

2024 – 2027 City of Milwaukie Equity Plan

DRAFT: Last updated 11/30/2027

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:<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• 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 [*pick a few groups to focus on for 2024? Youth organizations? Faith-based?*]

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 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
January 2024	<p>Communications and Storytelling: Improving the City's annual events program</p> <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 ○ Brent Husher, Library Director • Deliverables: <ul style="list-style-type: none"> ○ Recommendations for what events the city supports, how to capacitate community groups interested in hosting events, and what to prioritize in next biennium events budget ○ How it connects to NDA's events ○ Feedback and advising on Library Community Events
February 2024	<p>Communications and Storytelling: Telling Milwaukie's Equity Story</p> <ul style="list-style-type: none"> • Guests: <ul style="list-style-type: none"> ○ Jordan Imlah, Communications Program Manager • Deliverables: <ul style="list-style-type: none"> ○ Recommendations for using city communication channels for regular equity storytelling, 1-2 communication projects for ESC
March 2024	<p>Communications and Storytelling: Measuring Success and Building Accountability</p> <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
April 2024	<p>Engagement Pathways: Youth Engagement</p> <ul style="list-style-type: none"> • Guests <ul style="list-style-type: none"> ○ Youth representatives (<i>TBD</i>) • Deliverables: <ul style="list-style-type: none"> ○ Ideas and recommendations for youth engagement in city governance
May 2024	<p>Engagement Pathways: City Internships</p> <ul style="list-style-type: none"> • Guests: <ul style="list-style-type: none"> ○ Jen Garbely, City Engineer

	<ul style="list-style-type: none"> ○ Other city managers overseeing internship opportunities • Deliverables: <ul style="list-style-type: none"> ○ Recommendations for city internship program
June 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
SUMMER BREAK	
	Recruitment, Hiring, and Retention: Data review <ul style="list-style-type: none"> • Guests: <ul style="list-style-type: none"> ○ Brandi Leos, HR Director
	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
October 2024	Recruitment, Hiring, and Retention: Advertising work opportunities <ul style="list-style-type: none"> • Guests: <ul style="list-style-type: none"> ○ Brandi Leos, HR Director
November 2024	Planning for 2024
<i>December 2024</i>	<i>WINTER BREAK</i>
2025 and 2026 (<i>more specific planning will occur in Q4 2024</i>)	Additional focus areas for consideration: <ul style="list-style-type: none"> • Equitable procurement • Accessibility • Naming of places and spaces

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 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