



**Joint Work Session of City Council  
& Diversity, Equity, & Inclusion Advisory Committee Meeting  
Tuesday, September 24, 2024  
5:30 PM**

*Welcome! The public is strongly encouraged to participate remotely but there is seating at Civic Hall for those who are not able to participate remotely. However, if you are not feeling well, please stay home and take care of yourself.*

---

*You can live broadcast the City Council Meeting on cable channels Xfinity 11 and 331,  
Zipty Fiber 29 or webstream here:*

[www.mcm11.org/live](http://www.mcm11.org/live)

*You may join online via Zoom Meeting:*

<https://mcminnvilleoregon.zoom.us/j/88063349575?pwd=Eb4bpd2SNEkS8Z3a1m8M1e4WD6uJ1M.1>

*Zoom ID: 880 6334 9575*

*Zoom Password: 626437*

*Or you can call in and listen via Zoom: 1-253- 215- 8782*

*ID: 880 6334 9575*

1. CALL JOINT MEETING TO ORDER
2. DIVERSITY, EQUITY, & INCLUSION/ORGANIZATIONAL ASSESSMENT FINAL PRESENTATION
3. ADJOURNMENT OF JOINT MEETING

**Meeting Accessibility Services and Americans with Disabilities Act (ADA) Notice:** Kent Taylor Civic Hall is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made a least 48 hours before the meeting to the City Recorder (503) 435-5702 or [Claudia.Cisneros@mcminnvilleoregon.gov](mailto:Claudia.Cisneros@mcminnvilleoregon.gov).



# City of McMinnville: Organizational Assessment Report **ADMINISTRATIVE DRAFT**

**Lead Authors:**  
Charis May Hnin  
Carol Rozumalski

Talitha Consults LLC 14900  
Interurban Ave S # 271  
Tukwila, WA 98168






**Talitha  
Consults**

*Interdisciplinary • Multilingual • People-centered*

ADMINISTRATIVE DRAFT | **SEPTEMBER 2024**

# Table of Contents

<b>EXECUTIVE SUMMARY</b> .....	<b>3</b>
<b>SHARED MEANINGS: WHY AND HOW</b> .....	<b>4</b>
<b>I. INITIATIVE OVERVIEW</b> .....	<b>6</b>
<b>II. METHODOLOGY AND APPROACH</b> .....	<b>6</b>
<b>III. KEY LEARNINGS</b> .....	<b>7</b>
<b>IV. RECOMMENDATIONS</b> .....	<b>17</b>
A. TOP PRIORITY.....	17
B. ORGANIZATIONAL TRANSFORMATION PLAN (OTP).....	17
 OTP Strategic Pillar 1: Strengthen DEIAC strategic drivers .....	21
 OTP Strategic Pillar 2: Enhance Public Input, Involvement and Participation.....	23
 OTP Strategic Pillar 3: Invest in mutually beneficial collaboration and partnership .....	25
<b>ACKNOWLEDGMENTS</b> .....	<b>27</b>
<b>APPENDICES</b> .....	<b>29</b>

ADMINISTRATIVE DRAFT

## Executive Summary

Acronym to include:

Talitha Consults – Talitha

DEIAC

CMAI

ET

RFP RESPONSE LANGUAGE

DEIAC – 5 strategic objectives

ADMINISTRATIVE DRAFT



## Shared Meanings: Why and How

Defining terms like “diversity,” “equity,” “inclusion,” and “accessibility” (DEIA) is crucial for McMinnville because it offers common understanding for effective and clear communication and action. In partnership with Diversity Equity and Inclusion Advisory Committee (DEIAC), Talitha co-created the following DEIA definitions to guide this organizational assessment process. Using these unified definitions will help guide community members, stakeholders and decision makers within the City with a clear sense of direction to strive towards collectively.

**Accessibility**, rooted in disability rights, means ensuring that everyone, regardless of ability, can fully participate in all aspects of community life. When cities prioritize accessibility, it benefits not only people with disabilities but also older adults, parents with strollers, and anyone facing temporary mobility challenges. Accessible transportation options like wheelchair ramps on buses benefits not only people with disabilities but also people with walkers, and travelers with luggage. Similarly, offering closed captioning in public meetings not only assists individuals who are deaf or hard of hearing but also benefits non-native speakers and people in noisy environments.<sup>1</sup>

**Belonging** is much more than a felt personal experience that is intertwined with the structural systems that shape our lives. While a “sense of belonging” is felt within us as individuals, that feeling’s ability to arise is heavily influenced by the societal systems we utilize and are a part of. To nurture belonging, we must address both its personal and structural contributors.<sup>2</sup>

**Diversity** refers to the wide variety of people living in a community, including their different backgrounds such as race, ethnicity, gender, age, ability, sexual orientation, religion, and socioeconomic status. It also includes the range of perspectives, opinions, and beliefs that individuals bring to the table. For a city government, diversity means recognizing and valuing these differences among its residents and

---

<sup>1</sup> Adapted from National Center on Accessible Education Materials by Carol Rozumalski, Associate Principal at Talitha Consults, April 2024

<sup>2</sup> <https://belonging.berkeley.edu/bridging-belonging>



ensuring that policies and services are inclusive and equitable for all members of the community. In a collective setting, diversity describes communities and groups – not individual people.

### ***Demographic Diversity***

Human differences, such as ethnicity, gender, sexual orientation, age, socio-economic status, (dis)ability, religious or spiritual identity, national origin, political belief, etc.<sup>3</sup>

**Equity** means ensuring that everyone has a fair opportunity to achieve positive outcomes. Equity involves actively working to address disparities and barriers that prevent certain groups from reaching the same level of success as others.

**Inclusion** means creating welcoming environments and experiences where everyone feels valued and respected, and where everyone has the opportunity to contribute to and participate in community life. Inclusion is authentic and curious, and involves actively seeking input from all members of the community, regardless of their background or circumstances, and ensuring that their voices are heard and considered in decision-making processes. Making mistakes by mis-stepping, misspeaking, or past ignorance can happen as we take courageous risks to create more just and welcoming environments. Therefore, it is important to make space and time to name and repair harms.

**Justice** is an outcome that equity & inclusion processes aim to accomplish.

**Language Access:** According to the National Institutes of Health (2022), language access is achieved when individuals with limited English proficiency can communicate effectively with employees, staff, or the agency and participate in its programs and activities.

**Marginalization:** The process that occurs when members of a dominant group relegate a particular group to the edge of society by not allowing them a voice, identity, or place for the purpose of maintaining power.

**Social Justice** is a process, not an outcome, which (1) seeks fair (re)distribution of resources, opportunities, and responsibilities; (2) challenges the roots of oppression and injustice; (3) empowers all people to exercise self-determination and realize their full potential; (4) and builds social solidarity and community capacity for collaborative action.

---

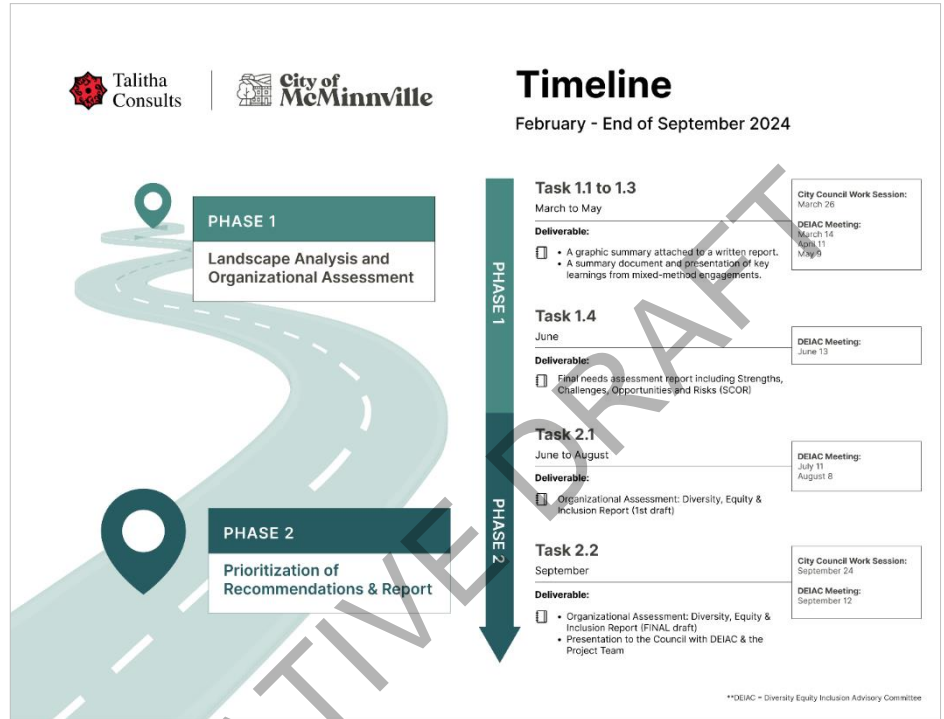
<sup>3</sup> <https://cssp.org/wp-content/uploads/2019/09/Key-Equity-Terms-and-Concepts-vol1.pdf>

## I. Initiative Overview

### A. The founding of the Diversity, Equity, and Inclusion Advisory Committee (DEIAC)

Under the leadership of the Human Resources Director in 2021, the City Council passed Ordinance 5097 and codified the founding of DEIAC. Additionally, McMinnville’s strategic plan, “MacTown 2032” established the goal of “Engagement & Inclusion” and set forth several strategic objectives (SOs):

1. Actively protect people from discrimination and harassment
2. Celebrate the diversity of McMinnville
3. Cultivate cultural competency and fluency through the community
4. Grow City’s employees and Boards and Commission to reflect our community
5. Improve access by identifying and removing barriers to participation



### B. City of McMinnville’s Assessment Initiative (CMAI)

In late 2023, the City selected Talitha Consults (Talitha) to support organizational assessment through the lens of diversity, equity and inclusion. DEIAC played a pivotal role in guiding and shaping this initiative. DEIAC added accessibility as another lens through which to assess the City’s current state. The service contract was signed in January 2024.

## II. Methodology and Approach

Talitha launched a mixed-method engagement approach to gather valuable insights and feedback from diverse community members. The consultants at Talitha also scanned the City’s existing documents, policies, and programs, as well as comparative studies of neighboring cities similar to McMinnville. Talitha’s mixed-method engagement approach consists of—

- One initiative kick-off meeting with the City project team plus regular project meetings throughout
- 28 in-depth individual interviews with a mix of community members, City staff and City affiliates
- Three in-person listening sessions with key stakeholders (DEIAC, executive team and managerial staff)
- Seven working sessions with DEIAC
- One initial presentation to the City Council work session (another scheduled for September 2024)
- Several site visits to the City’s various neighborhoods and, points of contact and City offices

Additionally, the City dedicated a web page to give a brief overview of this process ([Organizational Assessment Initiative 2024](#)). The News-Register—a local newspaper—also published about this initiative

4 times within 6 months. The following process diagram illustrates the nine-month journey that the City, DEIAC and Talitha embarked on to produce a final organizational assessment report for the City. For more information of theory of change and research analysis framework, please refer to Appendix-F.

### III. Key Learnings

In the initial phase of the process, Talitha generated a Strength, Challenges, Opportunities and Risks (SCOR) document. For the SCOR analysis, we assessed three areas: 1) Existing policies, procedures and practices for both internal and external functions; 2) MAC-Town 2032 which is the current strategic plan; 3) Programs and services aimed to advance inclusion efforts. Table 1-1 on page (#) describe key learnings in more details.

The SCOR analysis was followed up with 27 in-depth individual interviews (IDIs) with interested diverse stakeholders. Lastly, the Consultants augmented these research efforts with field notes from multiple site visits within the City. As a result, key takeaways from CMAI are grounded in rich and robust empirical data, both qualitative and quantitative as well as experiential.

#### Strengths

- This initiative → how it came about (dedicated, courageous, and resourceful residents, DEIC past and present + committed staff liaison).
- Good at following established processes; city records are kept well for compliance.
- Multiple departments reported doing their best to offer welcoming and inclusive programs.
- Policies and processes in place to report workplace harassment to report incidents *after the fact*.
- Some departments allegedly have translated materials, have multilingual staff, have interpreted, etc.
  - Policy in place for bilingual language pay.
- Some departments report having existing channels to connect with community members.
- Dual language and flyers in English and Spanish, especially for P&R and at-large community events.
- Culturally inclusive programs are starting to blossom → the State of the City event, PROS plan outreach and engagement.
- The Library's ongoing efforts (land acknowledgment, partnership with residents for Juneteenth)
- Parks adaptive play program (testimonies from a community partner during a site visit)

#### Challenges

- A lot of process and compliance monitoring with *minimal* impact assessment.
- Lacking a unified understanding of diversity, inclusion, equity, and accessibility values (with the City departments).
- Language accessibility for essential services is non-existent
  - [Public Works | McMinnville, Oregon](#) (Language access improvement area)
  - [Contact the City of McMinnville | McMinnville, Oregon](#)
  - What about accessibility in general? The online link doesn't seem to work.
- Compliance mindset - "We don't have any reports on discrimination. We follow the process. We are OK."



- There is a sense of need to build mutual trust and understanding between elected officials and DEIAC.
- Allegedly, some leaders are under a cone of silence. If silence does not mean compliance, then what does it mean?
- MACTOWN 2032 is often referred to as a catch-all vision document.
- Lacking unified tracking, monitoring, and reporting mechanisms to understand whether and to what extent DEIA values are operationalized within and across departments.
- Implementation of MACTOWN 2032 strategic goals lacks tracking, monitoring and reporting systems across the City.
- Multiple department heads point to insufficient capacity and resources to incorporate DEI principles into existing programming and services. As such, integrating equity practices using an equity lens document that DEIAC has introduced feels like an added task.
- Lacking coordinated effort to offer consistent learning and development opportunities for the workforce and leadership, including but not limited to pro-equity topics.

#### DEIAC:

- What does the City want from DEIAC?
- Are staff and leaders who are supportive of DEI advancement adequately resourced and equipped?
- To what extent does the workforce and city leadership understand the purpose and relevance of having DEIAC?
- What does the Mayor and City Council expect DEIAC to be?
  - How is this document communicated? [deiac\\_2024\\_goals\\_final.pdf](#) ([mcminnvilleoregon.gov](http://mcminnvilleoregon.gov))
- What is the accountability measure?

## Opportunities

- Multiple department leaders are open to DEI learning opportunities if offered more.
- DEIAC to position itself as a subject matter expert to advance DEI across the City.
- A refined HR system offers a great foundation to expand streamlined learning and development opportunities.
  - How do we sustain this process improvement and integrate it into a permanent institutional change?
- Impact-driven programs and services:
  - Need to define primary and secondary audiences; establishing substantiated understanding between intent vs. impact.
  - What are the intended impacts or outcomes? Refer to DEIAC strategic goal #5, “increase access by identifying and removing barriers to participation”. The more pressing question is – between which parties—*for whom and with whom?*
- There is an opportunity to **connect strategic goals with result-based accountability** (RBA). The illustration below is a template for a tool to document and record the implementation of **strategic goals with result-based accountability**.

1	<b>Vision</b>	Enter your text here	Vision outlines what you want to be in the future—the hopes and aspirations of the organization. Shorter is better. When staff can remember the vision it becomes part of the culture.
2			
3			
4	<b>Mission</b>	Enter your text here	(Optional) A mission statement defines the fundamental purpose of the organization, why it exists and what it does to achieve its vision.
5			
6			
7			
8	<b>Values</b>	Enter your text here	(Optional) Values are the cultural norms that you expect employees to adhere to in their day activities that contribute to executing the plan and achieving the vision. They are a key element of a strategic plan, but rather enrich staff's understanding of the board's services are to be delivered.
9			



## Risks of Foregoing DEIA

- Furthering disparate attempts within departments
  - Some departments are light-speed ahead of others in advancing equity.
- Lack of skill set to deal with racialized fear
  - “demographobia” is the irrational fear of changing demographics by H. Samy Alim.
- Diversity being misunderstood or misconstrued as used as a tool divide. Diversity is not seen as an asset.
- Unless pro-equity actions are connected to the institutional level, leadership changes might risk the delay in bringing about meaningful and lasting change.
- Anti-equity groups further diminishing DEIAC’s contribution to the City’s well-being.
- Performative check-box without meaningful change.

### Strategic Plan:

- How to balance and integrate operational and aspirational values.
- Doing ‘nice or busy work’ without a purpose and impact.

- Intent vs. Impact
- Lack of mutual understanding could lead to further confusion internally & externally
  - **Action committee vs. Advisory**
  - *Different definition of **action**?*
    - **Is advising a type of action?**
    - **Is advocating a type of action?**

There are limitless opportunities and that is **both good news and difficult news.**

ADMINISTRATIVE DRAFT

## B. Key takeaways from internal and external stakeholder interviews about McMinnville's DEI culture and posture:

1. **There is a need for strategic drivers** to operationalize DEIA across departments. MAC Town 2032 Strategic Plan serves as an initial cultural driver by enlisting equity as one of the City's core values. However, it does not offer a procedural guide on executing pro-equity policies, programs and services.
2. The City is moving in the right direction by **centering the voices of those with the least access** to improve its service provision and community engagement. Many external stakeholders recognize the Parks and Recreation Department and Library Services as departments that exemplify community-engaged practices.
3. 50% of internal stakeholders said **DEI is a priority** for the City, while the other 50% reported that **DEI is not a priority** for the City.
4. There is a desire for **better city-wide coordination and communication regarding the City's DEI efforts and progress**.
5. There is a **disparate and superficial understanding of what equity looks like in practice and why equity matters** among the internal stakeholders. A few internal stakeholders indicate equity as a social trend.
6. Most external stakeholders who have had interactions with the City reported that their interactions have been positive.
  - a. 100% of external stakeholders said they **felt welcomed** when they interacted with the City.
  - b. 90% of external stakeholders **identified barriers** to accessing City programs or services. Confusions mostly revolved around hours of operation, roles, and functions— *who is responsible, who is accountable, and when is the office open?*
7. Most external stakeholders engaged in this process **have a dynamic and nuanced understanding of equity and equity application**, especially in the local government. Among the people of color interviewed, there is an acceptance that McMinnville is a leader in social justice and racial equity in Yamhill County.
8. The City must decide whether to revise the older definition of equity to align with the present reality.
9. All leaders expressed a desire for **more but targeted growth and learning opportunities** to deepen the knowledge and application of DEIA. DEI learnings opportunities in the past were one-off offerings. Currently, growth and learning opportunities are primarily self-directed; the onus is on the employees to find opportunities and request approval from their supervisors.
10. Professional growth and learning opportunities are not integrated to any performance review or appraisals. Linger questions from the Consultant include:
  - a. What performance accountability measures does the City currently have?
  - b. What does stewardship look like?
11. 100% of internal stakeholders think that the City Manager's Office should take the lead in implementing DEIA initiatives as well as monitoring and tracking associated outcomes.
12. All internal stakeholders identified **limited capacity and shifting and competing priorities as ongoing barriers** to applying DEIA in their roles. To most of these individuals, DEIA appears to be an aspirational goal; thus, carrying out tasks to support DEI-centered goals is an additional effort.
13. The purpose as well as the roles and responsibilities of DEIAC, seem unclear to most internal stakeholders. Linger questions from the internal stakeholders include:
  - a. Why does DEIAC exist – *the purpose?*
  - b. Who do the committee members represent—residents, businesses, schools, or other social identities?
  - c. What are the key functions of DEIAC? How effective is the committee, and how do they know it?
  - d. What added value(s) does DEIAC bring to the City as a whole?
14. Establishing a sense of internal and external trust and accountability is essential to promote meaningful engagement.
15. Social tension and anxiety stemming from the current political climate is high in the community. McMinnville is situated within a larger social and political environment; thus, it is not prone from being affected by



pressing issues occurring outside the city limits.

16. There is a concern that DEIA initiatives might be misunderstood and/or misconstrued. Some internal work groups might question DEI-centered organizational change.
17. Voices that expressed DEI initiatives as unnecessary are bold and unapologetic. They exist across the community.
18. 100% of external stakeholders who allegedly hold socially marginalized identities are worried that DEI efforts might get dismantled when pro-equity leaders in the City leave their positions.



## **BARRIERS:**

When naming and addressing barriers, it is important to note that they can be both invisible and visible as well as tangible and intangible. Thus, stakeholders engaged in this process implore the City to address barriers that hinders public participation in and contribution to programs, services and governance within the City. In the following pages, the Consultants share their comprehensive insights gleaned from and supported by diverse stakeholder's direct input during the individual interviews.

## **DEIA Culture and Posture within the City**

*Do community members feel welcomed and represented at the City?*

- 100% of external responses said they felt welcomed when they interacted with the City.\*
- 93% of external IDI participants said City staff are **not** representative of its 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 as well as to improve language accessibility; however, the City does not know what to do, where to start, or who should take ownership.
- Deficiency mindset held by the majority of internal respondents. “We need more capacity... We need more resources.... We have to prioritize compliance so that our existing funding won’t get taken away.”

“

I think Diversity is a priority for the City, but I am not sure about equity... We are doing diversity but it doesn't feel real.

---

“

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

---

“

There has been more of a push getting community feedback (i.e surveys), but don't know that happens with the data afterwards, what the leadership is doing with that... I don't see the outcome. There have been incentives. There is an opportunity to be heard, but don't know that happens to the data.

---

“

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.

## 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. (For example, “library and parks & recs are light-years ahead in terms of engaging with diverse communities compared to other City departments”)
- Impact of DEI efforts requires more communication, monitoring, and evaluation (“What are the results? What does accountability look like? Who benefits? Who is burdened by these efforts?”).
- 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.

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

“ Transparency – visual tool. A map of processes. For example, I want to get a building permit. I want to be a part of this. Forms are also verbiage.

---

“ There has been more of a push getting community feedback (i.e surveys), but don’t know that happens with the data afterwards, what the leadership is doing with that... I don’t see the outcome. There have been incentives. There is an opportunity to be heard, but don’t know that happens to the data.

---

“ 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?

## DEIA Challenges & Risks

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

- The average satisfaction rate of external respondents was **3.3** (where 0 is least satisfied, and 5 is most satisfied).\*

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

- **90%** of external respondents reported that there are barriers to accessing City programs or services. \*

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

## DEIA Challenges & Risks - Overlapping Themes

- Social tensions & social anxieties (past, present, and near future.
- Fear of further division between racial and cultural groups.
- Existence of service and structural barriers when accessing, engaging & participating in City programs or services (for example, language accessibility and accommodation needs.).

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

“

It is hard to speak with someone from the city. There is an issue here in my street and it is missing a stop sign, I sent several emails to different places within the city. I never obtained a reply. It is very frustrating because it is a need. It is something that can affect the neighborhood. The fact that I don't know where to send, who to talk to and I see no reply to the mailboxes that I sent my concern it is very discouraging.

“

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

- Reducing participation barriers by providing necessary accommodations for community members, including but not limited to language access services, stipends and childcare.
- 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.
- City manager's office to own and lead DEI initiatives.

*\*100% of internal respondents say that\**

“

We need internal people to advocate for the City. Have a person or a couple of people to build relationships with communities.

---

“

You really miss out on hearing other people in the community who might not be as involved because they don't feel as included due to the lack of language access, culture, disability access, etc. You end up hearing more from the side of people that “think what is good for our community or what's working or what's not, instead of looking at the bigger picture”... You have to try, put the olive branch out, find an inclusive space or an inclusive event that people want to go and speak and be heard about, generate ideas. See the actual needs of the community.

---

“

City staff need more training on how to handle difficult conversation and situations. I have seen them overcompensating individuals who are being difficult by overtly opposing to the City's programs and services. Why do we need to give too much air time? The staff needs training.

## IV. 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, Associate Principal at Talitha Consults LLC*

The journey toward creating and sustaining a more just, equitable, and inclusive McMinnville requires a commitment to address challenges directly while allowing community engagement and relationship-building to be the foundation of inclusive – and, therefore more sustainable - decision-making. McMinnville can invigorate its mission “to deliver high-quality services in collaboration with partners for a prosperous, safe and livable community” by tapping into the groundswell of entrepreneurship in its diversifying communities, including the growing immigrant population. Doing so will require McMinnville to develop and implement a series of actions that, together, will establish the foundation and approach for how it grows and embraces change.

### A. Top Priority

100 % of the internal stakeholders engaged in this initiative think that the City Manager’s Office should take the lead in implementing DEIA initiatives as well as monitor and track associated outcomes. Both internal and external stakeholders share an understanding that organizational change through the lens of DEIA requires improving operations and communication internally and externally.

### B. Organizational Transformation Plan (OTP)

The final deliverable for the City’s organizational assessment is the pro-equity Organizational Transformation Plan (OTP). The assessment process served as a catalyst for realizing McMinnville’s existing operational and strategic goals. Additionally, DEIAC’s strategic objectives as well as the City’s seven strategic priorities, inform and shape key components of OTP, slated for implementation in the next five years. OTP’s three strategic pillars include—

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

**Goal 1:** Create a unified set of definitions for DEIA to ensure the City and its residents have shared meanings/language. *Timeframe:* Year 1

**Goal 2:** Initiate the use of **the Equity Lens Toolkit**<sup>4</sup> for all departments, starting with executive leadership. *Timeframe:* Year 1

**Goal 3:** Develop a communications strategy for McMinnville’s DEIA initiatives. *Timeframe:* Year 1 & 2

**Goal 4:** Design and launch an employee engagement survey. *Timeframe:* Between year 1 & 2

2. **Enhance Public Input, Involvement and Participation:** This strategic pillar is achieved through—

**Goal 1:** Implementing accountability and responsibility tools (e.g., RACI chart) for equitable and inclusive information sharing. *Timeframe:* Year 1 + ongoing. This includes reporting to the DEIA Committee the use and impact of **the Equity Lens Toolkit** across departments in year 1.

**Goal 2:** Finalize a communications strategy for McMinnville’s DEIA initiatives. *Timeframe:* Year 2

**Goal 3:** Recommend the Council to review and approve **the Public Engagement charter** which is currently in a draft version within the City Manager’s office. *Timeframe:* Year 2

**Goal 4:** Develop City’s language access plan (LAP) *Timeframe:* Year 1 + ongoing

<sup>4</sup> See Appendix-#



3. **Invest in mutually beneficial collaboration and partnership:** This strategy is achieved through—

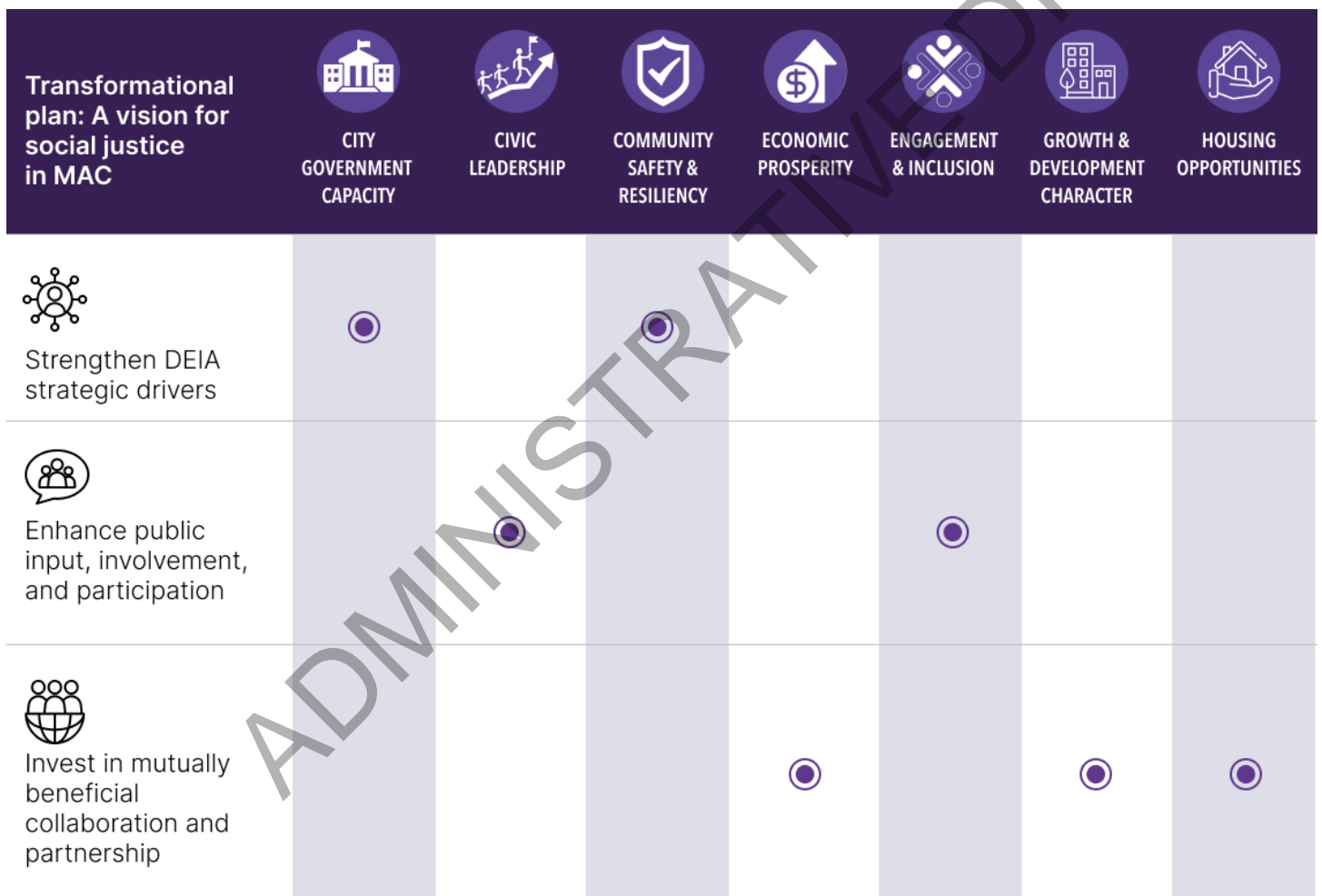
**Goal 1:** Dedicate personnel for City-wide continuous learning and growth opportunities. *Timeframe:* Year 1+ongoing

**Goal 2:** Provide ongoing employee learning and development opportunities integrated into employee performance reviews. *Timeframe:* Year 2 + ongoing

**Goal 3:** Implement MAC Community Outreach Strategy rooted in DEIA principals (human-centered, location-centered, mission-centered and service-based outreach approaches) approaches; see Appendix G (Community Outreach Strategy).

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

The following graph shows how the Organizational Transformation Plan supports and overlaps with the City’s strategic priority and DEIAC’s strategic objectives.



In addition, implementation steps are categorized into three different timelines:

- Short-term (YEAR 1)
- Medium-term (YEAR 2)
- Long-term (YEAR 3 TO 5)

ADMINISTRATIVE DRAFT











# Organizational Transformational Plan: 2025-2030

Ongoing

Emphasis

Sustainability



 <p><b>YEAR 1-2</b> Strengthen DEIAC strategic drivers</p>	 <p><b>YEAR 2-3</b> Enhance public input, involvement and participation</p>	 <p><b>YEAR 3-5</b> Invest in mutually beneficial collaboration and partnership</p>
<p><b>Action Steps:</b></p>	<p><b>Action Steps:</b></p>	<p><b>Action Steps:</b></p>
<p><b>Strategic Objectives (SO):</b></p> <div style="display: flex; gap: 10px;"> <div style="background-color: #2c3e50; color: white; padding: 5px; border-radius: 5px;">3</div> <div style="background-color: #2c3e50; color: white; padding: 5px; border-radius: 5px;">4</div> </div>	<p><b>Strategic Objectives (SO):</b></p> <div style="display: flex; gap: 10px;"> <div style="background-color: #2c3e50; color: white; padding: 5px; border-radius: 5px;">3</div> <div style="background-color: #2c3e50; color: white; padding: 5px; border-radius: 5px;">5</div> </div>	<p><b>Strategic Objectives (SO):</b></p> <div style="display: flex; gap: 10px;"> <div style="background-color: #2c3e50; color: white; padding: 5px; border-radius: 5px;">1</div> <div style="background-color: #2c3e50; color: white; padding: 5px; border-radius: 5px;">2</div> </div>
<p><b>MAC-Town 2032 Strategic Priorities</b></p> <div style="display: flex; gap: 10px;">   </div>	<p><b>MAC-Town 2032 Strategic Priorities</b></p> <div style="display: flex; gap: 10px;">   </div>	<p><b>MAC-Town 2032 Strategic Priorities</b></p> <div style="display: flex; gap: 10px;">    </div>

DEIAC Strategic Objectives (SO):

- |          |  |          |  |          |  |
|----------|--|----------|--|----------|--|
| <b>1</b> | Actively protect people from discrimination and harassment | <b>3</b> | Cultivate cultural competency and fluency throughout the community     | <b>5</b> | Improve access by identifying and removing barriers to participation |
| <b>2</b> | Celebrate diversity of McMinnville                         | <b>4</b> | Grow City's employees, Boards and Commissions to reflect our community |          |  |

Added on 09.20.2024

For each recommended action item, the Consultant has recommended the use of a RACI chart, a tool used in project management to define roles and responsibilities for stakeholders involved in a project. It is a spreadsheet or a table matrix that lists the stakeholders and their level of involvement in each project task, denoted by the letters R (responsible), A (accountable), C (consulted), or I (informed).<sup>5</sup>

## **OTP Strategic Pillar 1: Strengthen DEIAC strategic drivers**

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

Diversity, equity, inclusion, and accessibility (DEIA) are living concepts that have a strong presence in McMinnville. Most of the people who participated in the assessment process saw DEIA as adding value to their work and community. While there is general agreement that DEIA ought to be incorporated into city business and community engagement, definitions of DEIA are varied and nuanced. Creating a set of definitions will add clarity and establish common understanding. As a result, community members and city stakeholders can integrate DEIA into large-scale projects that align with their interests and goals. Terms to be defined are both conceptual and operational and will create a foundation of common understanding. The shared meanings Talitha created with the DEIAC are an example of the definitions that will be scaled up to inform, coordinate, and support city-wide DEIA work.

Timeframe: Year 1

Capacity & Resources:

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

The purpose of the Toolkit is to evaluate the City's systems for any potential impacts on the populations it serves and to identify opportunities for dialogue. The purpose is not to create a scoring system or pass judgment. It is not an end in itself but a kick-starter for deeper conversation and collaboration. The Equity Lens Toolkit should not replace intentional outreach and meaningful engagement with diverse members of the public. The tool is to help kick-start a thinking model that is broad and inclusive with an goal to add more fairness within an organization. See-Appendix **J** for the Equity Lens Toolkit customized for McMinnville.

Timeframe: Year 1

Capacity & Resources:

### **Goal 3: Develop a communications strategy for McMinnville's DEIA initiatives. a communications strategy for McMinnville's DEIA initiatives.**

When staff see how DEIA connects to their job, they'll understand it's something that helps them do their work more effectively. Instead of seeing DEIA as just a social trend, employees will come to understand that it's about improving city services so they work better for everyone. Having a communications strategy is critical to showing city leaders and staff how DEIA helps make city services fairer for everyone, especially in a changing and diverse community. Ensuring people from different backgrounds have a say in how the city runs is also important for

<sup>5</sup> Source: RACI Chart: Definitions, Uses, And Examples for Project Managers – Forbes Advisor

building transparency that leads to accountability and mutual trust. A well-developed communications plan that tells the stories of equity in action will create the bridge that dedicated city employees need to see that being adaptable and giving people what they need to succeed are signs of good government.

Timeframe: Between year 1 & 2

Capacity & Resources:

The communications strategy must be clear, on-point, and appeal to a wide audience. Tactics to consider include the following:

- Easy-to-understand presentations and workshops that explain how DEIA is not just a social trend but a way to make sure city services work well for everyone
- Real-life examples from other cities to show how DEIA has improved services and helped communities grow stronger.
- Regular community meetings where residents can share their ideas and challenges with city services. Make sure these meetings are accessible to everyone.
- Advisory groups that include members from various communities to help guide city policies and projects.
- Training sessions that show the difference between equality and equity. Use role-playing or simulations to help staff understand the concept.
- Visual aids, like posters and infographics that explain equity in simple terms and display them around city offices.
- Social media posts that highlight how DEIA approaches have invested in community and positive economic impacts.

#### **Goal 4: Design and implement an employee engagement survey.**

Employee engagement surveys can be a powerful tool for improving diversity, equity, and inclusion (DEI) in cities like McMinnville. Employees are positioned well for success and challenges, and they can identify solutions (Brecheisen, 2023). Engagement surveys also provide continuing reference points for monitoring DEI initiatives, their implementation, and their effectiveness in achieving desired outcomes. Employee engagement surveys also help keep employees happy and stay at their jobs.

The benefits of employee engagement surveys are many and hold significant value for strategic planning:

*Spotting Problems Early:* Engagement surveys help city leaders find issues like discrimination or unfair treatment early on. By identifying these issues, they can address them before they become bigger problems, making the workplace fairer for everyone.

*Making Employees Feel Heard:* When employees are asked for their opinions through surveys, they feel valued and included. This can help increase their satisfaction and make them more likely to stay in their jobs.

*Improving Employee Health and Well-being:* Surveys can reveal employee stress or dissatisfaction. Addressing these concerns can improve mental health, making the work environment healthier and safer.



*Boosting Productivity:* Employees who feel that their concerns about diversity and inclusion are taken seriously are more likely to be engaged and motivated in their work, leading to better performance.

*Increasing Retention:* Surveys help ensure that all employees feel they belong. When people feel they are part of an inclusive workplace, they are more likely to stay with the organization, reducing turnover and saving costs.

These benefits demonstrate how employee engagement surveys can enhance DEI efforts and improve overall employee retention, leading to a more positive and productive workplace.

Timeframe: Year 2

Capacity & Resources:

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

**Goal 1: Implement accountability and responsibility tools (e.g., RACI chart) for equitable and inclusive information sharing.**

**The RACI chart** is part of a responsibility assignment matrix (RAM) for project management. It is a spreadsheet or a table matrix that lists the stakeholders and their level of involvement in each project task, denoted by the letters R (responsible), A (accountable), C (consulted), or I (informed). To use a RACI chart, you will need to define roles, assign respective work, and understand stakeholder involvement in a project.

R, A, C, I stand for:

- **Responsible:** The person who is accountable for ensuring the task is completed or the deliverable is created is known as the responsible person in the RACI chart.
- **Accountable:** In the RACI chart, the responsible individual assigns tasks and oversees their execution within a project.
- **Consulted:** Individuals who fall under the category of ‘Consulted’ are those who offer their opinions and suggestions regarding the progress of a project. These individuals are invested in the project’s outcome as it may impact their present or future work.
- **Informed:** People who are informed about a project’s progress should be kept in the loop, but they don’t necessarily need to be consulted on every decision or overwhelmed with the details of every task.

How to use the RACI Chart on the next page:

1. Identify stakeholders associated with the project. Replace the column labels, columns 1 to 4, with names of specific personnel or departments.
2. Add tasks and phases on each row under the ‘Task’ column.
3. Identify which stakeholder is responsible, accountable, consulted, or informed for each corresponding task on each row.

RACI For City of McMinnville Organizational Assessment Initiative (CMAI)

Tasks	Stakeholder 1	Stakeholder 2	Stakeholder 3	
<b>Phase 1</b>				
Tasks 1.1	A	R	C	
Tasks 1.2	C	A	I	
Tasks 1.3	R	I	A	
<b>Phase 2</b>				
Tasks 2.1	R	A	C	
Tasks 2.2	C	A	I	
Tasks 2.3	R	I	A	
				<b>Legends:</b>
				R - Responsible
				A - Accountable
				C - Consulted
				I - Informed

Timeframe: Year 1 + ongoing. This includes reporting to the DEIA Committee the use and impact of the **Equity Lens Toolkit** across departments in year 1.

Capacity & Resources:

**Goal 2: Finalize a communications strategy for McMinnville’s DEIA initiatives.**

This effort is a continuation from year 1. Strategic pillar 1, goal # 3. At this point, the City should have a consistent and written communication procedure.

Timeframe: Year 2 + ongoing

Capacity & Resources:

**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.**

Timeframe: Year 2 + ongoing

Capacity & Resources:

**Goal 4: Develop City’s language access plan (LAP)**

Assess and integrate language access services (LAS) across the City. LAS include interpretation, translation, closed-captioning services to remove language barriers and to diversity engagement and participation channels.

Timeframe: Year 1 + ongoing

Capacity & Resources:

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

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

Accessibility may hold the key to unlocking a comprehensive approach to DEIA in McMinnville. In describing examples of ADA compliance, employees clearly understood how built environments and designed experiences can greatly improve residents' experience, that their inclusion in design and implementation was pivotal to success, and that continuous improvement was something they were deeply committed to.

As with the ADA, the aspiration for DEI competency is for employees to analyze, evaluate, and create conditions and experiences that are inclusive, equitable, accessible, and welcoming. Competency may be developed through training and workshops.

Talitha recommends adding 1 FTE. 0.5 FTE would coordinate DEIA trainings for the City. The scope of work would include assessing DEIA training needs across all city departments, researching and reviewing promising practices, and integrating the content into a training curriculum.

Another 0.5 FTE would focus on hiring, onboarding, employee wellness, and retention. The work centers on recruiting, developing, and retaining city employees who represent McMinnville's cultural communities. Aspects of fairness, equity, career mobility, and employee wellness would also be enhanced with a focus on responding to employee feedback on job satisfaction. This position is an investment in maintaining and developing a committed, responsive and community-centered workforce. When employees are engaged, trained well, cared for, and mobile in their careers, McMinnville will attract and retain employees at a higher level.

Timeframe: Year 1+ongoing

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

A long-term learning and development (L&D) plan is essential to achieving the strategic objectives of the DEIAC. Training employees and board members in cultural competency and fluency will embed the necessary knowledge, skills, and abilities needed for meaningful and effective participation. Talitha encourages McMinnville City leadership to create its training program in partnership with residents and employees. Mixed method learning, including workshops, online courses, and interactive sessions, are recommended. This training should be continuous, with primers every few months to ensure the knowledge stays fresh. To ensure that the City's workforce represents the community, the City should recruit people from diverse backgrounds and create mentorship programs to support their growth. Cultural competency will grow and become more nuanced as McMinnville's workforce becomes more diverse.

To measure success, the City can track changes in the diversity of its employees in its employee engagement survey. Regular assessments, including pre- and post-training knowledge checks, will show if the trainings are effective and where improvements are needed.

We also have special workshops like "Crucial Conversations," "Belonging and Othering," "Targeted Universalism," "Adaptive Leadership," and "Reflective Practice" that help city staff understand and deal with important social and racial issues. These workshops aren't just about diversity, equity, and inclusion (DEI), so even if staff members aren't

interested in DEI, they can still start with these. For White staff, we suggest using anti-racist journals and caucusing resources by Casey Tonnelly, an equity practitioner and trainer.

Talitha also recommends that the district consider hiring local people and organizations as trainers to create and run workshops focused on equity and inclusion. Many public agencies have hired consultants who are experts in Racial Equity and Inclusion to help with this. Local voices already have the advantage of holding relationships in the community, and they know McMinnville's historical and contemporary landscape and the surrounding area.

*Timeframe:* Year 2 + ongoing

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

Deploy human-centered, location-centered, mission-centered and service-based outreach Approaches. See Appendix **G** (Community Outreach Strategy).

*Timeframe:* Year 1 + ongoing

*Capacity & Resources:*

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

Use tracking, evaluation and reporting tools to monitor the outcomes of DEIA efforts. See Appendix **H**: Community Engagement Screening Tool: Prioritizing Community Engagement Activities); Appendix **I**: MAC Community Engagement, Outreach, and Partnership Metrics, Indicator Measures, and Targets for more detail.

*Timeframe:* Year 2 + ongoing

*Capacity & Resources:*

### **Related areas of focus: All Departments**

City leaders and the DEIAC must transform outdated organizational structures by embedding DEIA principles at the core of governance. **DEIA is not merely a set of values** but a **comprehensive strategic approach** essential for reshaping city operations to ensure equitable treatment, improved daily functions, and fair service outcomes.

McMinnville, currently experiencing a significant growth phase, faces the challenge of ensuring its planning and policymaking processes reflect the interests of its communities and keep pace with rapid demographic and economic changes. Presently, many decision-making frameworks are outdated and primarily influenced by formal business organizations that wield significant influence on city leadership. However, the City's evolving needs demand a more inclusive approach. Expanding the decision-making bodies to incorporate businesses and residents from culturally and socioeconomically diverse communities will create a more dynamic and representative platform for addressing critical issues such as economic development and housing affordability.

Successful transformation in periods of growth requires an integrated, system-wide change management approach. This cannot be left for individual departments to address in silos. A unified and strategic response, coordinated through the City Manager's office, is essential. Collaboration across all City departments will strengthen the planning process and ensure operational goals align with the City's broader vision for the future.

The success of this transformation hinges on accountability. City leaders must establish clear DEIA goals, measure progress through transparent metrics, and be held accountable for results. Regular public reporting will foster trust, demonstrate the City's commitment to change, and provide continuous community engagement and feedback opportunities. Proven accountability frameworks, such as those implemented by other public agencies (e.g., the Statewide DEI Council), have shown that sustained focus on DEIA goals is critical to embedding these principles

into the fabric of organizational transformation. By making accountability a pillar of this effort, McMinnville can ensure DEIA initiatives move beyond discussion and are fully realized in practice.

## Acknowledgments

ADMINISTRATIVE DRAFT

ADMINISTRATIVE DRAFT



# Appendices

## Appendix A: Discovery Phase – Documents Reviewed

RACI-Chart: Responsibility, Accountability, Communication, Information

## Appendix B: Theory of Change, Assessment and Data Analysis Framework

*Theory of change:* The social-ecological<sup>6</sup> Framework guides and shapes the design and execution of multi-level and multifaceted engagements involved in this initiative (see Figure – 1). The purpose of using this framework is to encourage and guide the City to initiate and advance city-wide community involvement and engagement grounded in equity and inclusion beyond an individual or departmental level.

For the City's, analysts and researchers at Talitha Consults will use qualitative data to understand key themes from in-depth individual interviews with diverse community members. Additionally, we conducted a two listening session and various literature reviews, including the Census data specific to McMinnville and the surrounding region.

Qualitative data from individual in-depth interviews were thematically coded using the grounded theory method. The grounded theory method is a way of analyzing qualitative data; it entails collecting and processing information in such a way that the data itself reveals key themes<sup>7</sup>. It is a nuanced and iterative process that enables researchers to condense large quantities of data and notice the recurrent themes.



Figure – 1: Social-ecological framework diagram (Source: Center for Disease Control)

## Appendix C: Individual in-depth interviews

As of the date of this report, Talitha conducted IDIs with 28 individuals, most of whom were identified by DEIAC as key internal and external stakeholders. Of the 28 interviews, 8 and 20 were with internal and external stakeholders. Internal stakeholders are McMinnville staff, External stakeholders are community members who live, work, play, and pray within the City of McMinnville service area and have interacted or communicated with the City to varying degrees.

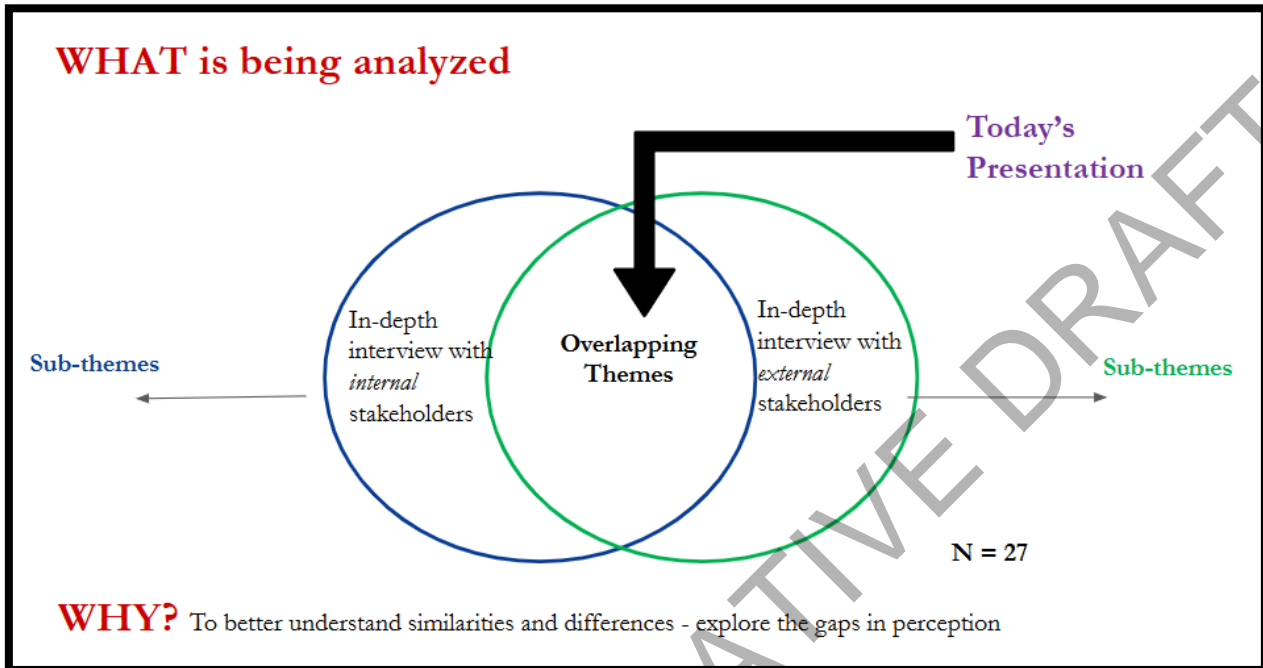
How interviewees were selected: The DEIAC, city staff, and the interviewees themselves selected and suggested the interviewees. At the end of every interview, Talitha asked each interviewee to suggest an individual(s) with whom Talitha should connect for this project (also known as snowball sampling).

<sup>6</sup> The social-ecological model is a conceptual framework researchers often use to guide the research development process and implementation strategies

<sup>7</sup> [http://www.sxf.uevora.pt/wp-content/uploads/2013/03/Charmaz\\_2006.pdf](http://www.sxf.uevora.pt/wp-content/uploads/2013/03/Charmaz_2006.pdf) | Kathy Charmaz, 2014

Data Analysis Approach:

Talitha designed and used two different sets of questions for internal and external stakeholder interviews. *Please refer to Appendix A: Additional Materials for a full list of questions.*



## Appendix D: Comparative Cities Analysis

Please see next page for the table chart.

<b>COMPARATIVE CITIES</b>	<b>People:</b> Do they have anything related to racial equity or social justice advisory committee, or commission? If there's a committee – is it active?	<b>Policy/Ordinance:</b> Are there any policies (department-based) or ordinances (law within the municipality) in place.	<b>Process:</b> What kind of process do they have in place? How is it funded? Who manages the process?
<b>Hillsboro, Oregon</b>	<p>The City has a is a formal <b>City Leadership Council</b>; however, we are unable to locate its activity/meeting information.</p> <p>The City has a body of “<b>Equity Leaders</b>”, from various departments. This group includes a dedicated DEI Manager, Community Engagement Manager, Workforce Development Manager, Supplier Diversity Administrator, and Assistant City Manager. Equity Leaders create a more organized coalition across the organization.</p> <p>The City has a dedicated <b>DEI Manager</b>.</p>	<p>The City Council formalized Racial Equity into <b>City Council Priorities &amp; Guiding Principles</b>. Specifically, they set out three major buckets of goals with specific sub-goals: <b>1. Diversity, Equity, and Inclusion Competencies, 2. Recruitment Barriers, 3. Strategic Equity Plan</b>. Each Racial Equity goal is tracked and monitored with an online PUBLIC dashboard.</p> <p>City Board members have to undergo <b>DEI training</b>.</p> <p>There are <b>supplier diversity programs</b> to strengthen business opportunities (Run under the Finance Department)</p> <p><b>Employee diversity policies and practices, as well as employee affinity groups, are run under HR.</b></p>	<p>The City Council and the City Manager's Office manage the primary DEI measures (<a href="#">ref link</a>).</p> <p>The City describes that it has an equity-driven <b>Community Engagement</b> process to inform decision-making. Specifically, the City states, “Equitable community engagement involves decision-making processes that: 1. Support meaningful participation to influence decisions. 2. Acknowledge the barriers to accessing decision-making. 3. Recognize diversity as both a strength and an opportunity. 4. Affirm that a healthy democracy requires outreach and public engagement.”</p> <p>The City has an open forum site, <b>Engage Hillsboro</b>, where community members can provide comments and feedback.</p>
<b>Walla Walla, WA</b>	<p>Equity is part of the <b>City's Core Values</b>. . However, how the City adopts equitable practices or policies is not readily available. Additionally, the HR department confirmed that there are no Diversity, Equity, or Inclusion programs in the City that exist (that they are aware of), including no committee or commission (phone call confirmation).</p>	<p>Equity is part of the <b>City's Core Values</b>. . However, how the City adopts equitable practices or policies is not readily available. Additionally, the HR department confirmed that there are no Diversity, Equity, or Inclusion programs in the City that exist (that they are aware of), including no committee or commission (phone call confirmation).</p>	<p>Equity is part of the <b>City's Core Values</b>. . However, how the City adopts equitable practices or policies is not readily available. Additionally, the HR department confirmed that there are no Diversity, Equity, or Inclusion programs in the City that exist (that they are aware of), including no committee or commission (phone call confirmation).</p>
<b>Woodinville, Washington</b>	<p>No response to phone or email inquiry.</p>	<p>No response to phone or email inquiry.</p>	<p>No response to phone or email inquiry.</p>
<b>Wilsonville, Oregon</b>	<p>The <b>City has an active DEI Committee</b>. Committee members meet once a month and have an established Mission and Values. The goal of this committee is to act as a liaison to</p>	<p>The City has an <b>Equitable Housing Strategic Plan</b> to promote equitable housing outcomes (under the planning department)</p>	<p>Initiatives are reflective of the community's needs and aspirations.</p>

COMPARATIVE CITIES	People: Do they have anything related to racial equity or social justice advisory committee, or commission? If there's a committee – is it active?	Policy/Ordinance: Are there any policies (department-based) or ordinances (law within the municipality) in place.	Process: What kind of process do they have in place? How is it funded? Who manages the process?
	<p>identify and address City issues that may marginalize anyone or make them feel excluded.</p> <p>DEI committee meetings are open to the public; however, a <b>speaker card</b> must be filled out prior to public comment.</p> <p>The <b>City Council</b> appoints the DEI Committee to address specific community recommendations from a 2020 listening session.</p> <p>The City Council requires active participation from the DEI Committee members. <u>After four absences from meetings (in a calendar year), members are excused from their roles.</u></p>		
Oregon City, Oregon	<p>It would be very useful for MAC to network with the DEI committee staff liaison in the development stage.</p> <p>Diversity, Equity, &amp; Inclusion   Oregon City, OR (orcity.org)</p>	<p>The DEI Assessment Report was completed and published by MGT.</p> <p>Triangle Consulting is supporting the DEI action plan. <a href="#">Oregon-City-DEI-Assessment-Report-2022-PDF (orcity.org)</a></p> <p><a href="#">MGT-Consulting---Scope-of-Work---Consultant-Services-for-Diversity-Equity-and-Inclusion-Initiatives-PDF (orcity.org)</a></p>	<p>The consultant is unsure about which department DEI falls under. The current staff liaison on the web seems to no longer appear with the City. A third-party consultancy is running the DEI task force.</p> <p><a href="#">Oregon-Citys-Path-to-Diversity-Equity-and-Inclusion (orcity.org)</a></p>
Ashland, Oregon	<p>The City of Ashland has a <b>Social Equity &amp; Racial Justice Advisory Committee</b>.</p> <p>The committee seems inactive currently. There is a staff liaison, but the information is not up-to-date.</p> <p><a href="#">Social Equity &amp; Racial Justice Advisory Committee   Ashland, OR (ashlandoregon.gov)</a></p>	<p>Resolution No. 2022-24 established the SERJAC as a Standing Advisory Committee to the City Council.</p>	<p>There is a work plan in place specifically to develop learning and development capacity within the city workforce.</p> <p>Adopted 2024 SERJAC ACTION PLAN • Interact with other Committees in their work as it intersects with SERJAC goals. • Compile list of local DEI partners, including information on areas of focus and impact</p>

COMPARATIVE CITIES	<b>People:</b> Do they have anything related to racial equity or social justice advisory committee, or commission? If there's a committee – is it active?	<b>Policy/Ordinance:</b> Are there any policies (department-based) or ordinances (law within the municipality) in place.	<b>Process:</b> What kind of process do they have in place? How is it funded? Who manages the process?
			metrics (Houston) • Obtain DEI training for SERJAC members. (Simon) • Conduct Listening Sessions with Ashland residents to capture documentation describing diversity, equity, and inclusion status. Utilize information obtained in Listening Sessions to inform and expand 2024 Action Plan. (Geraghty) • Develop DEI training program for local businesses and their staff, focusing on being authentically welcoming to all people. (DuQuenne) Page 1 of 6 Council Study Session • Understand scope of Consultant's DEI internal assessment and organize recommendations into phased plan with assigned liaison and budget specifications. (Spring 2024)
<b>Albany, Oregon</b>	<p>Albany's website did not mention DEIA much.</p> <p><b>Human Relations Commission</b></p> <p>This section does mention equal opportunity.</p> <p>LOC is a nonprofit organization representing 241 Oregon's cities. LOC provides advocacy, training, and technical assistance to city officials to help them better serve their communities.</p> <p>(LOC supports racial equity and social status across Oregon cities. Some cities have social justice advisory committees or commissions that collaborate with LOC. The long form of LOC is the League of Oregon Cities. Depending on the government, the cities and LOC come together as an essential part of DEI.)</p>	<p>As of the most recent updates, no specific ordinance dedicated to racial equity or social justice has been passed. The City is still in the process of addressing these issues through commissions and community engagement rather than through formal legislation.</p>	<p><b>The Human Relations Commission</b> "was established to strengthen and celebrate every resident of Albany by being committed to the philosophy of acceptance, inclusion, equal opportunity accessibility, dignity, and fair treatment for all. The HRC advises the city council and the city manager."</p>

COMPARATIVE CITIES	People: Do they have anything related to racial equity or social justice advisory committee, or commission? If there's a committee – is it active?	Policy/Ordinance: Are there any policies (department-based) or ordinances (law within the municipality) in place.	Process: What kind of process do they have in place? How is it funded? Who manages the process?
	(541) 917-7500  I found <b>RISE Albany</b> . I also found this <b>RISE program</b> .		
Woodburn, Oregon	Woodburn does not have a dedicated racial equity or social justice commission on public record. However, given its significant Latino population, the City has historically <b>emphasized diversity and inclusivity</b> . Any specific actions or committees would likely be embedded within broader city or department policies rather than standalone initiatives.  <b>Debbie Cabrales, Woodburn Councilor.</b>  <b>Woodburn project</b> , I also find this.  <b>Scott Derickson, City Manager, Woodburn</b>  <b>One of LOC directors, Equity lens framework</b>  (503) 982-5228	Woodburn, Oregon, appears to have no specific department-based policies or municipal ordinances that are explicitly dedicated to racial equity or social justice that are publicly documented.	I can't find much about it. <b>LOC</b> and the City?  (LOC supports racial equity and social status across Oregon cities. Some cities have social justice advisory committees or commissions that collaborate with LOC. The long form of LOC is the League of Oregon Cities. Depending on the government, the cities and LOC come together as an essential part of DEI.)  The City Council appoints members of the <b>Human Relations Commission</b> . Requirements for appointment include “1. Principal place of residence within the jurisdictional limits of the City of Albany. 2. Each council member shall have one counterpart with nominations ratified by the Council.”
Lake Oswego, Oregon	Lake Oswego has established a “Diversity, Equity, and Inclusion Task Force” that advises the <b>City Council</b> on racial equity and social justice matters. This task force was formed in response to community concerns and aimed to address systemic issues within the City. It is actively involved in reviewing and recommending policy changes and overseeing <b>programs</b> that promote diversity and inclusion within the community.	Lake Oswego City Council, this task force advises on policies and practices that promote <b>diversity, equity, and inclusion</b> within the City. The task force is responsible for making recommendations that could lead to developing specific policies or ordinances in the future.  The City launched or completed various <b>DEI</b> initiatives across multiple services:  1. The City Council created a DEI Task Force for “identifying barriers to participation on the City’s	The <b>City</b> typically handles funding and management of these initiatives, often in collaboration with community organizations.



COMPARATIVE CITIES	<b>People:</b> Do they have anything related to racial equity or social justice advisory committee, or commission? If there's a committee – is it active?	<b>Policy/Ordinance:</b> Are there any policies (department-based) or ordinances (law within the municipality) in place.	<b>Process:</b> What kind of process do they have in place? How is it funded? Who manages the process?
	<p>- DEI task force findings <b>report</b></p> <p>ADA act</p> <p>(503) 635-0257</p>	<p>boards and commissions, making suggestions to reduce those barriers, identifying methods to increase the applicant pool for City job openings, and making suggestions on how the City can increase the diversity of its applicant pool.”</p> <p>2. From 2018 to 2019, the City trained various departments on DEI-related topics, specifically “training and support that will improve our ability to understand and address unconscious bias.”</p> <p>3. In 2019, the City co-hosted and participated in planning the first-ever multi-City equity summit.</p> <p>4. In 2020, the City required formal DEI training for Council, staff, and Board and Commission members to collaborate more effectively with the DEI Taskforce.</p>	

ADMINISTRATIVE DRAFT

## Appendix E: Assessing Policies, Programs, and Decision-Making through the lens of Equity



**Talitha Consults**

Interdisciplinary • Multilingual • People-centered

### Assessing Policies, Programs, and Decision-Making through the lens of Equity Created for the City of McMinnville

The **Equity Lens Toolkit** should not replace intentional outreach and meaningful engagement with diverse members of the public. The tool is to help kick-start a thinking model that is broad and inclusive with an goal to add more fairness within an organization.

This toolkit offers a set of eight questions to guide the process of development, implementation, and evaluation of policies, procedures, and programs in the decision-making process. **The purpose of the Toolkit is** to evaluate the City's systems for any potential impacts on the populations it serves and to identify opportunities for dialogue. The purpose is not to create a scoring system or pass judgment. It is not an end in itself but a kick-starter for deeper conversation and collaboration.

Talitha Consults adapted this resource from the Race and Social Justice Toolkit by the Seattle Housing Authority and the Equity Lens Framework by the League of Oregon Cities.



#### NEED HELP?

If you have questions about this toolkit, contact **(insert contact info)**. A staff member from **(insert office name)** will respond to you within the next **(insert respond by timeframe – ex: 72 hours)**.



## COURAGE

**We are future-oriented, proactively embracing and planning for change that is good for our community and consistent with our values.**

## When Do I Use This Toolkit?

Integrate the Equity Lens Framework into all departmental work, especially for impactful internal or external actions and decisions. **Use the framework and guiding questions when planning, developing, or evaluating policies, programs, and decisions to identify and eliminate barriers for historically marginalized groups.** Utilize the Toolkit early in the design process for new policies or programs and assess current programs, and learn from past experiences.



### How Do I Use This Toolkit?

The Equity Lens Toolkit consists of eight steps from start to finish. While the eight steps outlined below are recommended, they may not always be the most suitable approach for your particular project/plan/initiatives.

It is important to **use the Equity Lens Framework in all departmental work to identify and eliminate barriers for historically underrepresented and/or marginalized groups.** Use it when planning, developing, or evaluating procedures, policies and programs, and utilize the Toolkit for new designs and assessing current programs.

**1. Identify the issue, policy, procedure, or practice** that would benefit from analysis through the Equity Lens.

**2. Identify the people** who are or will be impacted by this policy, procedure, or program.

**3. Analyze available data** relevant to the population affected by the program or policy. What does the data tell you about potential impacts?

- Consider U.S. Census data and data collected by the City or other departments.

**4. Identify and engage internal and external stakeholders** to solicit input on race and equity impacts. Gather information from the community and staff on how the issue benefits or burdens the community in terms of racial equity and other equity issues.

- How has your department intentionally involved stakeholders who are also members of the communities affected by the decision and/or strategic investment?

**5. Consider findings:** based on the data reviewed and stakeholder engagement, does this policy, procedure, or program ignore or worsen existing disparities or produce any other unintended consequences?

## 6. Review racial and social justice equity impacts.

- Identify opportunities for policy, procedure, or program change to increase racial and social equity or minimize unintended consequences.
- What resources and support will your department provide to ensure training and technical assistance to implement the decision and strategic investment successfully?

## 7. Implement change policy, procedure, or program and evaluate impact.

- Track impacts on historically marginalized communities and social equity issues over time.
- Continue to communicate with and involve stakeholders.
- Document unresolved issues.

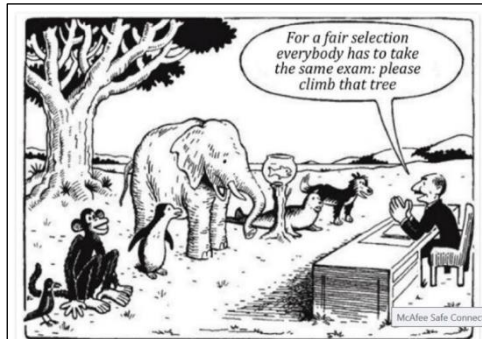
**8. Report back:** Summarize and share the information learned from the Toolkit analysis with your team, your department's leadership, and other stakeholders.

- Consider debriefing and/or creating a document with lessons learned to share with your team, your department's leadership, and other stakeholders.

To ensure inclusive and successful evaluation, **the Equity Lens Toolkit analysis should be completed by people with different racial and ethnic perspectives, representing different departments, positions, and levels of seniority.** You should also engage in discussions with internal and external stakeholders who are likely to be affected by the program or policy under consideration. Lastly, remember that individuals are in different social locations.<sup>8</sup> We all carry unique skills, ability, knowledge with diverse backgrounds. Having differentiated understanding of our diversity and how all those factors shape our lives is important. To illustrate this point with some levity, we included a well-known comic. Let us remember to assess our assessment, also.

---

<sup>8</sup> Social location is where individuals are socioeconomically located within a specific context in a society. For example, Albert is the youngest son of four siblings who works as a starving artist, thus, living with their parents at the age of 89.



## Our Education System

*"Everybody is a genius. But if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid."*

*- Albert Einstein*

Source unknown

ADMINISTRATIVE DRAFT



## Shared meanings developed by the City's Diversity, Equity, Inclusion and Accessibility Committee

**Equity means** ensuring that everyone has a fair opportunity to achieve positive outcomes. Equity involves actively working to address disparities and barriers that prevent certain groups from reaching the same level of success as others.

**Inclusion** means creating welcoming environments and experiences where everyone feels valued and respected, and where everyone has the opportunity to contribute to and participate in community life. Inclusion is authentic and curious, and involves actively seeking input from all members of the community, regardless of their background or circumstances, and ensuring that their voices are heard and considered in decision-making processes. Making mistakes by misstepping, misspeaking, or past ignorance can happen as we take courageous risks to create more just and welcoming environments. Therefore, it is important to make space and time to name and repair harms.

**Marginalization:** The process that occurs when members of a dominant group relegate a particular group to the edge of society by not allowing them a voice, identity, or place for the purpose of maintaining power.

**Justice** is an outcome that equity & inclusion processes aim to accomplish.

**Social Justice** is a process, not an outcome, which (1) seeks fair (re)distribution of resources, opportunities, and responsibilities; (2) challenges the roots of oppression and injustice; (3) empowers all people to exercise self-determination and realize their full potential; (4) and builds social solidarity and community capacity for collaborative action.



## **Appendix F: Theory of Change and Research Analysis Framework**

## **Appendix G Community Outreach Strategy**

## **Appendix H: Community Engagement Screening Tool: Prioritizing Community Engagement Activities**

## **Appendix I: MAC Community Engagement, Outreach, and Partnership Metrics, Indicator Measures, and Targets**

ADMINISTRATIVE DRAFT



# Talitha Consults

*Interdisciplinary • Multilingual • People-centered*

ADMINISTRATIVE DRAFT

## CONTACT

Charis May Hnin  
charis@talithaconsults.com

Talitha Consults (Talitha) is a TEAM of interdisciplinary and multilingual professionals supporting organizations and communities with equity-focused community planning.

**talithaconsults.com**