



The Diversity and Equity Strategic Plan is a five-year plan of actions to maintain the City of Eugene's focus on the integration of equity and human rights principles into our organization. The Plan was conceived as a living document that will evolve over time as we continue to grow. It was adopted by the City of Eugene in 2009 following extensive community outreach and input and robust discussion among City employees.

Our goals address:

- ◆ Leadership
- ◆ Capacity
- ◆ Workforce and work environment
- ◆ Service delivery
- ◆ Communication and engagement
- ◆ Measurement and accountability

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Central Services City  
Manager's Office  
July 2011*

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# A Message from City of Eugene Executive Team



It is indeed a pleasure to present the second Annual Report of activities on the implementation of the City of Eugene's Diversity and Equity Strategic Plan (DESP). It is our hope the accomplishments described within this report will convey the sense of continuity contemplated within the original plan and reflect an ongoing commitment to focus on equity and human rights principles as a cornerstone of the City of Eugene organization. We look forward with you, the stakeholders, toward the ongoing implementation of the vision and goals outlined in the DESP.

This report shares the results of the first full year of carrying out individual department plans with numerous significant accomplishments. The outreach effort continues and, as this report goes to press, proactive discussions are in progress between the City Council, the Human Rights Commission, and the Equity and Human Rights Board in an effort to join together to pursue even more joint successes.

The year ahead contemplates a continuation of work in progress, strengthening and carrying out what is represented within the context of our core leadership messages regarding equity and human rights, and building upon what we have learned. There remains much to be done and we welcome the opportunity to effect meaningful change through this effort. The world and our community are constantly changing – instilling the core values of equity and human rights has arguably never been any more important than today.

The tireless work of Raquel Wells and the contributions of the members serving on the Equity and Human Rights Board are acknowledged and much appreciated. We recognize that it is through these efforts we will only become a better organization known for its commitment to excellence. And thanks to all of those who through their actions have demonstrated the commitment to the principles of the DESP and whose stories are recounted here.

## **Executive Team Members**

*Jon Ruiz, City Manager*

*Sarah Medary, Assistant City Manager, Interim Planning and Development Director*

*Glenn Klein, City Attorney*

*Kristie Hammitt, Central Services*

*Chief Randy Groves, Fire and EMS*

*Renee Grube, Library, Recreation and Cultural Services*

*Chief Pete Kerns, Police*

*Kurt Corey, Public Works*

# Department-Level Progress

## Central Services

Central Services provides staff resources to help the organization and other departments meet DESP goals, and works through the Central Services management team, expanded management group and various committees on actions specific to Central Services. Divisions that have overlapping priorities with organizational projects include Human Resources, Risk Services, and the City Manager's Office, which includes Equity & Human Rights, Neighborhood Services and Sustainability.

### **Accomplishments – What thing or things did your department accomplish that was identified in your Department Plan?**

Accomplishments include:

- ◆ Coordinated Human Rights Framework and Triple Bottom Line (TBL) Training for the executive management team, division managers, participants in the Trine Leadership Academy, Human Rights Commission, Equity & Human Rights Board and several advisory group members. Trainers from the City/County of San Francisco and a non-governmental organization from New York in February 2011 provided expertise on Human Rights Framework concepts and implementation.
- ◆ Coordinated the six-month Trine Leadership Academy, with a focus on leadership, change management, and Triple Bottom Line framework of integrating environmental, economic and social equity considerations.
- ◆ Collaborated with the Human Resources Board toward establishing Supervisor Competencies which incorporate DESP concepts and exploring employee retention strategies.
- ◆ Provided “Best Practices” training to members of council-appointed boards and commissions and their staff, incorporating equity and human rights components.
- ◆ Collaborated with the City of Springfield and Lane County Human Resources staff in a community outreach project to expand promotion of hiring processes to the Latino community. Focus was on temporary and seasonal employment, and included community partners and interpreters.
- ◆ Led the Benefits Study Group (BSG), made up of union-represented and non-represented employees, through a year-long project to complete one of the DESP action items which involved exploring a more flexible benefits plan that includes childcare and flexible schedules. As part of this assignment, the BSG reviewed



existing benefits, the Administrative Policy and Procedure Manual (APPM) and previous proposals, surveyed other organizations and best practices, and prepared a report of its findings for the Joint Executives and Division Managers (JEDM), the Human Resources Board and labor unions.

◆ With a goal of supporting the DESP Workforce and Work Environment initiatives, staff worked with each City department to develop targeted short- and long-term recruitment strategies for diverse employees as part of the 2010 Affirmative Action Plan development.

◆ Launched a pilot class called “Working Better Together,” a joint effort by the City of Eugene, Lane County and EWEB. It will replace the previous required training class, “Respectful Work Environment.”

◆ Launched an internal department website to focus on diversity, equity and human rights at the department level. It is used to highlight division work and promote participation in formal and informal training.

◆ Hosted a collaborative neighborhood summit which emphasized effective partnerships and included members of the Human Rights Commission and other advisory groups.

◆ Central Services Management Team launched a strategic planning process focusing on the following key initiative areas:

- Mission, Vision & Values
- Communication
- Customer Service
- Employee Collaboration & Recognition
- Training & Development

The process was inclusive of all Central Services divisions, including staff at all levels doing varied types of work. Each committee was asked to consider DESP goals and action items as it identified recommendations for ways to strengthen the department’s efforts and results in each focus area. Information was shared and gathered through staff meetings, presentations and surveys. Committee recommendations for Year 1 included connections to the organization’s Triple Bottom Line (TBL) assessment tool. The new department committee is expected to launch in summer of 2011.



***Central Service divisions that have overlapping priorities with DESP organizational projects include Human Resources, Risk Services, and the City Manager’s Office, which includes Equity & Human Rights, Neighborhood Services and Sustainability.***

◆ From September through November, Jon Ruiz (City Manager), Randy Groves (Fire Chief), Kristie Hammitt (Central Services Director), Kurt Corey (Public Works Director), and other community members participated in a “Learning Circle” project with several community participants. Each session involved reading articles and publications in advance, viewing videos and having in-depth conversations about race-related topics and experiences.

**Challenges – When implementing the elements of your Department Plan, what thing or things did you find challenging and did you overcome the challenges or changes something to make it work?**

Workforce and budget reductions impact the availability of staff to implement initiatives and promote participation, communicate and engage regarding ongoing activities and opportunities



Having parallel priorities that tap the same staff resources, one priority to deliver action on organizational projects and the other to work on departmental priorities

**Looking to the Future – What do you anticipate next year will be like and what implementations do you expect related to your Department Plan?**

Central Services staff will continue active participation on the Equity & Human Rights Board and resource groups. In addition, many Central Services staff volunteer at trainings, special events and other opportunities that occur beyond the timeline of a standard work day.

Establishing a Central Services department committee that incorporates DESP goals in relation to strategic priorities of Communication; Customer Service; Employee Collaboration and Recognition; and Training and Development will help manage and move forward DESP and department work plan action items.

Municipal Court received direction from council to begin an advocacy program for people who are found to be in violation of the Downtown Safety Zone ordinance. The program will begin July 1, 2011, with support/administration from Equity & Human Rights staff in the City Manager’s Office.

Continue work with the Human Resources Board to explore proactive employee retention strategies and increasing employee resources for development and preparation for advancement.

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## **Fire & Emergency Medical Services**



***Fire & EMS is committed to continuing work towards equal representation in our workforce. Over the course of the past year, we made great progress in this area.***

### **Making progress toward equal representation**

Fire departments in the United States have a long history of being predominantly white male. Although this is gradually changing, change is coming at a slower pace in areas of the country where the demographics of the overall population are less diverse, such as the Pacific Northwest. While the Fire & EMS Department has experienced competitive candidate pools for vacant positions, it continues to

be challenging to find qualified candidates who meet the minimum qualifications and are willing to live in Eugene. In addition, ongoing research shows that many of the local schools offering degree programs that provide the necessary training to work in fire and emergency medical services do not have diverse student populations enrolled in the applicable degree programs.

Despite this challenge, the Eugene Fire & EMS Department is committed to continuing work towards equal representation in our workforce. Over the course of the past year, we made great progress in this area. For the first time in the department's history, a female Engineer was promoted to Captain, and the Executive Assistant (also female) was

selected for the position of Community Relations and Reporting Analyst, following a competitive promotional process. Additionally, we have been able to expand our outreach efforts by working with students to help prepare them to successfully pass the Comprehensive Physical Aptitude Test (CPAT), as well as running a teen career day outreach program twice a year, which provides high school students with a day of exposure to the fire and emergency medical services field and a concurrent job fair.

We also held a training course on leadership and creating and maintaining a positive work environment taught by nationally renowned speaker Charles Bailey for our Shift Operations personnel. We participated in a number of community events, including the Eugene/Springfield Pride Festival. The department's EMS Chief and an Engineer (both female) spoke at a workshop for high school students in regards to potential careers within fire and emergency medical services.

The Chief of Departments participated in a process with the Springfield Executive Team to begin developing a Diversity Action Plan for the City of Springfield organization. He also participated in a series of Learning Circles with Eugene Executive Managers and community members. Additionally, the Chief of Departments participated in Human Rights Framework training with the Joint Executive Division Managers group.

We also continued to embed human rights, cultural awareness and competency components into the promotion process curriculum for Shift Operations personnel. Furthermore, the Eugene Fire & EMS Department in collaboration with Springfield Fire & Life Safety is hosting a week-long Confidence and Leadership Camp for

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Young Women between the ages of 16 and 19 interested in gaining confidence and leadership skills, as well as learning about firefighting. The goals of this camp are to build leadership and team skills, instill confidence, and provide an opportunity to try firefighting through hands-on drills such as live fire training, rope rappelling, and emergency medical response scenarios.

Finally, as part of the Metro Fire Merger Initiative between the Eugene Fire & EMS and Springfield Fire & Life Safety Departments, a combined Strategic Plan and Work Plan between the two departments will go into effect on July 1, 2011. This Strategic Plan and Work Plan will allow us to focus our efforts on areas we have determined to be essential in reaching our vision, such as continuing to further develop the cultural awareness and competency of our current workforce, and enhance our ability to engage underrepresented populations in recruitment processes, to ultimately improve the quality of service we provide to the community.





## Library, Recreation and Cultural Services

Each year, the Library, Recreation and Cultural Services Department (LRCS) records more than a million users of services provided in a variety of venues and settings. To ensure those services and venues are accessible, and that services are inclusive and equitable, LRCS is specifically asking patrons and partners about their needs, assessing the functionality of facilities, and analyzing the potential impacts of decisions in a more comprehensive way.



***LRCS is currently asking patrons and partners about their needs, assessing the functionality of facilities, and analyzing the potential impacts of decisions in a more comprehensive way.***

LRCS has created a Service Delivery Team whose primary goal is to increase the department's connection to all members of the community. This team has identified specific questions that will be added to patron surveys and feedback methods to better gauge patron experiences using department facilities and services. The Service Delivery Team will also regularly check in with partner organizations to determine how well the department is connecting with the partner's clients and whether those services adequately meet their needs.

To insure physical and functional accessibility, LRCS has obtained the "Blue Path" designation for the Hilyard Community Center, Hult Center for the Performing Arts, and Cuthbert Amphitheater. Blue Path facilities have undergone an assessment that recognizes they have met the basic levels of accessibility, and that operators are committed to addressing barriers to service and focused on learning ways to provide access, services and respectful interactions with customers. Next year, the Eugene Public Library and several community centers will seek Blue Path designation.

To help staff make the best decisions about services, LRCS uses a "triple bottom line" analysis to assess the economic, environmental and social equity impacts of service changes. This analysis allows staff to modify decisions to ensure services are accessible to all members of the community.

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## Planning and Development

***One of the key achievements for PDD in 2010 was following through on our commitment to use the triple bottom line tool. Several PDD projects incorporated the tool in their work to analyze the social, environmental and economic impacts of our efforts.***

### Achievements

PDD values a sustainable, livable community and strives to equitably guide the City's built, natural and social environments to promote a better quality of life for all residents. There are many ways in which the department moved forward in achieving the goals set before us in our Equity and Human Rights Action Plan. One of the key achievements for PDD in 2010 was following through on our commitment to use the triple bottom line (TBL) tool (PDD Action Plan Goal 1, Action 5). Several PDD projects incorporated the tool in their work to analyze social, environmental and economic impacts of our efforts.

#### ENVISION EUGENE

Envision Eugene has developed many discussions, reports, and council updates using a *triple bottom line framework* to ensure a fuller spectrum of thinking about the social, environmental, and economic impacts of decisions that are being made. This framework simply encourages a complete conversation – ensuring that some of the less quantifiable social and environmental impacts are considered.

In addition to framing much of the Envision Eugene process this way, there was a formal Triple Bottom Line assessment done on several of the Envision Eugene strategies such as “*Plan for a higher proportion of new housing stock to be multi-family housing*” and “*Protect, maintain and restore high quality woodland and oak savanna habitat, high quality native upland and wetland prairie.*” This assessment relied on mixed groups of eight to 10 people from the Planning, Human Rights, and Sustainability Commissions, Envision Eugene Community Resource Group members, and City staff all thinking about and articulating a broad list of possible impacts of

these specific Envision Eugene strategies. These thoughtful discussions provided some new insights about potential impacts of the long-term land use decisions that are being made as a part of Envision Eugene.

#### WALNUT STATION

The Walnut Station project has the express purpose of converting an area of Franklin Boulevard from its current single-story auto-oriented state to a vibrant, pedestrian-friendly area. Project Coordinator Lydia McKinney worked with staff from the Sustainability and Equity and Human Rights teams from the

City Manager's office, as well as Community Development, to gain a deeper understanding of the potential benefits and drawbacks of the project as seen through the TBL framework.



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## FOOD SECURITY

The TBL tool was used during a City Council work session on the aFood Security Scoping and Resource Plan. The project incorporated a triple bottom line foundation for development of the plan, and the use of the TBL tool was secondary to the incorporation of sustainability perspectives into the work. The TBL tool provided a sustainability performance summary to Council.

### Challenges

PDD recognizes the growing need in our community for information to be provided in alternative formats. Specifically, information and/or services in languages other than English are in demand. With a shrinking footprint of people and resources, finding strategies to increase our capacity in providing bilingual services (PDD Action Plan Goal 2, Action 1) has been challenging. This challenge presents an exciting opportunity for PDD to collaborate with other parts of the organization that have made great progress in providing these valuable resources for Eugene residents. PDD looks forward to enhancing services provided by offering information accessible to more of our community in the year(s) to come.

The PDD Diversity Committee is making many positive steps towards meeting our future goals. Currently we are developing a schedule to reinstitute our monthly “sack lunch” discussions. These sessions have covered a variety of diversity, equity and human rights issues and have been well attended in the past. In addition to these gatherings, we are developing quarterly expanded Management Team meetings at which the entire department will be encouraged to participate. These topic-specific meetings are aimed at how to best integrate the goals of our department action plan and the DESP into our everyday work. The first meeting, scheduled for summer 2011, will highlight the challenge of providing access to information in languages other than English..



## Police

### Accomplishments

EPD continues to develop and implement Crisis Intervention Training (CIT) to all sworn personnel. Through this training, employees will build and/or improve their skills in working with people in mental health crises. Three 40-hour training sessions were conducted for 53 employees.

The EPD employee budget committee was formed and met throughout the year. First steps included learning City and department budget policy and processes. The committee ended calendar year 2010 by developing recommendations for FY12 budget consideration. The majority of those recommendations focused on better use of resources resulting in \$75,000 of savings.



In the interest of improving understanding and focusing staff and community members toward best outcomes, the Eugene Police Department has been participating in a series of “listening sessions”. The series of facilitated sessions are based upon a model of conflict resolution and consensus building. The Police Department has utilized this model to reach out to more than 60 community stakeholders. An equal number of sworn and non-sworn Police Department staff from all ranks participated in this work to establish an active, sustainable, and effective community outreach process.

### Challenges

***Listening sessions and outreach events allow police department members to develop active, sustainable, and effective community outreach communication processes.***

Recruitment of women to sworn officer positions remains a challenge. Overall, recruit officer numbers are down with the three hiring classes averaging only 3.5 recruits compared to an average class size of six over the past five years.

The development of a ‘Verbal Judo’ or other similar de-escalation training program has been slow. De-escalation techniques are emphasized in all defense tactics and other high-risk training. However, focused training works best. The department will look to assign a command officer to take responsibility for learning and then training this special skill so that all officers may develop a level of proficiency.

### Looking to the future

Listening sessions are scheduled for the entire year with new groups such as veterans. We must balance working with new community members with follow-up and maintaining contact with established groups.

A relationship has been established with the University of Oregon Athletic Department. Their monthly career nights feature local professionals who speak to interested male and female student athletes. EPD will be invited on a regular basis to discuss careers in law enforcement with athletes who have demonstrated an interest.



## Public Works

As part of the DESP Leadership goal, Public Works (PW) identified an action item to ensure that “Diversity, equity and human rights issues are discussed at staff meetings including management team and work group meetings.” The Public Works Diversity Committee (PWDC) met with the Public Works Division Managers (PWDM) to discuss the action item purpose and value to the department and obtained support. PW employees have noticed significant participation as evidenced by diversity, equity, and human rights discussions occurring at supervisor, manager, and crew meetings.

After a two-year hiatus, Public Works Day returned in 2011. The event is open to everyone, with a special emphasis on teaching students of all ages about the many



services provided by the City of Eugene Public Works Department. Public Works Day builds awareness of the contribution Public Works professionals make every day to our health, safety, and well being. The event also provides an opportunity to discover diversity in Public Works as participants meet many of the people who work and help care for the community every day. The event encourages community education in PW as identified in the DESP Communication and Engagement goal.

Other accomplishments include:

- ◆ Developing a resource list for accessibility and alternative methods of communicating.
- ◆ Increasing awareness and communication through the Kaleidoscope newsletter, specifically the winter 2011 edition which featured PW employees who

***Public Works Day provides an opportunity to discover diversity as visitors to Roosevelt Yard meet many of the people who work and help care for our community.***

volunteer their time in the community and around the world.

- ◆ Connecting the Respectful Workplace Committee (RWC) and the PWDC and bridging the cultural differences between the two groups.
- ◆ Reviewing PW web pages to ensure all web graphics and images have proper tags for use by assistive screen reader software.

While considerable progress is being made toward the action items in the PW DESP, several challenges were identified that have slowed the progress:

- ◆ The ability to inform work groups on topics related to diversity, equity and human rights.
- ◆ The realization that a concept that works in one division or work group cannot always be duplicated in another work group or division—there is not a one-size-its-all solution.
- ◆ Employees are not always aware of management’s support on diversity issues.

- ◆ Many employees do not understand how to use the new online training program (ELDS) and the number of employees signing up for training classes has declined.
  - ◆ Due to the high demands placed on employees, PWDC members struggle to make time to implement initiatives and participate in ongoing activities.
- PW will continue to implement the action items specified in the PW DESP. In addition to the ongoing efforts, the PWDC will focus on the following items:
- ◆ Implement a plan for workshops within PW including more 'Chat'aqua sessions, crucial conversation classes, and other employee events.
  - ◆ Update the "Diversity on Parade" photo gallery featuring PW employees highlighting their job and sharing their interests. The gallery rotates through the workplaces in PW.
  - ◆ Ensure broad community access via the website and provide alternative languages on signs and other documents upon request.
  - ◆ Production of a toolkit for PW staff to use when working with non-English speaking residents.



**Kaleidoscope**  
A REFLECTION OF DIVERSITY IN PUBLIC WORKS WINTER 2011

**Volunteer Profiles** 1  
**POS and the Peace Corps** 2  
**Diversity Training** 5  
**Historical Highlight** 5  
**Gluten-free Cooking** 6

**Communities and Causes Inspire Volunteers**

This year's National Volunteer Recognition Week is April 10-16. Many departments in the City of Eugene — including Police, Library, Recreation and Cultural Services and Public Works — work regularly with volunteers to stretch budgets and tap into our local residents' enthusiasm for helping out. On the flip side, many City staff volunteer with programs that they feel passionate about in our community and around the world.

The White House proclamation from National Volunteer Week 2010 recognized this tradition of helping others. "Since the founding of our Nation, we have met our greatest challenges through the dedication of countless Americans who have given generously of themselves, asking for nothing in return. The American story is a story of volunteers — of patriots who fought for our founding ideals, of people who marched for justice, of firefighters who rushed into burning towers, and of ordinary citizens who lifted up struggling communities. All were volunteers, and their work changed our country."

We asked Public Works employees to share some of their volunteer activities, both present and past, as an opportunity to recount experiences that have inspired or enriched their work and personal lives. Here is what they shared with us.

**Public Works Diversity Committee**  
 Tim Call x 4934  
 Bob Edmiston x 4936  
 Kevin Finney x 4809  
 Jeffrey Jane Powers x 4842  
 Tom Larsen x 4959  
 Carrie Martin x 6638  
 Erik Olin x 6074  
 Matt Rodriguez x 6036  
 Lindsay Setzer x 5094  
 Robert Tindle x 8476  
 Ryan Turner x 4843  
 Jon Wilson x 8616

**Bring your ideas and experience to our table**  
 The PW Diversity Committee has openings for terms starting in July 2011. Contact any of the committee members for more information.

**Carola Eklund**  
 I'm a dog walker for Services (LCAS) about once a week and have three years. So and play with it. I guess I've dogs (and cats) home during the dog at this point volunteering with through an on-line a dog walker. It's LCAS property to walk dogs to more advanced for people who behaviorally or bite their lea



Carola Eklund with a client at LCAS



*Diversity in Public Works*

# Equity and Human Rights Center and Human Rights Commission

**DESP Action Item 1.6: Create a plan to integrate Human Rights City concepts into City policies and procedures.**

## Measurements

At the end of year 2, the Equity and Human Rights Board leadership presents plan to Executive Managers and Human Rights Commission for review and steps for implementation.

## Assigned Lead(s)

Equity and Human Rights Board, Human Rights Commission and City Manager's Office

## Human Rights Framework (HRF) Plan

*What is a Human Rights Framework?*

Human rights are those rights which are essential to live as human beings – basic standards without which people cannot survive and develop in dignity. They are inherent to all people, inalienable and universal.

The United Nations set a common standard on human rights with the adoption of the Universal Declaration of Human Rights (UDHR) in 1948 (see page 20). Adoption of the UDHR by all countries around the world gives great moral weight to the fundamental principle that all human beings, rich and poor, strong and weak, male and female, of all races and religions, are to be treated equally and with respect for their natural worth as human beings.

The United Nations has since adopted many legally binding international human rights instruments. These treaties are used as a framework for discussing and applying human rights. Eugene is among select cities pioneering the implementation of a human rights framework into City programs and policies and community organizing. The City of Eugene in conjunction with the Mayor and City Council, advisory body members and the Human Rights Commission, hopes to increase knowledge of the Human Rights framework, as well as create a network of informed leaders able to represent human rights principles in their respective areas.

## The Plan

City of Eugene Human Rights Framework implementation will focus on activities that address the following principles:

1. Providing human rights education
2. Being proactive in Human Rights efforts
3. Addressing human rights violations
4. Insuring active public participation
5. Being transparent and open
6. Being publicly accountable for progress

The principles above are found within our approved Human Rights Framework definition within City of Eugene glossary of Equity and Human Rights Terms.

The Diversity and Equity Strategic Plan has several action items that assist our organization with implementation of a Human Rights Framework into City operations.

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### **Examples of FY11 Activities**

- ◆ Human Rights Framework training for more than 100 individuals
- ◆ FY 11 Leadership Academy connections made between Triple Bottom Line and Human Rights Framework
- ◆ 1st Phase of the Human Rights Community Listening Project
- ◆ Public Participation Guide completion
- ◆ Annual reports for Year 2 DESP and HRC
- ◆ Equity and Human Rights Center community concern response system

### **Proposed FY12 Activities**

- ◆ Human Rights Framework Training for Central Service Department
- ◆ Providing employee trainings on Public Participation Guide
- ◆ Working Better Together—Train the Trainer department implementation pilot program
- ◆ Supporting the Triple Bottom Line evolution process
- ◆ 2<sup>nd</sup> Phase of Human Rights Community Listening Project
- ◆ Support IDEC/DHRC community campaign work
- ◆ Community Planning Workshop contact on DESP goals for cultural inclusion and information access
- ◆ Equity and Human Rights Board—look at data collection
- ◆ Recommendations to City Council for ordinance and HRC changes
- ◆ Strengthening community complaint system
- ◆ Explore more community connection to Equity and Human Rights Board and Human Rights Commission
- ◆ Pilot for Downtown Public Safety advocacy program
- ◆ Explore creating environmental cues (i.e. respectful work environment plaques) for Human Rights Framework and Triple Bottom Line
- ◆ Create a Human Rights Framework icon in DESP annual report to identify specific HRF efforts















*Events such as Summer in the City (above) and Human Rights Day (right) provide opportunities for the City to engage and celebrate our diverse community.*

















# DESP Report Card: July 2010–June 2011

## DESP items carried over from last year

Key			
 = Successful Implementation	 = Building Partnerships	 = Ongoing or Slow Progress	 = Moved to Next Year

Goal/Initiatives	Year 1 Actions/Notes/Status at that time	Current Progress/Status	
2.3: Infuse strong leadership message on diversity and equity into new employee orientation.	Moved to year 2 due to resource issues.	New Employee Orientation is currently being redesigned and will be updated in Year 3.	
2.4: Integrate Cultural Competence into standard City trainings.	Moved to year 2 due to resource issues. Review of current curriculum was to be completed.	Review of current curriculum was completed in fall 2010. Research of other agency's standards are currently underway. In year 3 we will establish competency guidelines.	
3.6: Provide mandatory supervisor training on recruitment and selection, which incorporates conceptual and practical information supporting diversity goals.	Moved to year 2 due to resource and workload issues with employee reductions. Used updated session at Supervisor Orientation 12/08. Revision of new extended course for supervisors by 12/09.	Recruitment and Selection staff completed a significant step in FY11 with the completion of the Recruitment and Selection redesign of processes and construction of resources and a Ceshare site. With this updated process foundation, we will focus on a comprehensive rollout and supervisor training in FY12.	
5.1: Develop City-wide guidelines on engagement with the community.	Ongoing / Slow Progress and Building Partnerships: A task team to edit the Outreach Guide created by the UO's Community Planning Workshop. Develop City-wide guidelines by end of Year 1.	Public Participation guide was edited and presented to City Executive and Department Division Managers for feedback as well as to outside stakeholders. Trainings on the guide will take place in Year 3.	 
5.3: Offer training for departments for culturally effective outreach methods and develop department level culturally effective outreach plans and strategies.	Ongoing / Slow Progress and Building Partnerships: An outreach training plan was to be presented to the EHR Board in August, 2010.	Training will take place in Year 3.	 
5.4: Expand public information role to develop and implement an effective culturally competent, media and public information plan, incorporating accessibility, cultural and linguistic competency, and a community relations focus.	Ongoing / Slow Progress and Building Partnerships: An audit of current practices was to be completed by the Public Information Task Team.	Audit was completed this year. Now moving onto next phase of this action item.	
5.6: Offer free trainings to community members about how the City works and the services it provides.	Ongoing / Slow Progress and Building Partnerships: A task team is working on these trainings. The first event was held in Fall, FY11. Participants were surveyed to measure satisfaction. BCC members were offered a modified training session appropriate to their work.	Training for Boards/Commission members and Neighborhood Leaders took place October, 2010. Evaluations were given. Plan for Fall 2011 training is being developed now.	 

**DESP action items for current year**

Goals/Initiatives	Actions	Current Progress/Status	
2.2: Develop an accessibility coordination plan and identify an Accessibility Coordinator to focus on American's with Disability Act (ADA) compliance and internal and external universal access issues.	Plan completed and recommendations implemented by Year 2.	Moved to next year due to staff changes. We will be hiring in the fall to help with this plan development.	 
2.5: Increase City-wide language access and interpretation resources.	Review of current assets and resources completed by end of Year 2.	Due to resource issues we are contracting with CPW to lead this project.	 
3.1: Explore more flexible benefits plan that includes childcare, flexible schedules, etc.	Develop recommendations to be presented to Joint Executive Division Managers (JEDM), Human Resources Board and unions for feedback and approval by the end of Year 2.	Reccomendations presented to JEDM in June 2011.	
4.1: Re-structure Department Diversity Committees to ensure all department services and programs have cultural-specific knowledge to make service and programs more effective	In year 2 plan for restructure presented to Joint Executive Division Managers (JEDM) team at annual diversity and equity meeting for approval.	This action item was integrated within the department-specific DESP plans and as part of their work they have organized as necessary.	
4.2: Ensure that complaints from community members regarding discrimination and harassment are accepted and responded to.	Guidelines for response created by the end of Year 2.	CMO & HRC begin a six month community engagement process to help address this issue and others. Feedback from these efforts may result in ordinances and organizational structure changes. Reccomendations to City Council in Fall 2011.	 
5.4: Expand public information role to develop and implement an effective, culturally competent media and public information plan, incorporating accessibility, cultural and linguistic competency and a community relations focus.	Strategic communication plan goals, key messages, and other foundational elements were reviewed by JEDM and endorsed by the executive managers. Audit is underway.	Ongoing Progress. The plan is now moving into the next phase of developing strategies and priority actions.	
5.5: Invest in new and emerging technologies to effectively enhance communications with our diverse populations.	A task team will audit current technology and its effectiveness by end of year 2.	Part of the CPW contract (see Action Item 2.5).	 
6.1: Assess the effectiveness and capacity of the current diversity system structures (Equity and Human Rights Board, department Diversity Committees and training) to support the implementation of the Diversity and Equity Strategic Plan.	Develop benchmarks and collect associated data to determine the impact of plan implementation.		 
6.3: Publish and disseminate an annual report to share plan progress with City staff and the community, and provide the annual report to the City Council.	a. Develop recognition plan within the organization,our community, and at regional and national levels b. Pursue national and regional recognition and awards for City diversity programs.	Year 1 Report was created in June 2010. Year 2 was created in July 2011.	

# Looking Ahead at Year 3

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For Year 3, the Diversity and Equity Strategic Plan outlines work on the following Action Items:

- ◆ **Capacity**—Goal 2.1, 2.4, 2.5
- ◆ **Work Force and Work Environment**—Goal 3.1, 3.2, 3.3, 3.5, 3.6
- ◆ **Service Delivery**—Goal 4.2, 4.4
- ◆ **Communication and Engagement**—Goal 5.2, 5.3, 5.4, 5.5
- ◆ **Measurement and Accountability**—Goal 6.1, 6.3

## Some Highlights for Year 3 of the Plan



# Get Involved

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- ◆ Get involved with department-level implementation or community groups working on these issues. Contact the Equity and Human Rights Board.

**541.682.5177**

**[ehrcenter@ci.eugene.or.us](mailto:ehrcenter@ci.eugene.or.us)**

- ◆ Share suggestions and concerns or notify us regarding issues with accessibility, equity, hate crimes, and acts of bias.

**541.682.5177**

**[ehrcenter@ci.eugene.or.us](mailto:ehrcenter@ci.eugene.or.us)**

- ◆ Volunteer for City of Eugene boards and commissions or any standing committee. Contact the Human Rights Commission.

**541.682.5177**

**[ehrcenter@ci.eugene.or.us](mailto:ehrcenter@ci.eugene.or.us)**

- ◆ Participate in and support community activities supporting diversity and equity.

- ◆ Contact City Councilors and let them know that you support diversity and equity projects.

**541.682.5010**

**[mayorandcc@ci.eugene.or.us](mailto:mayorandcc@ci.eugene.or.us)**

- ◆ Get involved with your Neighborhood Association.

**541.682.5009**

**[neighborhoods@ci.eugene.or.us](mailto:neighborhoods@ci.eugene.or.us)**

- ◆ Contact the City of Eugene Equity and Human Rights Center with questions.

**541.682.5177**

**[ehrcenter@ci.eugene.or.us](mailto:ehrcenter@ci.eugene.or.us)**

**[www.eugene-or.gov/diversity](http://www.eugene-or.gov/diversity)**



# Universal Declaration of Human Rights

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In 1948, the United Nations General Assembly proclaimed this Universal Declaration of Human Rights (UDHR) a common standard of achievement for all people and all nations. To that end, every member of society must keep this declaration constantly in mind and strive by teaching and education to promote respect for all these rights and freedoms.

In the Universal Declaration of Human Rights, the United Nations has stated in clear and simple terms the rights that belong equally to every person. These rights belong to you. Familiarize yourself with them. Help to promote and defend them.

1. Right to equality.
2. Freedom from discrimination.
3. Right to life, liberty, personal security.
4. Freedom from slavery.
5. Freedom from torture and degrading treatment.
6. Right to recognition as a person before the law.
7. Right to equality before the law.
8. Right to remedy by competent tribunal.
9. Freedom from arbitrary arrest or exile.
10. Right to a fair public hearing.
11. Right to be considered innocent until proven guilty.
12. Freedom from interference with privacy, family, home and correspondence.
13. Right to free movement in and out of any country.
14. Right to asylum in other countries from persecution.
15. Right to a nationality and freedom to change it.
16. Right to marriage and a family.
17. Right to own property.
18. Freedom of belief and religion.
19. Freedom of opinion and information.
20. Right of peaceful assembly and association.
21. Right to participate in government and in free elections.
22. Right to social security.
23. Right to desirable work and to join trade unions.
24. Right to rest and leisure.
25. Right to adequate living standards.
26. Right to education.
27. Right to participate in cultural life and community.
28. Right to social order assuring human rights.
29. Community duties essential to free and full development.
30. Freedom from state and personal interference in the above rights.