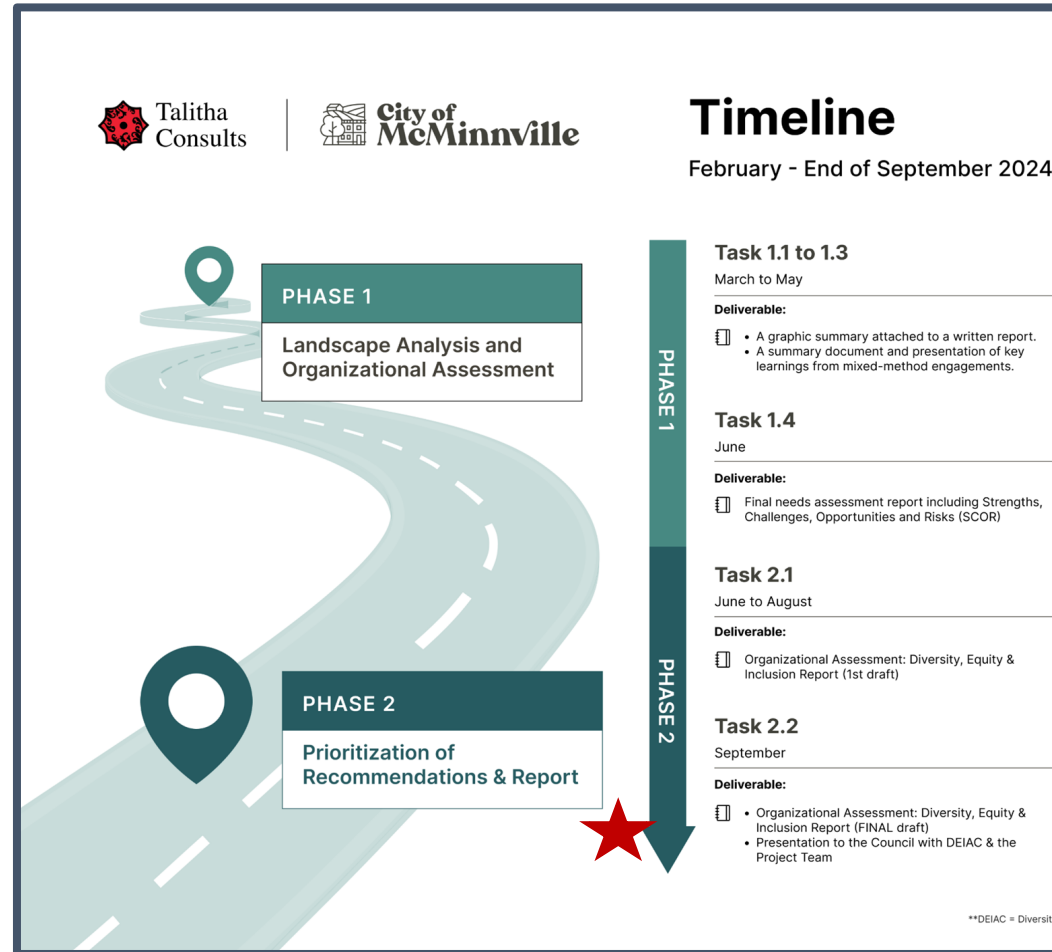


I. Status Update

Completed 28 individual in-depth interviews.

- 75% | affiliated to the City
- 25% | community members (external stakeholders)
 - 1/3 of external IDI participants hold one or more of historically marginalized social identities
 - 70 IDIs candidates were suggested!

★ We are in Phase 2





**THE WORLD
CANNOT BE UNDERSTOOD
WITHOUT NUMBERS.
BUT THE WORLD
CANNOT BE UNDERSTOOD
WITH NUMBERS ALONE.**

HANS ROSLING



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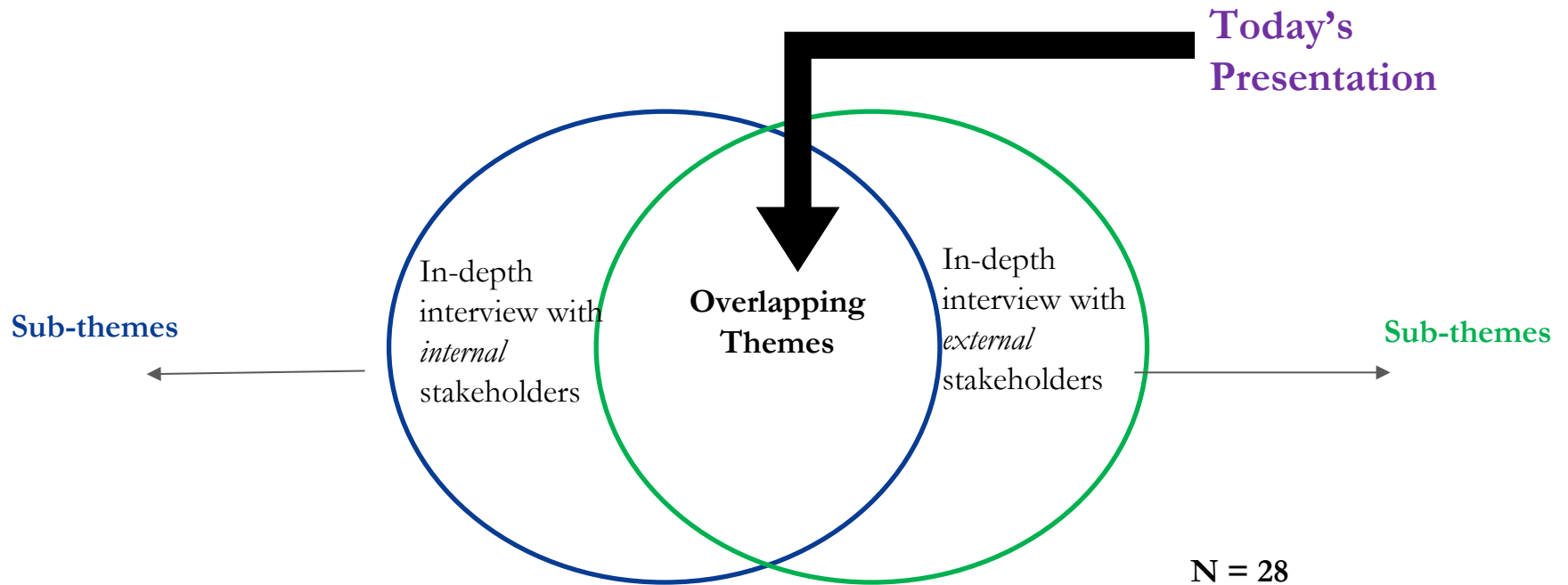
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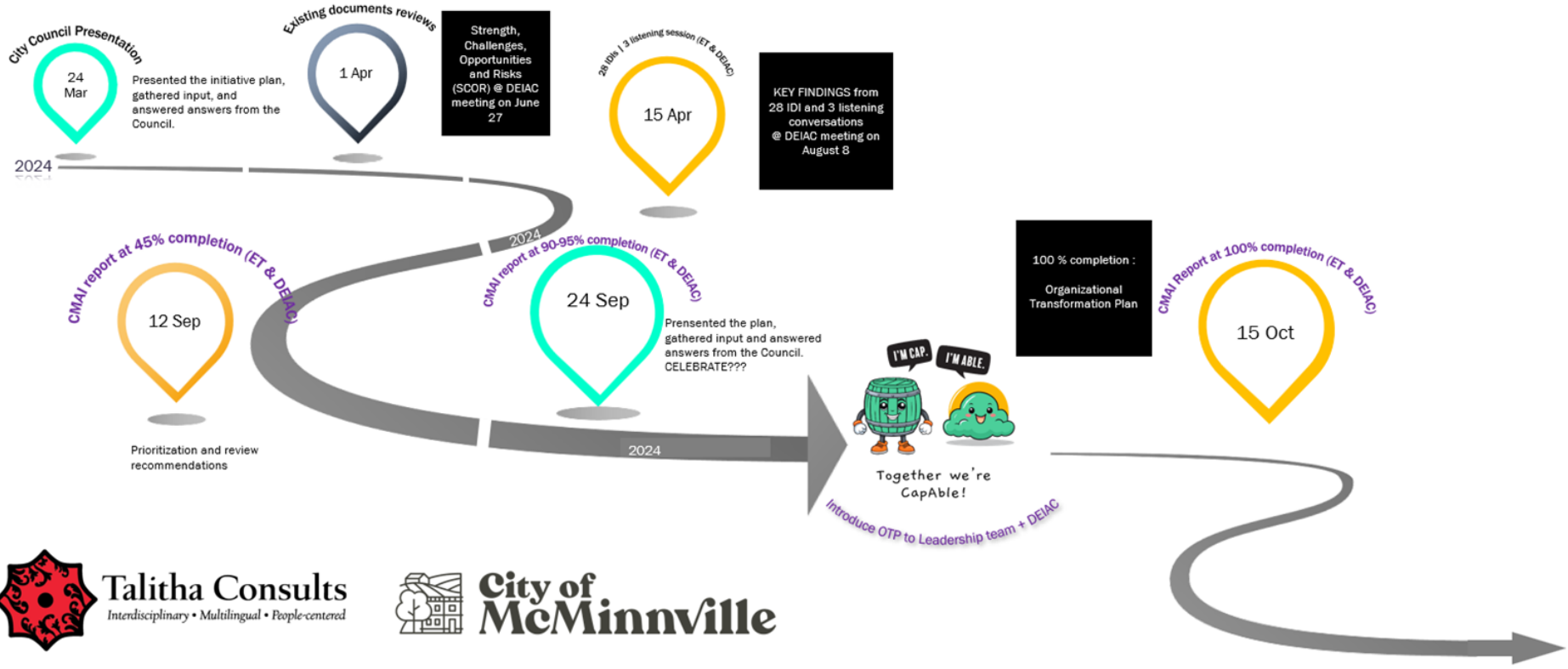
Sources Reviewed – What Went Into SCOR Analysis

- Document Review (policies, procedures, and programs)
- 3 City of McMinnville site visits
- 28 individual-in-depth interviews
- 2 listening sessions (July 11th DEIAC and ET)
- City of McMinnville Employee Newsletter (Q2 2024)

WHAT is being analyzed in the Mixed Method Engagement



WHY? To better understand similarities and differences - explore the gaps in perception





DEIA Culture and Posture within the City

Do community members feel welcomed and represented at the City?

- **100% of external stakeholders said they felt welcomed** when they interacted with the City.*
- City government (inclusive of all branches) is not reflective of the community.

Do staff think that DEI is a priority for the City?

- **Mixed response:** 50% of internal respondents said that DEI *is* a priority for the City, while another 50% reported that DEI *is not* a priority.

*Percentages are based on interviewees who opted to respond to these questions.



DEIA Culture and Posture within the City - Overlapping Themes

- **Lacking clear leadership and concerted efforts** to advance DEIA in policy, procedure, and practice.
- Recognition of the need to remove bureaucratic barriers - beyond ramps and curb-cuts and yellow keyboards (digital inclusion, language, public participation, transportation).
- **Social determinants of health.**
- Deficiency mindset.



Together we're
CapAble!

“ Compared to the neighboring cities, McMinnville is a safe haven for my family.

I'm afraid current efforts are COVID-driven as opposed to community-driven. I fear that once the money from COVID is over, DEI efforts will go way.

”



McMinnville: YOUTH ARTISTS





A Sense of Agency - ‘Am I seen, heard, and valued?’ Overlapping Themes

- Motivation to advance DEIA appears staff-led rather than a City-wide effort.
- Impact of DEI efforts requires more communication, monitoring, and evaluation Recognition of the increasing need for community-led solutions, but some departments in the City do not know where to begin.
- City’s internal departments struggle with mutual trust, collaboration, and communication.

“

“There are [efforts] that the city has, are they utilizing them to the best of their availability [or] are they just going to use this [effort] as a one-time thing and then forget about them?”

“I think the representation that the city has is very tokenized. They have people to serve just for a language as a resource... But not necessarily people that are representatives of their community because I don’t see any Latinos and I don’t see people of color in the leadership in the city of McMinnville. So I don’t think it is representative and I don’t think it is very inclusive.”

”

McMinnville: YOUTH ARTISTS





DEIA Challenges & Risks

On a scale of 0-5 do you feel that your needs are understood?

- **3.3** | 0 is least satisfied, and 5 is most satisfied.*

Are there barriers to accessing the programs/services from the City?

- **90%** of external stakeholders identified barriers to accessing City programs or services.* Hours of operations, who is responsible, who is accountable?

*Percentages are based on interviewees who opted to respond to these questions.



DEIA Challenges & Risks - Overlapping Themes

- Social tensions & social anxieties (past, present, and the near future).
- Fear of further division between racial and cultural groups.
(Diversity vs Division. Unity vs. Uniformity)
- Ongoing unmet needs by the socially vulnerable is at the bottom of economic development plans.

“ I think the whole History of Oregon it was not very welcoming to people of color and McMinnville being a more rural area we know there is some political views and things like that. I think that historically underrepresented, marginalized communities, the challenges are so many. I think it is best for the city to... There are organizations like Unidos in McMinnville that have data, that have historical facts that can be shared with the city. I think if the City partners with the right people they will know that.”

I think fear of making mistake is prevalent in our organization culture.





Opportunities to improve DEIA- Overlapping Themes

- City-led learning and development opportunities to improve inner capabilities to create a more welcoming, just, and inclusive communities internally and externally.
- City staff and leadership (beyond the usual suspects) need to show up to community-led events - meeting people where they are at in their turf.
- Providing wrap around services (lacking creativity and innovation when partnering with a diverse and dynamic community)
- City manager's office to own and lead DEI initiatives.

100% of city staff*



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V. Commonly Used Phrases



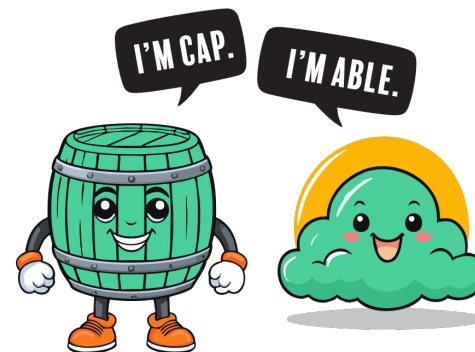
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Recommendations

“For the execution of this plan to be as holistic as possible, staff and leaders from all City departments should consider actively and constructively partnering with each other under the stewardship of the City Manager’s office.” –Carol Rozumalski













**City of
 McMinnville**



Together we're
 CapAble!

Organizational Transformation Plan

← Ongoing	Emphasis	Sustainability →
 <p>YEAR 1-2 Strengthen DEIAC strategic drivers</p>	 <p>YEAR 2-3 Enhance public input, involvement and participation</p>	 <p>YEAR 3-5 Invest in mutually beneficial collaboration and partnership</p>
Action Steps:	Action Steps:	Action Steps:
Strategic Objectives (SO):	Strategic Objectives (SO):	Strategic Objectives (SO):
<div style="display: flex; gap: 10px;"> <div style="background-color: #2c3e50; color: white; padding: 5px; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center;">3</div> <div style="background-color: #2c3e50; color: white; padding: 5px; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center;">4</div> </div>	<div style="display: flex; gap: 10px;"> <div style="background-color: #2c3e50; color: white; padding: 5px; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center;">3</div> <div style="background-color: #2c3e50; color: white; padding: 5px; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center;">5</div> </div>	<div style="display: flex; gap: 10px;"> <div style="background-color: #2c3e50; color: white; padding: 5px; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center;">1</div> <div style="background-color: #2c3e50; color: white; padding: 5px; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center;">2</div> </div>
MAC-Town 2032 Strategic Priorities	MAC-Town 2032 Strategic Priorities	MAC-Town 2032 Strategic Priorities
 	 	  
DEIAC Strategic Objectives (SO):		
<div style="background-color: #2c3e50; color: white; padding: 5px; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center;">1</div>	<div style="background-color: #2c3e50; color: white; padding: 5px; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center;">3</div>	<div style="background-color: #2c3e50; color: white; padding: 5px; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center;">5</div>
<p>1 Actively protect people from discrimination and harassment</p>	<p>3 Cultivate cultural competency and fluency throughout the community</p>	<p>5 Improve access by identifying and removing barriers to participation</p>
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<p>2 Celebrate diversity of McMinnville</p>	<p>4 Grow City's employees, Boards and Commissions to reflect our community</p>	



OTP Strategic Pillar 1: Strengthen DEIAC strategic drivers

1. Strengthen DEIAC strategic drivers: This strategic pillar is achieved through—

Goal 1: Create a unifying set of definitions to use for city-wide work in McMinnville.

Goal 2: Initiate the use of the Equity Lens Toolkit for all departments, starting with executive leadership.

Goal 3: Develop a communications strategy for McMinnville DEIA initiatives.

Goal 4: Design and implement an employee engagement survey.

DEIA Strategic Drivers





OTP Strategic Pillar 2: Enhance Public Input, Involvement and Participation

1. Strengthen DEIAC strategic drivers: This strategic pillar is achieved through—
Goal 1: Implement accountability and responsibility tools (e.g., RACI chart) for equitable and inclusive information sharing.

Tasks	Stakeholder 1	Stakeholder 2	Stakeholder 3
Phase 1			
Tasks 1.1	A	R	C
Tasks 1.2	C	A	I
Tasks 1.3	R	I	A
Phase 2			
Tasks 2.1	R	A	C
Tasks 2.2	C	A	I
Tasks 2.3	R	I	A

Legends:

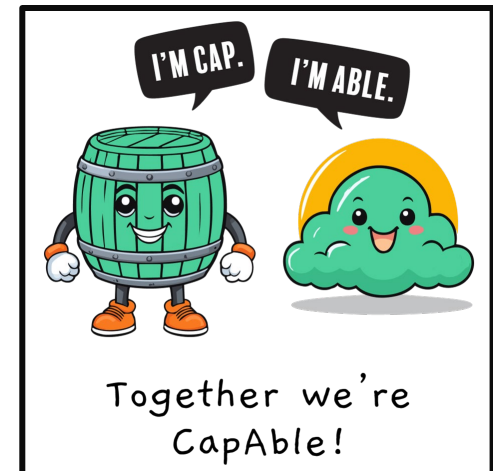
- R - Responsible
- A - Accountable
- C - Consulted
- I - Informed



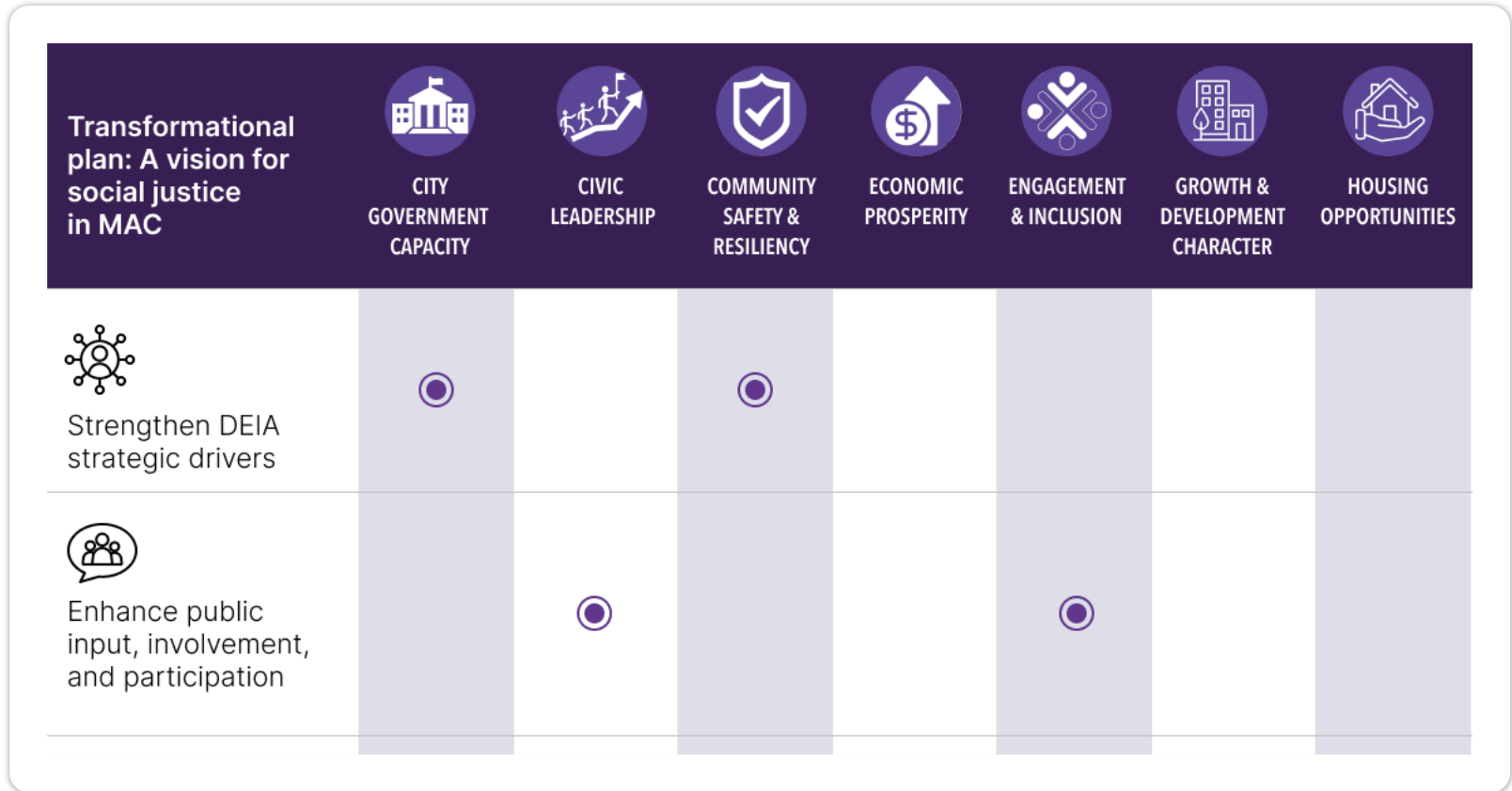
OTP Strategic Pillar 2: Enhance Public Input, Involvement and Participation

- Goal 2: Finalize a communications strategy for McMinnville's DEIA initiatives.**
- Goal 3: Recommend the City Council to review and adopt the Public Engagement charter which is currently in a draft stage within the Administrative Department.**
- Goal 4: Develop City's language access plan (LAP)**

Plans do **not** talk on their own!
Internal and external communication
requires investments in



DEIA Strategic Drivers



McMinnville Photos:



If I Were Mayor Contest

Students from a Newby Elementary 4th grade classroom enjoy a pizza party and mock "town hall" with Mayor Drabkin as a result of 4th grader Lillian Goodman's winning poster.

McMinnville Photos:



www.talithaconsults.com

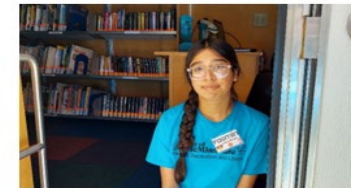
welcome!

Liz Rasmussen joins the library for a seasonal summer position in the Children's Room. Liz will attend University College Dublin in the fall for her Masters of Library & Information Studies.

She's pictured here unpacking hundreds of books purchased for summer reading prizes!



The library welcomes Yasmin Ezqueda as our summer Teen Intern! This new position is financed by a grant awarded from the Federal Institute of Museum and Library Services through the Library Services and Technology Act. She says, "With this internship I hope to be an active advocate for better education for kids throughout the summer."



McMinnville Photos:



The poster features three circular photos of people swimming. The top photo shows a young boy and a woman smiling in a pool. The middle photo shows a group of people swimming together. The bottom photo shows a child wearing blue goggles. The text is centered and uses a mix of green and black fonts.

Adaptive Family Swim

**SATURDAY SEPT 21
3 PM-4 PM**

Natación familiar adaptada

**SÁBADO 21 DE SEPTIEMBRE
3 PM-4 PM**

City of McMinnville
Proudly Empowering Everyone





OTP Strategic Pillar 3: Invest in mutually beneficial collaboration and partnership











Goal 1: Dedicate personnel for City-wide continuous learning and growth opportunities.

Goal 2: Provide ongoing employee learning and development opportunities integrated into employee performance reviews.

Goal 3: Implement MAC Community Outreach Strategy rooted in DEIA principles

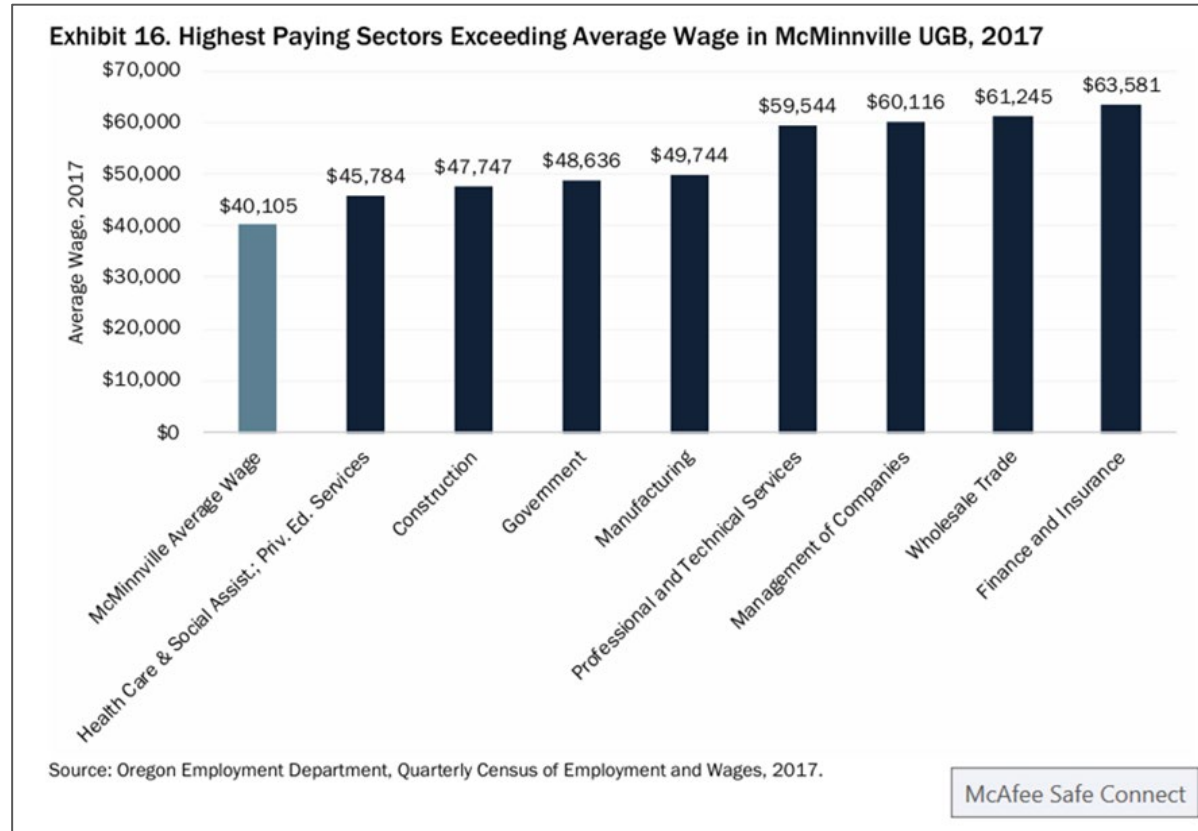
Goal 4: Monitor, report and evaluate DEIA efforts and report to DEIA committee and council yearly

DEIA Strategic Drivers

Transformational plan: A vision for social justice in MAC	 CITY GOVERNMENT CAPACITY	 CIVIC LEADERSHIP	 COMMUNITY SAFETY & RESILIENCY	 ECONOMIC PROSPERITY	 ENGAGEMENT & INCLUSION	 GROWTH & DEVELOPMENT CHARACTER	 HOUSING OPPORTUNITIES
 Strengthen DEIA strategic drivers	●		●				
 Enhance public input, involvement, and participation		●			●		
 Invest in mutually beneficial collaboration and partnership				●		●	●

DEIA Strategic Drivers

During the 2013-2017 period, 37% of McMinnville households earned less than \$40,000 annually, compared to 32% of Yamhill County households and 36% of Oregon Households

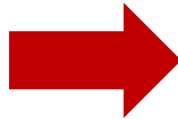


Source: EcoNW Economic Opportunity Analysis 2024

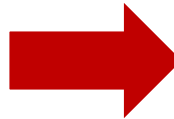
Embracing The One Constant In Life: Change



2019



2024



2032



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