



Study Session

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Milwaukie City Council

COUNCIL STUDY SESSION

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

REVISED AGENDA

MARCH 12, 2024

(Revised March 8, 2024)

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-150>.

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

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Start Time: Council will hold this meeting after a special session. To view the special session agenda, visit <https://www.milwaukieoregon.gov/citycouncil/city-council-special-session-2>

1. Council Goal Update: Equity – Report (5:45 p.m.)

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Staff: Emma Sagor, Assistant City Manager

Gabriela Santoyo Gutierrez, Equity and Inclusion Coordinator

2. Council Reports – Report (6:45 p.m.)

3. Adjourn (7:00 p.m.)

Meeting Accessibility Services and Americans with Disabilities Act (ADA) Notice

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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

Date Written: Feb. 28, 2024

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

Subject: Quarterly Equity, Inclusion, and Justice Goal Update

ACTION REQUESTED

Council is asked to receive an update on the city's equity, inclusion, and justice goal and work completed as part of the multi-year equity 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.

[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 to conduct a comprehensive inclusion and belonging study to assess the state of equity in how the city serves the public and operates as an employer.

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

[December 12, 2023](#): Council adopted Resolution 60-2023 supporting a multi-year equity plan for the city.

ANALYSIS**Background**

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

In fall 2022, the city contracted with Keen Independent Research to conduct a comprehensive diversity, equity, and inclusion assessment of how the city serves the public and how we operate as an employer. 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).

The Keen study informed the development of a multi-year diversity, equity, and inclusion workplan for the city, which was adopted by City Council on December 12, 2023. This workplan has three tracks:

- **Track 1: Actions to be led by the Equity and Inclusion Coordinator:** This includes work across four categories: Staff training; 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 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 workplan will be updated following that conversation in 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 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, the workplan includes a starting list of equity performance indicators. The intent is to update these as part of foundational work in 2024.

Progress made on the equity plan since December 2023

- **Track 1 (Equity and Inclusion Coordinator) updates:**
 - Revamped monthly “equity chat” training series (open to all staff) and led or co- led trainings on inclusive holiday practices, nonviolent communication, and Black Excellence Month.
 - Reviewed all Council templates, resources, and meeting materials and made recommendations to the Office of the City Recorder (OCR) for updates to improve accessibility and added “Equity Impacts” section to staff report template (to go into effect on April 1, 2024).
 - Attended Oregon Latinos in Local Government (OLLG) conference.
 - Served on hiring panels for the Assistant City Engineer, HR Analyst, Police Chief, and Library Assistant.
 - Supported monthly meetings of the BIPOC and LGBTQIA+ employee resource groups (ERGs).
 - Sponsored and co-hosted a community conversation on February 28 at the Ledding Library on “Holding Difficult Truths: Transforming our Broken Past into a Hopeful Future.”
 - *Ongoing efforts:*
 - Developing an “equity framework” for use by staff to evaluate equity implications of process and outcomes of their work.
 - Planning a March 2024 training workshop for the public works department with Ann Su Consulting on communicating across differences and similarities.
 - Partnering with the human resources department (HR) to develop microaggressions training for all staff.
 - Developing a scope of work for creation of equity performance metrics and indicators.

- Advising on ADA improvements at city hall and other city facilities.
 - Updating the city's ethics reporting system to improve clarity and accessibility for reporting equity-related concerns.
 - Working with HR to develop a personnel policy around ERGs.
 - Support Finance in evaluating procurement software proposals and demonstrations.
- **Track 2 (ESC) updates:**
 - *January 2024 meeting:*
 - Confirmed priority focus areas for 2024 (communications and storytelling; recruitment, hiring, and retention; youth engagement).
 - Met with the city's Events and Emergency Management Coordinator to provide feedback and discuss priorities for the city's annual events program.
 - Began a discussion on group commitments.
 - *February 2024 meeting:*
 - Met with the city's events and emergency management coordinator and community engagement coordinator and expressed interest in helping administer a program that provides funding support for more community-led, multicultural events in Milwaukie.
 - *March 2024 meeting – not yet occurred:*
 - The city's communications program manager and library director will be in attendance to discuss how we tell Milwaukie's equity story.
- **Track 3 (Major city initiatives) updates:**
 - Transportation System Plan (TSP):
 - Building relationships with North Clackamas School District (NCSd):
 - Attended Milwaukie High School Black Excellence Month assembly.
 - Attended the NCSd Family Resource Fair jointly with staff from the Transportation System Plan (TSP) team.
 - Translated materials for the TSP public outreach into Spanish, including assistance with a bi-lingual bookmark.
 - Parks:
 - Support for planning and multilingual material development for neighborhood parks construction kick-off event on March 9.
 - Strategic Plan:
 - Serve as a member of the Strategic Plan Steering Committee and ensure equity workplan tactics are integrated into the Strategic Plan.
 - Budget Development:
 - Reviewing budget narratives and proposals to identify implications for the city's equity, inclusion, and justice goal.
- **Other miscellaneous updates related to the advancement of equity, justice, and inclusion:**
 - Secured a Spanish-language interpreter at one Municipal Court date each month on an ongoing basis.

BUDGET IMPACT

All of the work undertaken to date is accounted for in the city's adopted budget. Staff are currently working on development of the 2025-2026 biennium budget, and the equity and inclusion coordinator is involved in reviewing budget proposals to ensure investments adequately advance the city's equity, inclusion, and justice goal.

WORKLOAD IMPACT

All work undertaken to date is accounted for in existing staff work plans.

CLIMATE IMPACT

While the actions we are taking on through 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.

EQUITY IMPACT

The equity work plan involves multiple facets of collaboration across departments and the ESC to improve service delivery, community engagement, and work culture. Currently, we are revising materials, improving programs, and improving building infrastructure to be more accessible for people with disabilities and those who have lower levels of English proficiency. We are also investing and planning multiple training opportunities for staff to have discussions about different equity topics and building skills to lead more equitable and inclusive projects.

COORDINATION, CONCURRENCE, OR DISSENT

Staff from across all city departments were involved in the equity study and work plan. The 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

We recommend Council receive this update and ask staff for more information about any work completed or upcoming.

ALTERNATIVES

None.

ATTACHMENTS

1. Adopted 2024-2027 City of Milwaukie Equity Plan

2024 – 2027 City of Milwaukie Equity Plan

DRAFT: Last updated 3/8/2024

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:** Discussions undertaken 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.

These actions 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 equity stakeholders. 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. Communication b. Conflict Resolution c. Work culture • Yearly online mandatory equity trainings (developed in partnership with Human Resources) • 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
- 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 Human Resource in launching and updating our Bi-annual Employee Engagement Survey
- Support internal communication improvements
- Support selection of a new bid management procurement system
- Relaunch an Internal Equity Committee

Track 2: Discussions undertaken by the Equity Steering Committee

This table represents the topics and deliverables the Equity Steering Committee expects to undertake throughout 2024, with a look ahead at potential topics for the following two years.

Timing	Actions/Deliverables
February 2024	Communications and Storytelling: Improving the City's annual events program <ul style="list-style-type: none"> • Guests: <ul style="list-style-type: none"> ○ Dan Harris, Events and Emergency Management Coordinator ○ Jason Wachs, Community Engagement Coordinator • Deliverables: <ul style="list-style-type: none"> ○ Discuss Council decision for the city's event's budget ○ Advice recommendations for events the city supports, how to capacitate community groups interested in hosting multicultural events ○ Connection to NDA's events and funding process and how they support city events
March 2024	Communications and Storytelling: Telling Milwaukie's Equity Story <ul style="list-style-type: none"> • Guests: <ul style="list-style-type: none"> ○ Brent Husher, Library Director ○ Jordan Imlah, Communications Program Manager • Deliverables: <ul style="list-style-type: none"> ○ Advising on Library Community events, trainings, and resources ○ Recommendations for using city communication channels for regular equity storytelling, 1-2 communication projects for ESC
April 2024	Communications and Storytelling: Improving the City's annual events program II <ul style="list-style-type: none"> • Guests: <ul style="list-style-type: none"> ○ Dan Harris, Events and Emergency Management Coordinator • Deliverables: <ul style="list-style-type: none"> ○ Continue conversation for creating a multicultural community events funds/grants program
May 2024	Communications and Storytelling: Measuring Success and Building Accountability <ul style="list-style-type: none"> • Guests:

	<ul style="list-style-type: none"> ○ <i>TBD: Equity indicator consultant</i> • Deliverables: <ul style="list-style-type: none"> ○ List of key performance measures related to equity, recommendations for equity dashboard development
June 2024	Recruitment, Hiring, and Retention: Work culture and retention strategy <ul style="list-style-type: none"> • Guests: <ul style="list-style-type: none"> Brandi Leos, HR Director • Deliverables: <ul style="list-style-type: none"> ○ Provide feedback and recommendations for recruitment and hiring practices advertising work opportunities ○ Review data for tracking retention and measuring work culture
July 2024	SUMMER BREAK
August 2024	Engagement Pathways: City Internships <ul style="list-style-type: none"> • Guests: <ul style="list-style-type: none"> ○ Jen Garbely, City Engineer ○ Other city managers overseeing internship opportunities • Deliverables: <ul style="list-style-type: none"> ○ Recommendations for city internship program
September 2024	Engagement Pathways: Youth Engagement, part 1 <ul style="list-style-type: none"> • Guests <ul style="list-style-type: none"> ○ Youth representatives (<i>TBD</i>) ○ Council member? • Deliverables: <ul style="list-style-type: none"> Commitments for youth engagement for the next 2 years
October 2024	Engagement Pathways: Youth Engagement, part 2 <ul style="list-style-type: none"> • Guests <ul style="list-style-type: none"> ○ Youth representatives (<i>TBD</i>) ○ Council member? • Deliverables: <ul style="list-style-type: none"> ○ Commitments for youth engagement for the next 2 years
November 2024	Continue planning for 2025
December 2024	WINTER BREAK
2025 and 2026	(more specific planning will occur in Q4 2024)
	Additional focus areas for consideration: <ul style="list-style-type: none"> • Equitable programming

	<ul style="list-style-type: none">• Accessibility<ul style="list-style-type: none">○ Naming of places and spaces
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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
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 staff who feel positive about leaderships approachability and openness to ideas • % of staff who trust in senior leadership's management and responsiveness • % of staff satisfied with relationship with coworkers and team effectiveness • % staff retention and longevity with the city • % of all employees who report feeling satisfied with their job • % 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 • # of affinity groups
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

Quarterly equity goal update

March 12, 2024



1. Recap: Milwaukie's equity goal to date
2. Quarterly work plan updates
3. Discussion and questions

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
- **December 2023:** Council endorses resolution for a multi-year equity plan



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 (ESC), 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.



2024-2027 EQUITY PLAN

Track 1: Actions led by the Equity and Inclusion Coordinator

- Reviewed all Council materials and added “Equity Impacts” section to staff report template (to go into effect on April 1, 2024).
- Served on hiring panels for the Assistant City Engineer, HR Analyst, Police Chief, and Library Assistant.
- Sponsored and co-hosted a community conversation on February 28 at the Ledding Library for Black Excellence Month



2024-2027 EQUITY PLAN

Track 2: Equity Steering Committee focus areas for this year

- *Communication, transparency, and storytelling*
- *Recruitment, hiring, and retention*
- *Engagement pathways*





2024-2027 EQUITY PLAN

Track 2: Equity Steering Committee updates

January 2024 meeting:

- Confirmed priority focus areas
- Met with the city's Events and Emergency Management Coordinator to discuss events priorities

February 2024 meeting:

- Began discussion about and expressed interest in helping administer a multicultural event community fund program

March 2024 meeting (Scheduled for March 18):

- The city's communications program manager and library director will be in attendance to discuss how we tell Milwaukie's equity story.

April 2024 meeting (scheduled for April 25):

- Continued work on multicultural event community fund development

May 2024 meeting (scheduled for May 23)

- Equity indicators, data storytelling, and transparency

2024-2027 EQUITY PLAN

Track 3: Major city initiatives with an equity nexus

Transportation System Plan (TSP):

- Building relationships with North Clackamas School District (NCSD):
 - Attended Milwaukie High School Black Excellence Month assembly
 - Attended the NCSD Family Resource Fair jointly with staff from the Transportation System Plan (TSP) team
- Translated materials for the TSP public outreach into Spanish

Parks:

- Support for planning and multilingual material development for neighborhood parks construction kick-off event on March 9th.

Strategic Plan:

- Serve as a member of the Strategic Plan Steering Committee and ensure equity workplan tactics are integrated into the Strategic Plan.

Budget Development:

- Reviewing budget narratives and proposals to identify implications for the city's equity, inclusion, and justice goal.



NEXT STEPS

- Continued support of the Equity Steering Committee
- Strategic Plan implementation – ensuring accountability for our equity priorities and sharing the workload
- Develop and train staff on an equity framework

Questions for Council:

- *Is there anything you'd like to hear more about?*
- *Is there anything not highlighted in the staff report or the current equity plan that you would like us to prioritize?*



The Spirit of
Elk Rock Island
Jillian Moody
Mikawake Mini-Mural

**QUESTIONS OR
COMMENTS?**