

RS 7. B. 10/17/23
Presentation

Equity Study Report and Workplan Update

October 17, 2023



1. How we got here
2. Diversity, equity, and inclusion assessment results and recommendations from Keen Independent Research
3. Focus areas for further work planning + ESC priorities
4. 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

City of Milwaukie DEI Plan Recommendations



Presented by:

David Keen, Principal
Annette Humm Keen, Principal
Nicole Yates, PhD, Consultant

Keen Independent Research LLC

100 Fillmore St., 5th Floor
Denver CO 80206

701 N. 1st St., 2nd Floor
Phoenix AZ 85004

303-385-8515
303-522-7298 (mobile)

dkeen@keenindependent.com
www.keenindependent.com

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**KEEN
INDEPENDENT
RESEARCH**

Methodology



Source: City of Milwaukie

Project approach

- § Assess where the City is with ongoing DEI efforts
- § Collect stakeholder input
- § Identify areas of opportunity for improvement

Methods

- § Review of workforce policies, procedures and surveys
- § Workforce data analysis
- § Review of procurement policies and procedures
- § Interviews with key staff
- § Virtual workshops with staff, business owners, residents (input from about 250 individuals)

Findings — Employment

City workers, by race, ethnicity and gender, 2017 and 2022

	2017	2022
Race/ethnicity		
African American	0.0 %	2.0 %
Asian American	2.9	1.3
American Indian and Alaska Native	0.0	0.0
Native Hawaiian or other Pacific Islander	0.0	0.7
Hispanic American	3.7	4.0
Total people of color	6.6 %	8.1 %
Non-Hispanic white	93.4	92.0
Total	100.0 %	100.0 %
Gender		
Women	46.0 %	41.6 %
Men	54.0	58.4
Total	100.0 %	100.0 %

Disparities in overall workforce

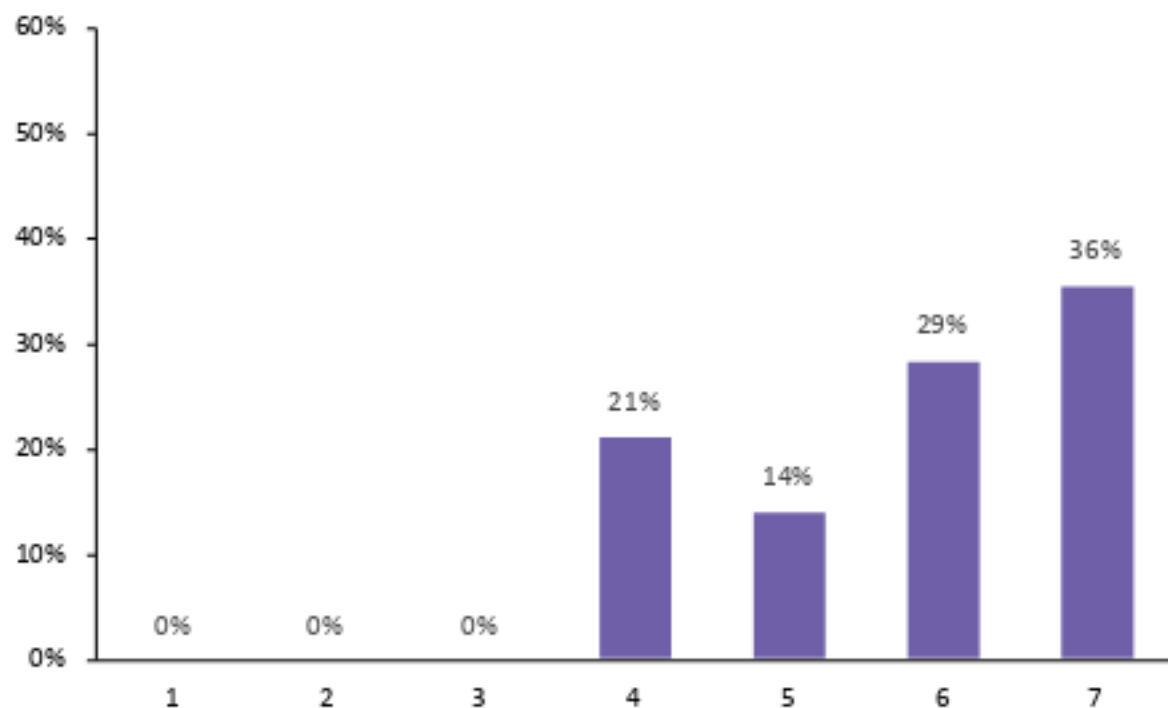
- § Substantial for people of color across departments
- § Men and women are generally on par with some variation between departments

Disparities in hiring

- § Substantial disparities for people of color across departments
- § No gender disparities observed

Findings — Procurement

Virtual workshop respondents' ratings of equity in City's procurement process



Bid Management System

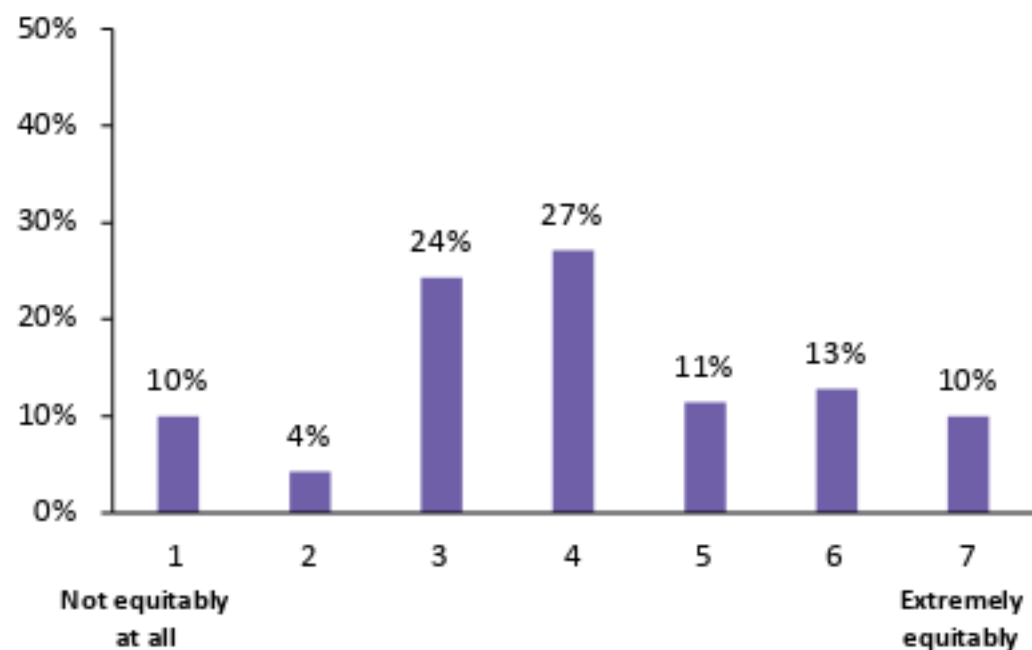
- § Limited in collection of vendor data
- § Limited in bid solicitation notification capabilities

Expanding access to City work

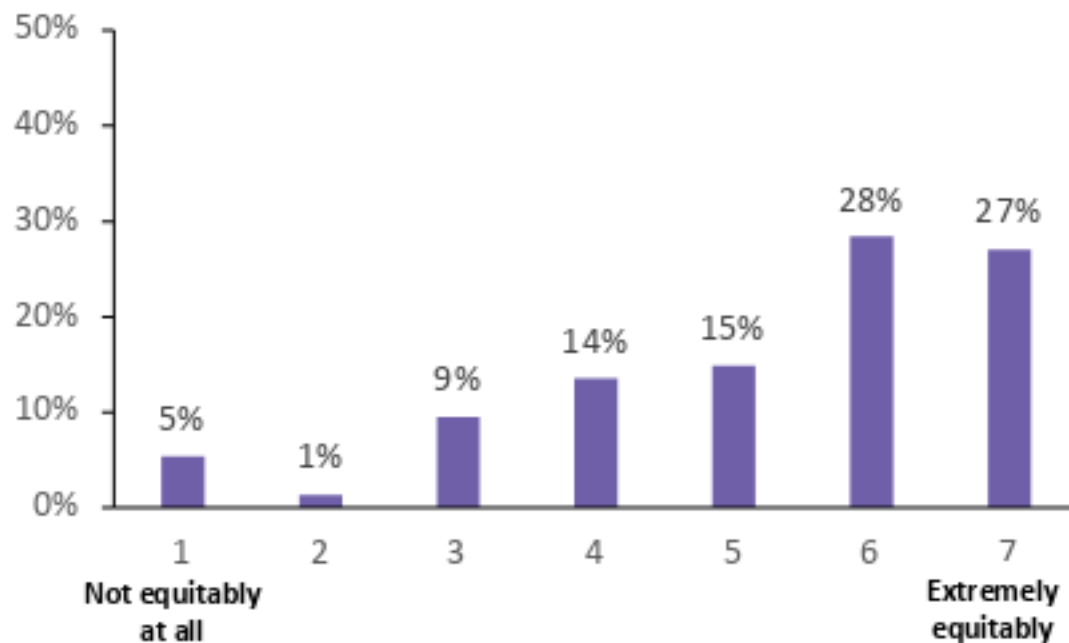
- § Outreach to local businesses
- § Direct communication with diverse firms

Findings — Services to the community

Virtual workshop participants' ratings of how equitably the City performs its street maintenance

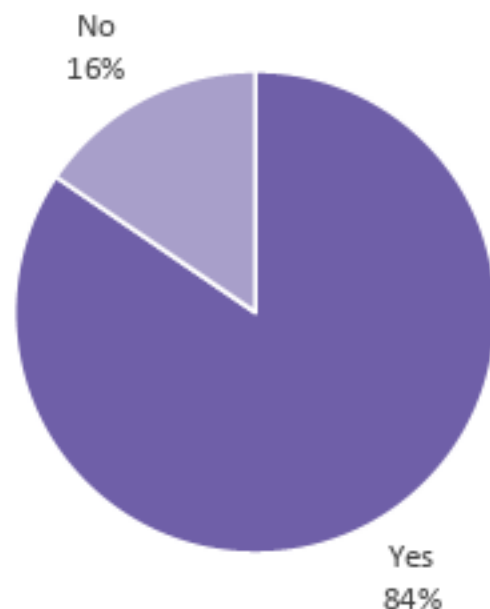


Virtual workshop participants' ratings of how equitably the City provides other services



Findings — Public engagement

Virtual workshop participants' indication of whether it is clear the City prioritizes DEI for residents



Perceptions of DEI within Milwaukee

- § Hiring at the City could be more reflective of the diversity of the residents
- § City personnel could be more accessible
- § Apply DEI principles widely (e.g., with the naming of new buildings or parks)

Events

- § Opportunities to celebrate other cultures or make existing events more inclusive
- § Communications regarding events are not reaching all residents of the city

High-Priority Recommendations

Employment

- § Further expand recruitment of diverse groups for jobs with few diverse workers
- § Standardize the application screening and scoring processes through Human Resources (already implemented)
- § Continue to monitor rates of hiring, promotions and separations and explore reasons for any disparities

Procurement

- § Reach out to small, diverse businesses for bids for procurements under the thresholds requiring formal competitive processes
- § Consider investing in a bid management system with more robust reporting and bid solicitation capabilities
- § Consider participating in a disparity study to examine whether minority- and woman-owned firms receive equitable share of City contract dollars

High-Priority Recommendations (continued)

Services and service delivery

- § Consider expanding translation and multilingual messaging regarding services and fee relief programs
- § Continue to promote income-based programs that provide relief from fees across the City's communication channels
- § Determine key metrics for community satisfaction with events and services that will support future decision-making (along with staff input and up-to-date best practice literature)

Public engagement and communications

- § Invest in telling the Milwaukie story (including around DEI), highlighting changes and achievements
- § Expand multilingual communications (particularly Spanish) throughout all communications platforms
- § Publicize the City's efforts at advancing physical accessibility and going beyond ADA compliance

FOCUS AREAS FOR FUTURE WORK

- 4. Equitable procurement** – Investing in systems and analyses that ensure contract dollars are being invested equitably (*Council has acted in this area*)
 - Update bid management system; revamp community grants program; continue improvements to contracting practices
- 5. Accessibility** – Improving language access, disability access, age inclusiveness
 - Update city's translation and interpretation policy; add multilingual signage; make ADA updates
- 6. Naming of spaces and places** – Developing standards that celebrate diverse heritage and foster inclusion
 - Create a policy around naming; work with partners to tell Milwaukie's full story





FOCUS AREAS FOR FUTURE WORK

- 1. Recruitment, hiring and retention** – Improving diversity in employment (*improvements implemented and underway*)
 - Update hiring and recruitment practices; invest in work culture and staff support; improve internal engagement
- 2. Communication, transparency, and storytelling** – Highlighting Milwaukie's full history and demystifying government
 - Increase public communications around equity work (Pilot features, social media); evolve city events calendar
- 3. Engagement pathways** – Creating pipelines to opportunities within the city, particularly for youth
 - Explore internship and job shadow opportunities; improve recruitment for boards & committees; engage youth on how they want to be involved

ESC FOCUS AREAS

#2 *Communication, transparency, and storytelling:*

- Advise on annual event calendar/budget
- Advise on communications campaign
- Advise on development of equity reporting process

#1 *Recruitment, hiring, and retention:*

- Serve on hiring panels
- Support annual job fair

#3 *Engagement pathways:*

- Advise on development of internship program
- Advise on recruitment strategy and youth engagement with boards and committees, NDAs



NEXT STEPS

- Equity Steering Committee (ESC) will continue refining their priorities and work plan based on Council feedback at their October 26 meeting
- Staff developing a three-year organizational strategic plan – equity actions will be integrated
- Return in December with a resolution documenting commitments

Asks of Council:

- *What focus areas do you most want to see the ESC and city prioritize?*
- *As we develop our next budget, what priorities are you interested in funding?*



The Spirit of Elk Rock Island
Jillian Moody
Mishunabe Misi-Muraal

**QUESTIONS OR
COMMENTS?**