

Special Session **SPS**

Milwaukie City Council

COUNCIL SPECIAL SESSION

City Hall Council Chambers, 10501 SE Main Street
& Zoom Video Conference (www.milwaukieoregon.gov)

AGENDA

DECEMBER 12, 2023

Council will hold this meeting in-person and through video conference. The public may attend the meeting by coming to City Hall or by joining the Zoom webinar. The meeting will be recorded and broadcast later on the city's [YouTube channel](#).

To participate in this meeting by phone dial 1-253-215-8782 and enter Webinar ID 837 5111 0754 and Passcode: 107967. To raise hand by phone dial *9.

Written comments may be submitted by email to ocr@milwaukieoregon.gov. Council may take limited verbal comments. **For Zoom webinar login information** visit <https://www.milwaukieoregon.gov/citycouncil/city-council-study-session-148>.

Note: agenda item times are estimates and are subject to change.

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| <p>1. Council Goal Update: Climate – Report (5:15 p.m.)
Staff: Natalie Rogers, Climate & Natural Resources Manager</p> <p>2. Council Goal Update: Equity – Report & Resolution (6:15 p.m.)
Staff: Emma Sagor, Assistant City Manager, and
Gabriela Santoyo Gutierrez, Equity & Inclusion Coordinator</p> <p>3. Adjourn (7:15 p.m.)</p> | <p>1</p> <p>5</p> |
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Meeting Accessibility Services and Americans with Disabilities Act (ADA) Notice

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Servicios de Accesibilidad para Reuniones y Aviso de la Ley de Estadounidenses con Discapacidades (ADA)

La ciudad se compromete a proporcionar igualdad de acceso para reuniones públicas. Para solicitar servicios de asistencia auditiva y de movilidad, favor de comunicarse a la Oficina del Registro de la Ciudad con un mínimo de 48 horas antes de la reunión por correo electrónico a ocr@milwaukieoregon.gov o llame al 503-786-7502. Para solicitar servicios de traducción al español, envíe un correo electrónico a espanol@milwaukieoregon.gov al menos 48 horas antes de la reunión. El personal hará todo lo posible para responder de manera oportuna y atender las solicitudes. La mayoría de las reuniones del Consejo de la Ciudad se transmiten en vivo en el [canal de YouTube de la ciudad](#) y el Canal 30 de Comcast dentro de los límites de la ciudad.

Executive Sessions

The City Council may meet in executive session pursuant to Oregon Revised Statute (ORS) 192.660(2); all discussions are confidential; news media representatives may attend but may not disclose any information discussed. Final decisions and actions may not be taken in executive sessions.

COUNCIL STAFF REPORT

To: Mayor and City Council
Ann Ober, City Manager

Reviewed: Peter Passarelli, Public Works Director

From: Natalie Rogers, Climate & Natural Resource Manager

Subject: **Climate Action Update Winter 2023**

Date Written: Dec. 1, 2023

ACTION REQUESTED

Council is asked to receive an update on the city's climate action work and provide direction to staff if needed.

HISTORY OF PRIOR ACTIONS AND DISCUSSIONS

[November 1, 2022:](#) Council continued public testimony and discussion on the proposed decarbonization resolutions.

[December 6, 2022:](#) Council continued public testimony and discussion on the proposed decarbonization resolutions and adopted the city-owned buildings and residential new construction resolutions.

[February 7, 2023:](#) Staff presented an update on electric vehicle (EV) infrastructure projects around the city.

[April 4, 2023:](#) Staff updated Council on private tree code implementation and Council held initial discussions on a tree code cleanup effort.

[June 20, 2023:](#) Staff gave a climate action goal overview, highlighting work to date and priority projects. Portland General Electric (PGE) gave an update on their clean energy plan.

[July 18, 2023:](#) Staff continued tree code cleanup discussions with Council.

[November 7, 2023:](#) Council heard an update on building energy projects and progress related to the city's building decarbonization resolutions.

ANALYSIS

Since the adoption of the city's Climate Action Plan (CAP), Milwaukie has been implementing city-led climate actions to educate and inspire climate-friendly behaviors, incorporating city climate policy into city-wide policy making and processes, and implementing mitigation and adaptation strategies and infrastructure to build future climate resiliency and reduce the community's contribution to climate change. Staff keep Council and community informed on climate work through online and in-person engagement and regular Council presentations on progress to-date.

Building Energy Updates

Milwaukie has a climate goal of becoming 100% net zero carbon emissions from building energy by 2035. The following updates relate to building decarbonization, efficiency, and resiliency in Milwaukie:

Community Green Tariff

Milwaukie staff continue to coordinate with PGE, regional jurisdictions and the Oregon Public Utility Commission (PUC) on the creation of a new voluntary renewable energy product through a community green tariff filing. PGE has shared draft tariff language to engaged jurisdictions for review before an official filing in early 2024. The tariff would universally define the allowed funding mechanisms and power purchase agreement requirements for a new product, followed by a participation agreement executed individually with each jurisdiction to create a locally specific product that could include power purchases, energy programming, incentives, and other energy and efficiency related community services. Based on past Council feedback from discussions on the municipal green tariff, staff are prioritizing affordability and simplicity when considering Milwaukie-specific product designs.

Building Performance Standards Project (RECI grant)

The cities of Milwaukie, Beaverton, Portland, Bend, and Eugene, along with the Oregon Department of Energy (ODOE) have partnered with Earth Advantage and New Buildings Institute on a multi-year project focused on existing building performance standards. Building performance standards are typically used for larger buildings to establish benchmarks for energy use intensity, emissions, fuel consumption, or other building energy related metrics. This project is funded by the United States Department of Energy (USDOE)'s Resilient and Efficient Codes Implementation grant. While the project budget is still being finalized, the multi-year project will involve city staff in the development of statewide performance standards and exploration of local standards and impacts. The proposed budget allocated \$240,000 to Milwaukie, split across three years, to pay for staff involvement and city-specific project elements that have not yet been developed. Milwaukie staff proposed this allocation to reduce individual reporting requirements for receiving the federal grant funds. The following draft budget was proposed to USDOE for project implementation (budget may change as USDOE approves project scope and funding).

Proposed RECI Grant Budget – Not finalized, subject to change					
Project Team	Year 1	Year 2	Year 3	3-Year total	% of TE
Expenses paid by DOE \$					
Earth Advantage	\$165,000	\$175,000	\$185,000	\$525,000	19.30%
Oregon Department of Energy (+ analytical consultant)	\$230,000	\$170,000	\$50,000	\$450,000	16.54%
City of Portland	\$166,667	\$175,000	\$183,750	\$525,418	19.31%
Coalition of Communities of Color	\$75,000	\$75,000	\$75,000	\$225,000	8.27%
City of Bend	\$10,000	\$30,000	\$85,000	\$125,000	4.59%
City of Milwaukie	\$20,000	\$90,000	\$130,000	\$240,000	8.82%
City of Eugene	\$15,000	\$85,000	\$140,000	\$240,000	8.82%
City of Beaverton	\$10,000	\$30,000	\$110,000	\$150,000	5.51%
City of Tigard	\$0	\$0	\$0	\$0	0.00%
NBI	\$72,000	\$80,000	\$88,000	\$240,000	8.82%
Total Expense	\$763,667	\$910,000	\$1,046,750	\$2,720,418	100.00%

Staff hope to use this funding to perform an analysis of state and/or local performance standards; outreach and education related to existing building improvements and decarbonization; local incentive options; the need for additional staffing or consulting resources; and other community engagement efforts. While the project scope is yet to be finalized, the project will likely have an initial focus on exploration of state performance standards in year one, state and regional impacts and local interpretations of building performance standards in year two, and local impacts, outreach, and engagement in year three.

The project team will be wrapping up budget negotiations with USDOE and stakeholders this year, with implementation planned to begin in early 2024. As more details are finalized with project budget and scope, staff will update Council and seek feedback on program development.

Strategic Energy Management – City Hall

The city remains a participant in Energy Trust of Oregon’s Strategic Energy Management (SEM) group focused on operational energy efficiency and load reduction in commercial spaces, including public and private sectors. The city’s facilities division leads this work, participating in monthly meetings with the SEM team to review building energy trends and explore potential areas of improved efficiency. The facilities division met with the SEM team in late November to explore actions to improve efficiency at the new city hall building through load reduction and incentives. The city must first determine a baseline of energy usage over the first year before becoming eligible for incentives. The facilities team will meet with SEM technical staff in early 2024 to explore improvements that can be made with the building’s existing equipment. Likely areas of improvement include modernizing the building’s heating, ventilation, and air conditioning (HVAC) controls and updating aging HVAC equipment. The facilities team has started evaluating and reconfiguring HVAC settings and schedules, and performing maintenance and repair of the existing system to maximize efficiency. In addition, some fluorescent lightbulbs have been replaced with light-emitting diode alternatives.

EV Infrastructure + City EV Fleet

Multiple EV chargers have been installed across the city in the last year, including public level 2 chargers at the Johnson Creek Boulevard campus, Public Safety Building, and Ledding Library, and a level 2 charger for city fleet vehicles at city hall. PGE has completed the installation of 21 level 2 chargers on utility poles in the right-of-way (ROW), including four chargers from the initial study project and seventeen chargers from the first phase of the ROW charger pilot project. PGE is interested in pursuing a second phase of ROW charger installation and is working to identify 15-20 additional locations where chargers could be installed on PGE utility poles.

The city is expecting to receive its second electric vehicle, another Ford Lightning, to add to the city fleet in early December.

Stormwater System Plan Update
Updates to the Stormwater System Plan are underway, with consultants WSC Inc. meeting with the public works and engineering departments to discuss current and future stormwater system needs since the [last adopted system plan in 2014](#). A Stormwater System Plan update was included as a natural resources action in the CAP due to the impacts of climate change on surface water, flooding, and watershed hydrology and health. The update will include climate-projected modeling, discussions of green infrastructure utilization, and identification of priority

improvement projects for utility functionality and resiliency. The Stormwater System Plan is expected to be completed in 2025.

Tree Code Cleanup

Natural resources and code compliance staff are coordinating on a cleanup effort to improve the readability and enforceability of the city’s tree code (MMC 16.32). Proposed changes may include formatting adjustments, language changes for consistency, and the addition of violation language to better match the original intent of the tree code when it was developed in 2021. Staff expect to return to Council for another discussion of the proposed changes in spring 2024.

BUDGET AND WORKLOAD IMPACT

Staff are working within their existing resource capacity to manage the prioritized projects and programs along with the variety of other climate actions currently in implementation. The above projects are within the city’s current budget. Additional or alternate programming would require grant funding or reprioritization of staff workload.

CLIMATE IMPACT

Projects and programs are prioritized by staff by their emission and community co-benefits. The above priority projects could have significant emission reduction potential in the building and transportation sectors, and larger ecosystem benefits for stormwater and watershed health. Implementation of the 53 actions in the CAP will have significant community benefits for mitigation and resiliency against climate change in the community.

COORDINATION, CONCURRENCE, OR DISSENT

Staff are continuing to coordinate with a variety of internal staff, utilities, regional community stakeholders, and other jurisdictions on the implementation of the CAP and the above projects.

STAFF RECOMMENDATION

Staff recommends that Council receive the update and provide direction to staff if needed.

ALTERNATIVES

None.

ATTACHMENTS

None.



CITY OF MILWAUKIE

Climate Action Update

City Council Special Session
December 12, 2023

Natalie Rogers

Climate and Natural Resources Manager

SPS 1. 12/12/23
Presentation



Climate Goals and 2020 GHG Inventory

MILWAUKIE'S CLIMATE ACTION GOALS

2030 NET-ZERO ELECTRICITY
Milwaukie has net-zero carbon emissions from electricity through strategic use, efficient technology, and carbon-free electricity generation like solar, hydro and wind power.



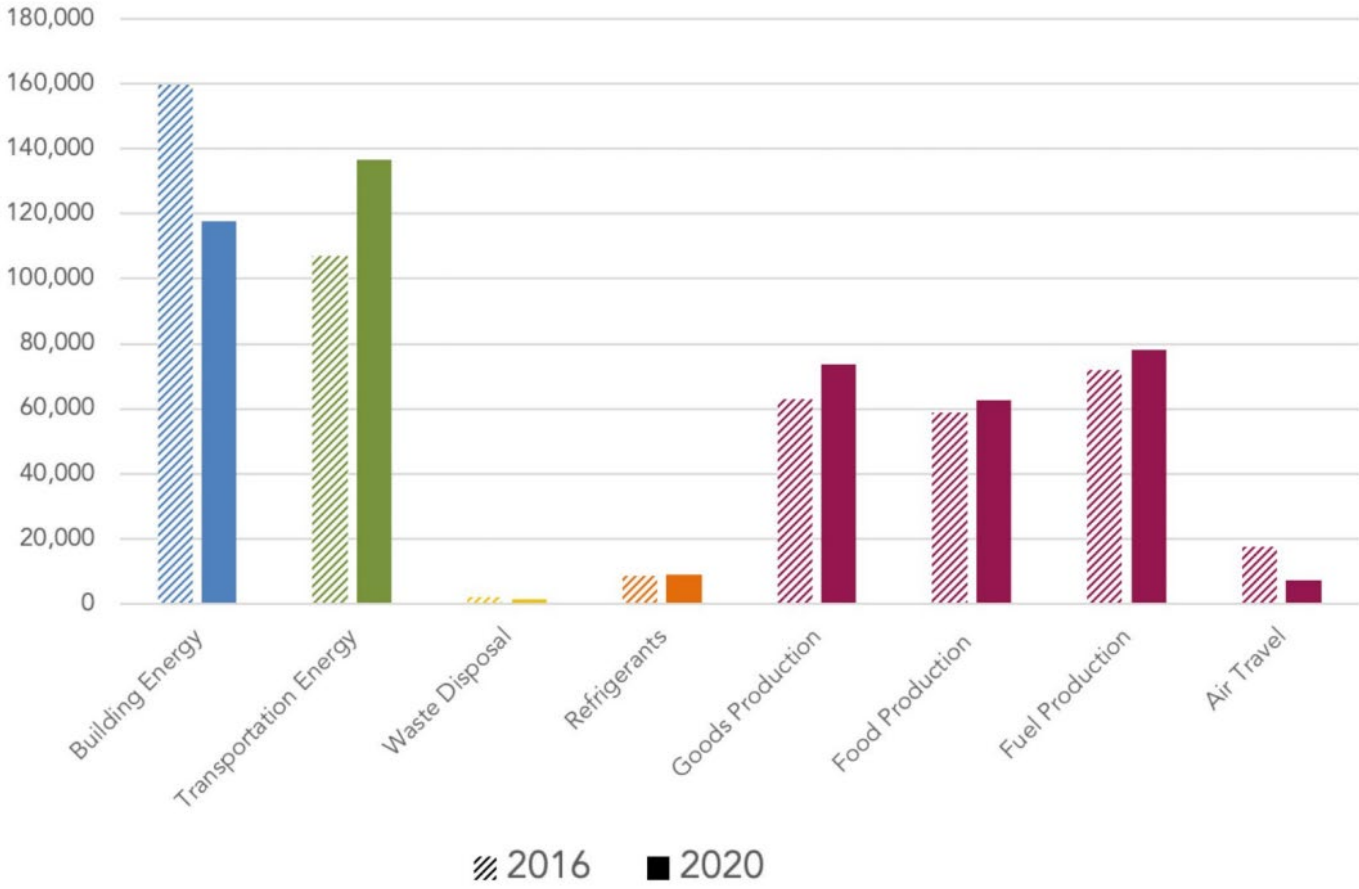
2035 NET-ZERO BUILDINGS
Milwaukie has net-zero carbon emissions from building energy by electrifying buildings, using carbon-free power, and choosing renewable fuel options.



2040 40% TREE CANOPY COVERAGE
Milwaukie supports a diverse and healthy tree canopy covering 40% of the city's landscape, providing habitat, public health, and watershed benefits to the community.



2045 CARBON NEUTRAL COMMUNITY
Milwaukie reduces and offsets emissions to reach net-zero emissions through climate-friendly city planning, energy generation, transportation, and community behavior.



Building Energy : Municipal Green Tariff

- Allows jurisdictions to make new community-specific opt-out voluntary product
- Multi-step process for product development and procurement
 - Step 0: PGE works with cities to create umbrella tariff
 - Step 1: PGE submits tariff to PUC
 - PUC regulatory approval process w/ public review
 - Focuses on funding and power purchase agreements (PPA)
 - City testifies support/concern to PUC
 - Tariff approval \neq product development
 - Step 2 : City develops Participation Agreement (PA)
 - Outlines product design, PPA details, rates
 - Governing body
 - PUC review and approval process uncertain

CAP Action: Work with PGE to become 'net zero' from electricity



Building Energy : Building Performance Standards

- Partnership with earth advantage, new buildings institute and regional governments
 - City receiving \$240k in grant dollars for CY24-26
 - Scope being defined, includes building energy outreach
- Exploring reporting and benchmarking standards for existing buildings
 - Resilient and Efficient Codes Implementation (RECI) – US DOE
 - HB 3409 Oregon Energy Performance Standard policy (>35k sf)
 - Tier 1: commercial
 - Tier 2: multifamily residential, schools, hospital
 - ODOE virtual stakeholder meeting: TOMORROW! 12/13/23 at 10am:
www.oregon.gov/energy/save-energy/Pages/BPS.aspx
 - Large square footage thresholds excludes many Milwaukie buildings

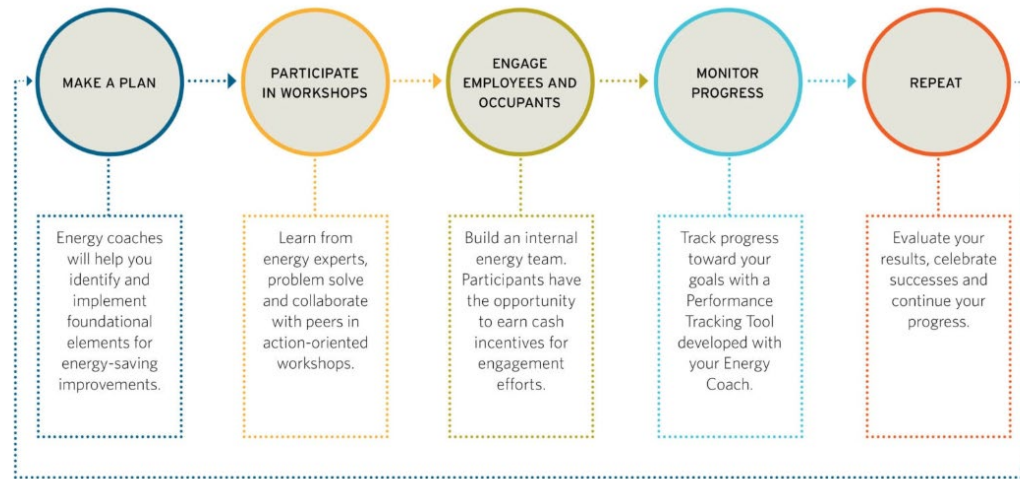
CAP Action: Adopt a commercial and residential building energy score program based on the City of Portland's program



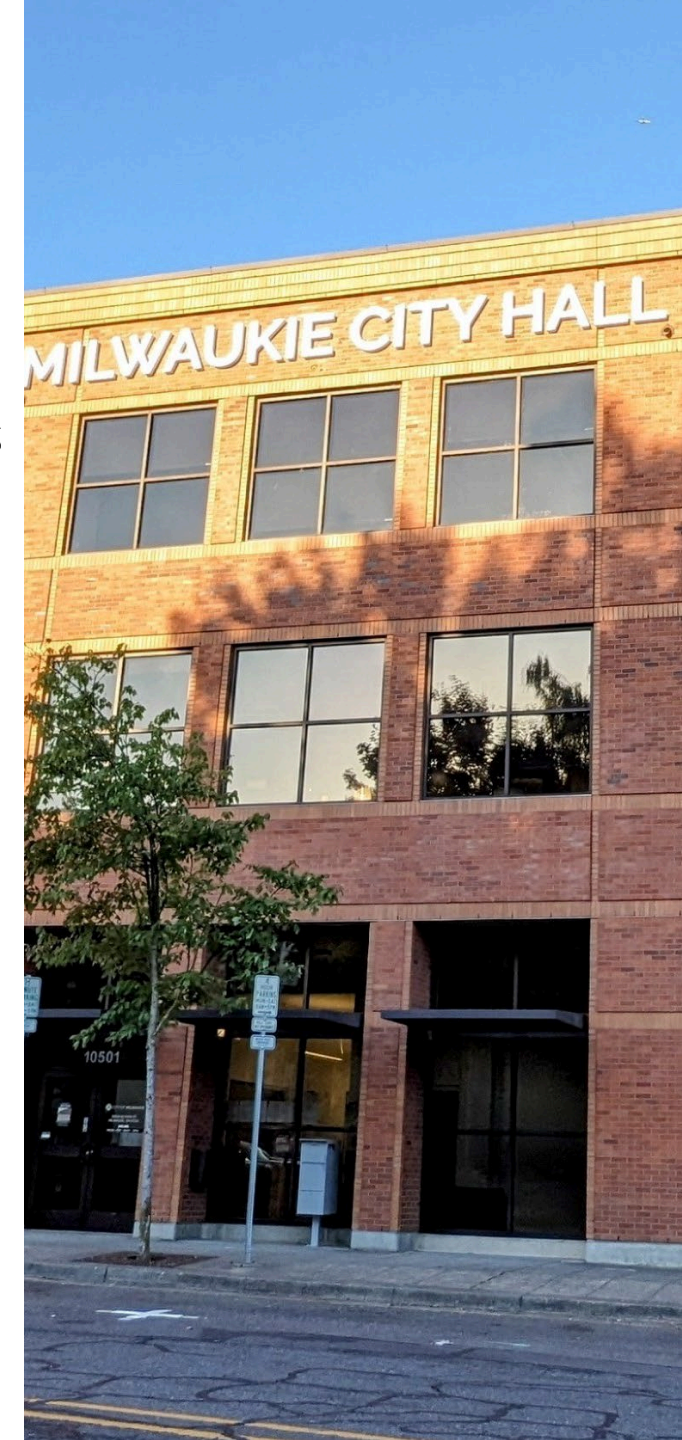
Building Energy : Strategic Energy Management

- Energy Trust of Oregon Commercial SEM program
- Online SEM account profile manages building reporting, incentives
- Monthly SEM meetings with ETO
- New city hall – one year benchmarking, lighting upgrades, HVAC

How does SEM work?



To learn more about SEM call 1.866.605.1676 or email energymanagement@energytrust.org.



Vehicles and Fuels: Municipal EV + Charging Stats

- City continuing to transition fleet to electric vehicles (EVs)
 - 5 Nissan Leafs for administrative use across departments
 - 2 Ford Lightnings and 1 Chrysler Pacifica PHEV for Public Works
 - 1 Chrysler Pacifica PHEV for City Hall
 - 1 Ford Mustang Mach-e, 1 Nissan Leaf, 1 Chrysler Pacifica PHEV and 1 Tesla Model 3 for the Police Department
- Three public chargers at city facilities and one on Jackson St.
- Facilities have EV chargers for operations

CAP Action: Optimize the City's light duty fleet and replace the least efficient vehicles with more efficient vehicles



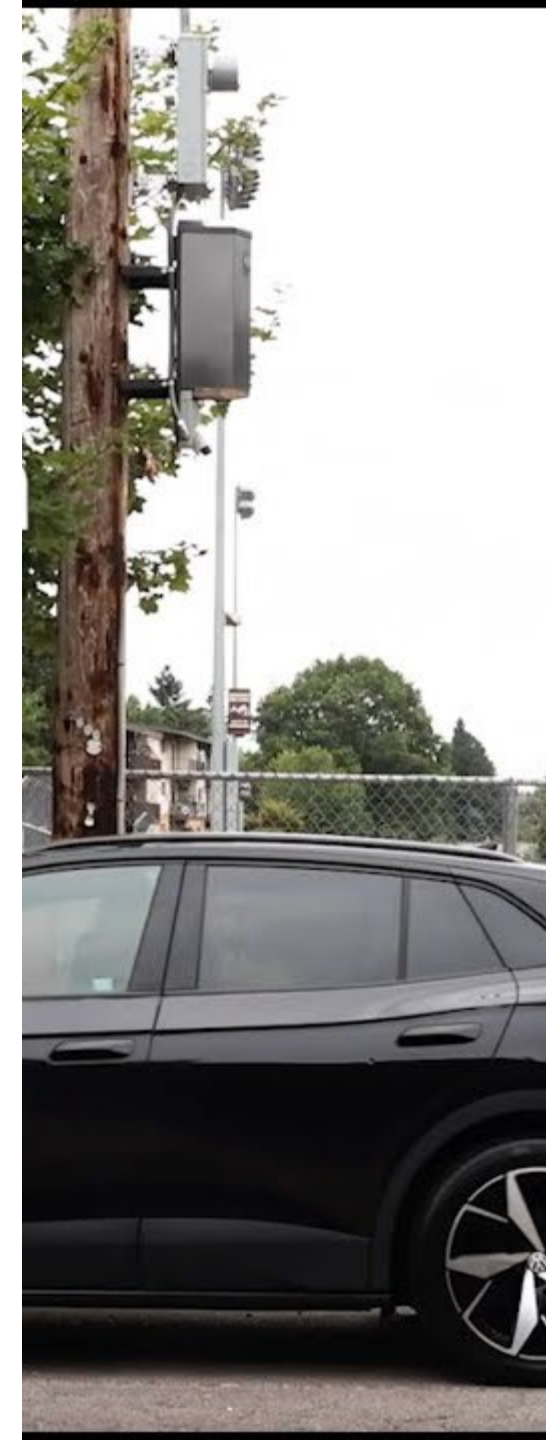
Vehicles and Fuels: PGE On-Pole Chargers

- PGE has completed installation and electrification of 21 on-utility pole chargers (4 'study/demo', 17 'pilot phase')
- City working with PGE on outreach
- PGE interested in next phase of chargers in city

Pole #	Street Address
D1136A 5634	11400 SE 34th Ave, Milwaukie, OR 97222, USA
D1136A 5636	11261 SE 34th Ave, Milwaukie, OR 97222, USA
D1136B 2562	10744 SE 29th Ave, Milwaukie, OR 97222, USA
D1136D 3658	11888 SE 35th Ave, Milwaukie, OR 97222, USA
D1125A 2053	3304 SE Filbert St, Milwaukie, OR 97222, USA
D1125A 2055	3424 SE Wake St, Milwaukie, OR 97222, USA
D1125A 6150	4103 SE Olsen St, Milwaukie, OR 97222, USA
D1125A 2072	3406 SE Filbert St, Milwaukie, OR 97222, USA

D1125A 5013	3832 SE Filbert St, Milwaukie, OR 97222, USA
D1136C 2834	11984 SE 28th Ave, Milwaukie, OR 97222, USA
D1125A 3281	3511 SE Olsen St, Milwaukie, OR 97222, USA
D1230A 978	9509 SE Wichita Ave, Milwaukie, OR 97222, USA
D1231C 8729	11691 SE 48th Av, Milwaukie, OR 97222, USA
D1125A 4539	3720 SE Filbert St, Milwaukie, OR 97222, USA
D1136C 2834	11984 SE 28th Ave, Milwaukie, OR 97222, USA
D1136B 2562	10744 SE 29th Ave, Milwaukie, OR 97222, USA
D1125A 811	3326 SE Roswell St, Milwaukie, OR 97222, USA
Demo	
D1136B 984	10658 SE 28 th Ave.
D1136B 3060	10777 SE 28 th Ave.
D1136B 2544	10888 SE 29 th ave.
D1136B 408	2501 SE Washington St

*CAP Actions: Support outreach efforts to encourage shift to electric vehicles;
Create a program to install electric vehicle charging infrastructure at multi-family housing complexes*



Natural Resources: Stormwater System Plan

- Update to Stormwater System Plan underway
 - PW Director leading system plan update process
 - Evaluation and strategies for stormwater utility infrastructure
 - Climate-forward projections for hydrologic modeling
 - Suggestions for stormwater design standards
 - Est. completion in CY 2025

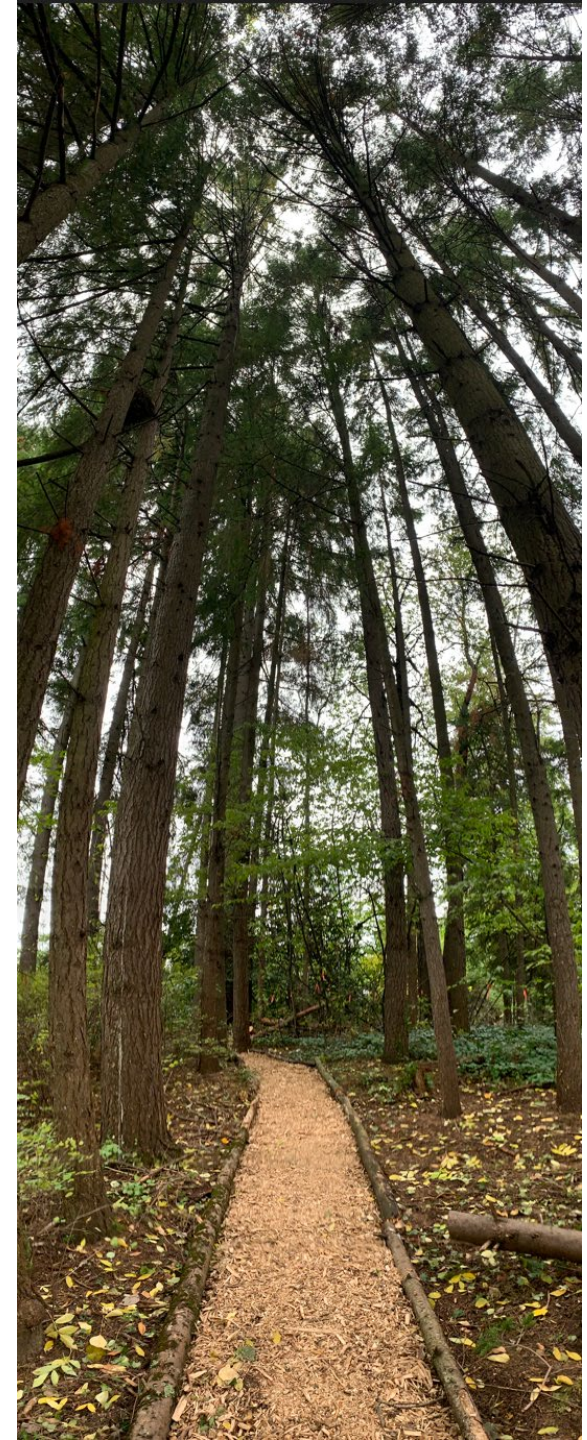
*CAP Actions: Adjust code to require on-site stormwater storage and water filtration before release that meets future conditions
Update stormwater masterplan*



Natural Resources: Tree Code Update

- Update to public and private tree code
 - Structural and phrasing for clarification/readability
 - Closing enforcement and applicability loopholes
 - E.g. phrasing of violation sections
 - Working with code compliance and planning staff
 - Bringing back to council work session in March 2024
 - Questions? Contact Courtney Wilson, urban forester at:
 - urbanforest@milwaukieoregon.gov, 503-786-7655

CAP Action: Increase tree canopy coverage to 40% by 2040



Thank you!

Natalie Rogers

Climate and Natural Resources Manager

RogersN@milwaukieoregon.gov

503 786 7668

Peter Passarelli

Public Works Director

PassarelliP@milwaukieoregon.gov

Learn more at
milwaukieoregon.gov/sustainability



COUNCIL STAFF REPORT

To: Mayor and City Council
Ann Ober, City Manager

Date Written: Nov. 25, 2023

From: Emma Sagor, Assistant City Manager, and
Gabriela Santoyo Gutierrez, Equity and Inclusion Coordinator

Subject: Equity Plan and Resolution

ACTION REQUESTED

Council is asked to receive an update on the draft proposed 2024-2027 City of Milwaukie Equity Plan. Council is also asked to adopt a resolution in support of the plan.

HISTORY OF PRIOR ACTIONS AND DISCUSSIONS

[July 14, 2020](#): Council discussed a proposed resolution in support of diversity, equity, and inclusion (DEI) and the Black, Indigenous, and People of Color (BIPOC) community crafted by Mayor Mark Gamba and Councilor Kathy Hyzy.

[August 18, 2020](#): Council approved a resolution changing its goals to include one focused on equity, inclusion, and justice.

[November 16, 2021](#): Council made its first set of appointments to the Equity Steering Committee (ESC).

[October 7, 2022](#): Council received an update on its equity, inclusion, and justice goal, including an overview of the city's contract with Keen Independent Research (Keen) to conduct a comprehensive inclusion and belonging study to assess how the city incorporates equity in its service to the public and as an employer.

[October 17, 2023](#): Council received the final report and recommendations from Keen. City staff also presented the ESC's main priorities in response to Keen's assessment.

ANALYSIS**Background**

Council first adopted equity, inclusion, and justice as a goal in August 2020, and reaffirmed its commitment to this goal in April 2023. The ESC was created in August 2021 and since then has been working with the city to advance equity initiatives.

In fall 2022, the city contracted with Keen to conduct a comprehensive diversity, equity, and inclusion study to assess how the city incorporates equity in its service to the public and as an employer. Keen is an equity research and consulting firm that has performed similar work for public organizations in Oregon and across the country. The study was intended to inform the development of a diversity, equity, and inclusion workplan for the city. Key findings from the assessment were presented to Council on October 17 and summarized in the [staff report](#) prepared for that meeting (see pages 77-174).

Development of a comprehensive equity plan.

The city's equity and inclusion coordinator led the development of a multi-year equity plan based on the findings of the Keen assessment, engagement with the city's BIPOC and LGBTQIA+ employee resource groups, and significant consultation with the ESC. The plan, attached to this staff report, includes three tracks:

Track 1: Actions to be led by the Equity and Inclusion Coordinator.

This includes work across four categories: Staff trainings, material and resource development, relationship building, and planning and policy updates.

Track 2: Discussions to be undertaken by the Equity Steering Committee.

This includes focus areas, topics, and potential deliverables the ESC has identified for their next 2-3 years of work. At its November 2023 meeting, the ESC requested more time to deliberate on the prioritization and scheduling of when it will take on each of these topics. This plan will be updated following that conversation, which is currently scheduled for January 2024.

Track 3: Major city initiatives with an equity nexus.

This includes citywide initiatives that the equity and inclusion coordinator and ESC will advise Council and city management on over the next three years. While all city work should apply an equity framework, these citywide efforts require a deeper investment by the city's equity program.

Along with these three tracks of work, the plan includes an initial list of equity performance indicators. The intent is to update these as part of foundational work in 2024.

Next steps and inclusion in organizational strategic plan.

If Council supports this plan's direction, staff will proceed with implementation. The equity and inclusion coordinator will work with the city manager and assistant city manager to prioritize actions in track 1. For track 2, the ESC plans to solidify a schedule and work plan in January 2024. Staff will also integrate the equity plan actions into the three-year organizational strategic plan, which is currently in development. The strategic plan will be finalized in February 2024 and guide departmental work from 2024-2027, including informing the biennial 2025 and 2026 budgeting process. If Council approves of this direction, staff will work on specific budget proposals that advance this equity plan.

BUDGET IMPACT

The equity plan will inform our biennial 2025 and 2026 budget development process. Through that budget process staff will request funds to support equity priorities.

WORKLOAD IMPACT

Staff across city departments will be called upon to help support our equity work, led by the equity and inclusion coordinator. These efforts and training will be planned for and incorporated into staff workplans and the organizational strategic plan.

CLIMATE IMPACT

While the actions we plan to take on our equity workplan are not expected to have a direct climate impact, communities of color, people living with disabilities, and people living on low incomes are disproportionately impacted and at risk from climate disasters. Therefore, work we do to address and reduce disparities can also address that inequitable climate risk.

COORDINATION, CONCURRENCE, OR DISSENT

Staff from across all city departments were involved in the equity study. The internal Strategic Plan Steering Committee, which is comprised of staff from across departments, has also been engaged in this effort and will continue to advise on the integration of the equity plan into our organizational strategic plan. The equity and inclusion team plans to work very closely with our human resource, finance, public works, and community development teams on the implementation of these strategies.

STAFF RECOMMENDATION

Staff recommend Council review the draft 2024 – 2027 Equity Plan and provide feedback and recommendations. Staff recommend Council adopt a resolution indicating its support for the actions, priorities, and projects identified in the plan.

ALTERNATIVES

Council could suggest other priorities for staff to consider.

ATTACHMENTS

1. Draft Equity Plan
2. Resolution

2024 – 2027 City of Milwaukie Equity Plan

DRAFT: Last updated 12/1/2023

The City of Milwaukie’s 2024-2027 Equity Plan has three primary tracks of work:

- **Track 1:** Actions led by the Equity and Inclusion Coordinator as core functions of the city’s equity program.
- **Track 2:** Focus areas to be explored by the Equity Steering Committee, with support from the Equity and Inclusion Coordinator as their staff liaison.
- **Track 3:** Major city initiatives with an equity nexus that the city’s Equity and Inclusion Coordinator will advise on.

Actions included in this document will also be incorporated into the forthcoming 2024-2027 operational strategic plan.

This plan is a living document. All the actions are subject to change and adaptation as we engage impacted groups. Changes will be communicated to Council via quarterly updates.

Track 1: Actions to be led by the Equity and Inclusion Coordinator

This table represents the actions the Equity and Inclusion Coordinator plans to lead across four key areas between 2024-2027.

Actions/Deliverables
<p>Staff trainings:</p> <ul style="list-style-type: none"> • Monthly virtual & live “equity chat” trainings (open to all staff) • Department-focused workshops led by professional equity practitioners on the following topics: <ol style="list-style-type: none"> a. Conflict Resolution b. Racial equity c. Work culture • Yearly online mandatory equity trainings (developed in partnership with Human Resources) • Yearly live bias training with Milwaukie Police Department • Online guided training on how to apply an equity framework to city projects and policies (see Material and Resource Development section below) • Live summer “equity talks” guest speaker series
<p>Material and resource development:</p> <ul style="list-style-type: none"> • Equality vs Equity infographic • Equity and inclusion terms glossary • Equity framework • Equity data indicators and accountability dashboard • Accessibility signage and improvements at city facilities • City demographic and diversity snapshot one-pager • Updates to the city’s ethics and equity reporting line (in partnership with the Finance and IT) • Stakeholder map and database

Relationship building:

- Equity and Inclusion Coordinator monthly drop-in hours at Public Works, Milwaukie Police Department (MPD), and Library
- Monthly meetings of employee resource groups (BIPOC & LGBTQIA2S+)
- Establish employee resource group for staff with disabilities and/or who identify as neurodiverse
- Regular check-ins with department directors
- Relationship building with community-based organizations, including youth-focused, disability-focused, and direct service-providing groups

Planning and policy updates:

- Support updates to city's annual events program to incorporate more multicultural and inclusive events
- Support the Library's annual Spring and Fall author/guest speakers series
- Attend annual equity conferences
- Serve on the Strategic Plan Steering Committee and advise on ongoing Strategic Plan monitoring and implementation
- Inform biennium budget for city's equity program
- Draft and implement new policy around employee resource groups and affinity groups
- Partner with Human Resource for employee policy review and updates as needed
- Support internal communication improvements
- Support bid management procurement

Track 2: Discussions to be undertaken by the Equity Steering Committee

This table represents the focus areas, topics, and potential deliverables the Equity Steering Committee (ESC) has identified for their next 2-3 years of work. At their November 2023 meeting, the ESC requested more time to deliberate on the prioritization and scheduling of when they will take on each of these topics. This plan will be updated following that conversation in January 2024.

Focus Area	Topics and potential deliverables	Partners and Involved Staff
<i>Communications, storytelling, and transparency</i>	City-hosted and sponsored events <ul style="list-style-type: none"> Recommended changes to the city’s events calendar Recommendations on how the city should capacitate community groups interested in hosting multicultural events Recommendations for the Library’s events series 	<ul style="list-style-type: none"> Dan Harris, Events and Emergency Jason Wachs, Community Engagement Coordinator Brent Husher, Library Director
	Communicating our equity work – the why and the what <ul style="list-style-type: none"> Recommendations for using city communication channels for regular equity storytelling 1-2 communication projects led by the ESC 	<ul style="list-style-type: none"> Jordan Imlah, Communications Program Manager
	Measuring success and building accountability <ul style="list-style-type: none"> List of key performance measures related to equity Recommendations for the development of an equity dashboard 	<ul style="list-style-type: none"> TBD – external partner with equity indicator expertise
<i>Naming of spaces and places</i>	Understanding Milwaukie’s complete story <ul style="list-style-type: none"> Research into and narrative around Milwaukie’s history, focusing on untold stories of diverse voices 	<ul style="list-style-type: none"> TBD – external partner with equity history research expertise
	Honoring stories through naming <ul style="list-style-type: none"> Research into how other jurisdictions have developed naming policies Proposed naming policy and guidelines for the City of Milwaukie 	<ul style="list-style-type: none"> TBD – external partner with policy research expertise
<i>Engagement pathways</i>	Youth engagement <ul style="list-style-type: none"> Recommendations for youth engagement strategies for the city to implement 	<ul style="list-style-type: none"> Local youth School leadership organizations (e.g., MHS Black Students Union)

	<p>Internship and work experience opportunities</p> <ul style="list-style-type: none"> • Recommendations for equitable design of a city internship/work experience program 	<ul style="list-style-type: none"> • Managers of departments seeking interns
<i>Recruitment, hiring, and retention</i>	<p>BIPOC employee retention</p> <ul style="list-style-type: none"> • Listening session with staff to help co-create recommendations for ways to support and engage diverse staff 	<ul style="list-style-type: none"> • Staff participating in employee resource groups • Brandi Leos, HR Manager
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<i>Accessibility</i>	<p>Inclusivity of city facilities</p> <ul style="list-style-type: none"> • Recommendations for signage and other improvements that make city facilities safe, welcoming, and accessible 	<ul style="list-style-type: none"> • Facilities manager
	<p>Navigating government</p> <ul style="list-style-type: none"> • Materials that help demystify government processes for multiple languages, learning styles, and audiences 	<ul style="list-style-type: none"> • Jordan Imlah, Communications Program Manager • Scott Stauffer, City Recorder

Track 3: Major city initiatives with an equity nexus

This table reflects some major city initiatives that the Equity and Inclusion Coordinator and Equity Steering Committee will advise on over the next three years. While all city work should apply an equity framework, these citywide efforts require a deeper investment by the city's equity program.

Projects	Lead department
Cooling, warming, and stabilization shelters	City Manager's Office
Transportation System Plan	Community Development
Capital Improvement Plan	Community Development, Public Works
Neighborhood Hubs	Community Development
Parks Development and Governance	City Manager's Office, Public Works

Assessment strategy and measures of success

As part of the city's Strategic Plan development process, a comprehensive list of new performance measures will be developed. This includes a suite of performance measures for equity. The table below reflects an example of how progress will be assessed – this will be updated as part of foundational work undertaken in 2024.

Example indicator categories	Example indicators
Work culture	<ul style="list-style-type: none"> • % of BIPOC-identifying employees who report feeling satisfied with their job • % of LGBTQIA+-identifying employees who report feeling satisfied with their job • # of policies reviewed and updated to ensure equity
Staff competency	<ul style="list-style-type: none"> • # of trainings offered annually • # of staff participating in equity trainings • Utilization of equity resources on the employee intranet (# of views, etc.)
Staff diversity and representation	<ul style="list-style-type: none"> • % of employees who identify as BIPOC • % of employees who identify as LGBTQIA+ • % of employees who identify as women or gender non-conforming • % of new employees hired who identify as BIPOC • % of new employees hired who identify as LGBTQIA+ • % of new employees hired who identify as women or gender non-conforming • % of employees who speak a language other than English
Community disparities	<ul style="list-style-type: none"> • % of residents earning a living wage
Community inclusion	<ul style="list-style-type: none"> • % of BIPOC community members who report feeling welcome and included in city spaces • Utilization of multi-lingual resources (# of requests, etc.)
City investments	<ul style="list-style-type: none"> • % of contracting dollars awarded to COBID-certified contractors



COUNCIL RESOLUTION No.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, SUPPORTING A MULTI-YEAR EQUITY WORK PLAN TO MEASURABLY IMPROVE EQUITY OUTCOMES AND ADDRESS KEY PRIORITIES.

WHEREAS the Milwaukie 2040 Community Vision calls for a flourishing city that is ENTIRELY EQUITABLE, delightfully livable, and completely sustainable for ALL residents; and

WHEREAS the City Council initially adopted Equity, Inclusion, and Justice as a Council goal in 2020 and then again in 2023 to focus city resources on achieving this critical element of the community vision; and

WHEREAS the city is committed to creating a city government that reflects the diverse experiences of our Milwaukie community including, but not limited to, the city's employees and boards and commissions; and

WHEREAS the city contracted with Keen Independent Research (Keen) in 2022 and 2023 to complete an assessment of diversity, equity, inclusion, within the city's services and practices, which revealed specific areas of opportunity for improving equitable outcomes and reducing disparities; and

WHEREAS the Council established the Equity Steering Committee (ESC) in 2021 to serve as an advisory body on actions to further equity and social justice, and this committee has identified several focus areas for its work over the next several years based on the Keen equity assessment findings.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Milwaukie, Oregon, directs the city to implement a multi-year equity plan focused on addressing the key opportunities identified in the Keen assessment; and

BE IT FURTHER RESOLVED that City Council supports the equity and inclusion program's focus on employee training, material and resource development, relationship building, and planning and policy updates; and

BE IT FURTHER RESOLVED that City Council supports the ESC's plan to focus its efforts over the next three years on advising the city on topics including communications, transparency, and storytelling; naming of places and spaces; recruitment, hiring, and retention; engagement pathways; equitable procurement; and accessibility, and the ESC is actively developing a work plan to prioritize efforts within these topics; and

BE IT FURTHER RESOLVED that City Council supports the city's plan to integrate the actions of the equity plan into its forthcoming operational 2024-2027 strategic plan and to identify key performance measures to ensure accountability and transparent reporting on the equity plan's implementation and progress; and

BE IT FURTHER RESOLVED that the City Council requests staff to prepare the fiscal year 2025 and fiscal year 2026 biennium budget in a way that supports the objectives of the equity plan.

Introduced and adopted by the City Council on **December 12, 2023**.

This resolution is effective immediately.

Lisa M. Batey, Mayor

ATTEST:

APPROVED AS TO FORM:

Scott S. Stauffer, City Recorder

Justin D. Gericke, City Attorney

Equity Plan and Resolution

December 12, 2023



ACTION REQUESTED

Council is asked to receive an update on the draft proposed 2024-2027 City of Milwaukie Equity Plan. Council is also asked to adopt a resolution in support of the plan.

1. History
2. Equity plan: Three Tracks + Assessment Strategy & Measures
3. Discussion and questions
4. Resolution

HOW WE GOT HERE



- **August 2020:** Council adopts equity, inclusion, and justice as a goal
- **August 2021:** Equity Steering Committee established
- **Fall 2022:** Keen Independent Research begins comprehensive assessment of equity in city services and operations
- **Fall 2023:** Assessment complete; new Equity and Inclusion coordinator hired
- **October 17, 2023:** Council discussion on assessment results and ESC-identified priorities

2024-2027 EQUITY PLAN

Three primary tracks of work:

- **Track 1:** Actions led by the Equity and Inclusion Coordinator as core functions of the city's equity program.
- **Track 2:** Focus areas to be explored by the Equity Steering Committee, with support from the Equity and Inclusion Coordinator as their staff liaison.
- **Track 3:** Major city initiatives with an equity nexus that the city's Equity and Inclusion Coordinator will advise on.

Assessment strategy and measures of success:

Drafting a list of performance measures for equity—will be refined as part of Track 1 and Track 2 work.



2024-2027 EQUITY PLAN

Track 1: Actions led by the Equity and Inclusion Coordinator as core functions of the city's equity program.

Actions/Deliverables Include:

- Staff Trainings
- Material and resource development
- Relationship building
- Planning and policy Updates



2024-2027 EQUITY PLAN

Track 2: Focus areas, topics, and potential deliverables the Equity Steering Committee (ESC) may select for their next 2-3 years of work.

Focus Areas May Include:

- Communication, transparency, and storytelling
- Recruitment, hiring and retention
- Engagement pathways
- Naming of spaces and places
- Accessibility
- Equitable procurement

***ESC will continue prioritization and work plan development at their January meeting*





2024-2027 EQUITY PLAN

Track 3: Major city initiatives with an equity nexus.

Projects	Lead department
Cooling, warming, and stabilization shelters	City Manager's Office
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2024-2027 EQUITY PLAN

Assessment strategy and measures of success may include:

- Work culture
- Staff competency
- Staff diversity and representation
- Community disparities & inclusion
- City investments



NEXT STEPS

- Equity Steering Committee (ESC) will continue refining their priorities and meet with city staff.
- Staff finalizing and implementing three-year organizational strategic plan with equity actions integrated
- Council asked to adopt a resolution supporting this work

Questions:

- *How would you like to stay updated on progress on the equity plan?*
- *In addition to recently prepared one-pager, how can we continue to tell the story of our equity work?*



The Spirit of
Elk Rock Island
Jillian Moody
Miwokanin Mind-Mural

Thank you!

Gabriela Santoyo Gutierrez
santoyog@milwaukieoregon.gov

Emma Sagor
Sagore@milwaukieoregon.gov

2024 – 2027 City of Milwaukie Equity Plan

DRAFT: Last updated 12/12/2023

The City of Milwaukie’s 2024-2027 Equity Plan has three primary tracks of work:

- **Track 1:** Actions led by the Equity and Inclusion Coordinator as core functions of the city’s equity program.
- **Track 2:** Focus areas to be explored by the Equity Steering Committee, with support from the Equity and Inclusion Coordinator as their staff liaison.
- **Track 3:** Major city initiatives with an equity nexus that the city’s Equity and Inclusion Coordinator will advise on.

Actions included in this document will also be incorporated into the forthcoming 2024-2027 operational strategic plan.

This plan is a living document. All the actions are subject to change and adaptation as we engage impacted groups. Changes will be communicated to Council via quarterly updates.

Track 1: Actions to be led by the Equity and Inclusion Coordinator

This table represents the actions the Equity and Inclusion Coordinator plans to lead across four key areas between 2024-2027.

Actions/Deliverables
<p>Staff trainings:</p> <ul style="list-style-type: none">• Monthly virtual & live “equity chat” trainings (open to all staff)• Department-focused workshops led by professional equity practitioners on the following topics:<ul style="list-style-type: none">a. Conflict Resolutionb. Racial equityc. Work culture• Yearly online mandatory equity trainings (developed in partnership with Human Resources)• Yearly live bias training with Milwaukie Police Department• Online guided training on how to apply an equity framework to city projects and policies (see Material and Resource Development section below)• Live summer “equity talks” guest speaker series
<p>Material and resource development:</p> <ul style="list-style-type: none">• Equality vs Equity infographic• Equity and inclusion terms glossary• Equity framework/Engagement Guide Updates• Equity data indicators and accountability dashboard• Accessibility signage and improvements at city facilities• City demographic and diversity snapshot one-pager

- Updates to the city's ethics and equity reporting line (in partnership with the Finance and IT)
- Community Groups/Stakeholder map and database

Relationship building:

- Equity and Inclusion Coordinator monthly drop-in hours at Public Works, Milwaukie Police Department (MPD), and Library
- Monthly meetings of employee resource groups (BIPOC & LGBTQIA2S+)
- Establish employee resource group for staff with disabilities and/or who identify as neurodiverse
- Regular check-ins with department directors
- Relationship building with community-based organizations, including youth-focused, disability-focused, and direct service-providing groups

Planning and policy updates:

- Support updates to city's annual events program to incorporate more multicultural and inclusive events
- Serve on the Strategic Plan Steering Committee and advise on ongoing Strategic Plan monitoring and implementation
- Inform biennium budget for city's equity program
- Support the Library's annual Spring and Fall author/guest speakers' community series
- Support MPD's annual Fair and Impartial Policing training
- Draft and implement new policy around employee resource groups and affinity groups
- Partner with Human Resource for employee policy review and updates as needed
- Participate in hiring panels
- Support internal communication improvements
- Support selection of a new bid management procurement system
- Relaunching an Internal Equity Committee

Track 2: Discussions to be undertaken by the Equity Steering Committee

This table represents the focus areas, topics, and potential deliverables the Equity Steering Committee (ESC) has identified for their next 2-3 years of work. At their November 2023 meeting, the ESC requested more time to deliberate on the prioritization and scheduling of when they will take on each of these topics. This plan will be updated following that conversation in January 2024.

Focus Area	Topics and potential deliverables	Partners and Involved Staff
<i>Communications, storytelling, and transparency</i>	City-hosted and sponsored events <ul style="list-style-type: none"> Recommended changes to the city's events calendar Recommendations on how the city should capacitate community groups interested in hosting multicultural events Recommendations for the Library's events series 	<ul style="list-style-type: none"> Dan Harris, Events and Emergency Jason Wachs, Community Engagement Coordinator Brent Husher, Library Director
	Communicating our equity work – the why and the what <ul style="list-style-type: none"> Recommendations for using city communication channels for regular equity storytelling 1-2 communication projects led by the ESC 	<ul style="list-style-type: none"> Jordan Imlah, Communications Program Manager
	Measuring success and building accountability <ul style="list-style-type: none"> List of key performance measures related to equity Recommendations for the development of an equity dashboard 	<ul style="list-style-type: none"> TBD – external partner with equity indicator expertise
<i>Naming of spaces and places</i>	Understanding Milwaukie's complete story <ul style="list-style-type: none"> Research into and narrative around Milwaukie's history, focusing on untold stories of diverse voices 	<ul style="list-style-type: none"> TBD – external partner with equity history research expertise
	Honoring stories through naming	<ul style="list-style-type: none"> TBD – external partner with

	<ul style="list-style-type: none"> • Research into how other jurisdictions have developed naming policies • Proposed naming policy and guidelines for the City of Milwaukie 	<p>policy research expertise</p>
<i>Engagement pathways</i>	<p>Youth engagement</p> <ul style="list-style-type: none"> • Recommendations for youth engagement strategies for the city to implement 	<ul style="list-style-type: none"> • Local youth • School leadership organizations (e.g., MHS Black Students Union)
	<p>Internship and work experience opportunities</p> <ul style="list-style-type: none"> • Recommendations for equitable design of a city internship/work experience program 	<ul style="list-style-type: none"> • Managers of departments seeking interns
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	<p>Attracting diverse candidates</p> <ul style="list-style-type: none"> • Recommendations for ways to advertise city jobs to attract diverse candidates 	<ul style="list-style-type: none"> • Brandi Leos, HR Director
<i>Equitable procurement:</i>	<p>Investing in systems and analyses</p> <ul style="list-style-type: none"> • Recommendations for further ways to ensure contract dollars are being invested equitably, including regular reports on how contracting dollars are being spent • Updated bid management system and processes 	<ul style="list-style-type: none"> • Kelli Tucker, Accounting & Contracts Specialist
<i>Accessibility</i>	<p>Inclusivity of city facilities</p> <ul style="list-style-type: none"> • Recommendations for signage and other improvements that make city facilities safe, welcoming, and accessible 	<ul style="list-style-type: none"> • Facilities manager

	<p>Navigating government</p> <ul style="list-style-type: none">• Materials that help demystify government processes for multiple languages, learning styles, and audiences	<ul style="list-style-type: none">• Jordan Imlah, Communications Program Manager• Scott Stauffer, City Recorder
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City investments	<ul style="list-style-type: none">• % of contracting dollars awarded to COBID-certified contractors

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