



Diversity, equity & inclusion update

Refreshing our
commitment

January 10, 2022

City Council Workshop

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Inclusion



Expectations for our time



Shared understanding



Introduce diversity, equity and inclusion plan



Intentional reflection



Understanding next steps for Council



Plan of Action

Ice Breaker

Review: City's Foundations of
DEI and Culture 101

Looking Back: DEI Journey

Current: Assessment Feedback

Moving Forward





Reflection Questions

- What is Council's role in leading DEI among staff and the community?
- What is Council's role in advancing DEI through policymaking?
- What does the Council need to be leaders in advancing DEI?

Cultural IQ Test:

What Goes together?



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Group A



Group B



Group C



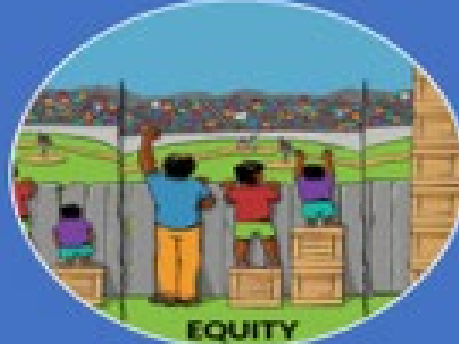
Review: City's Foundations of DEI and Culture 101





Diversity

Multiple
identities and
perspectives
represented



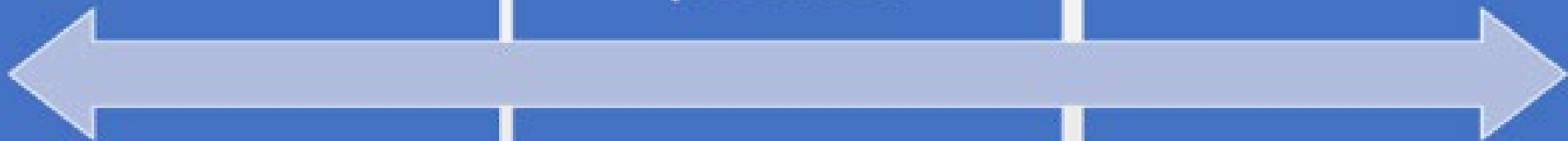
Equity = Impact

Policy,
practice,
position

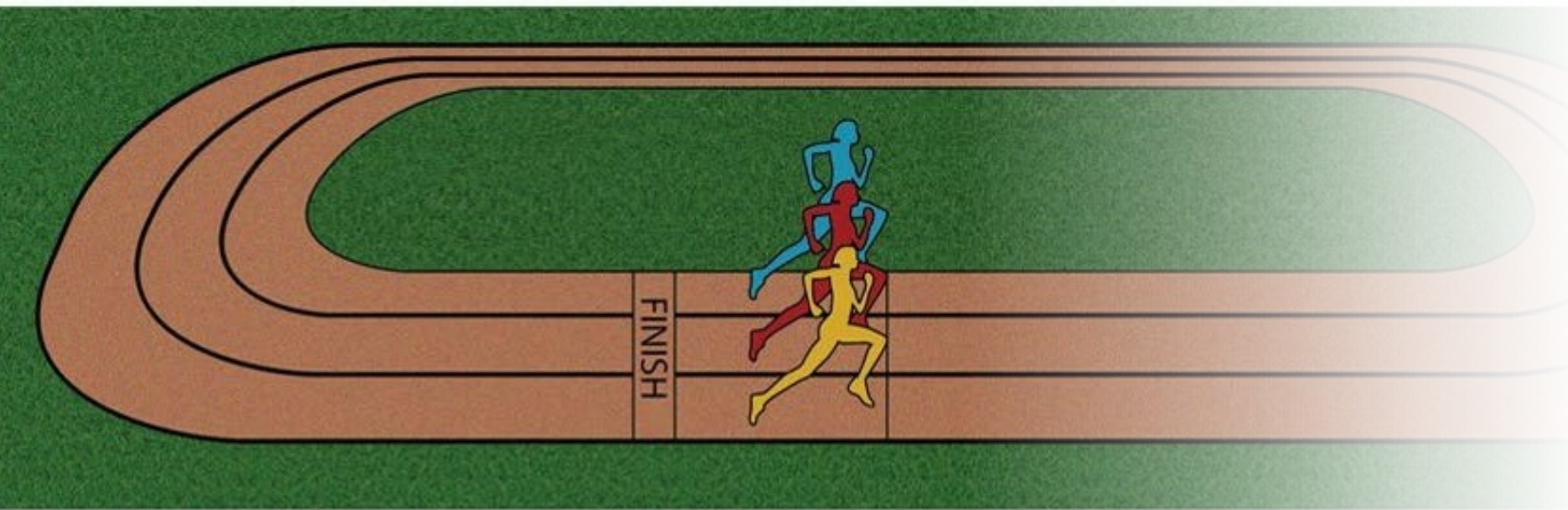


Inclusion

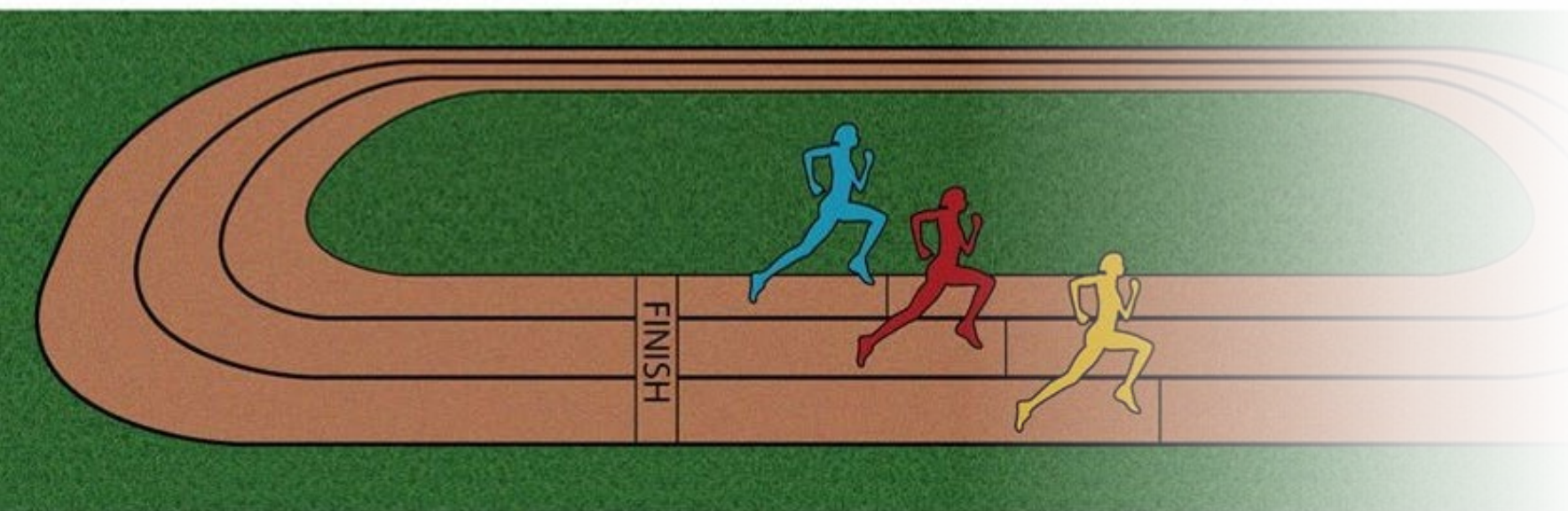
Power, voice,
organizational
culture



What is DEI?




EQUALITY



EQUITY

What is equity?

“Closing the gaps” so that a single identity does not predict one’s success, while also improving outcomes for all.

A close-up photograph of a person's hands holding a black Canon DSLR camera. The camera's large lens is prominent in the foreground, reflecting a vibrant, colorful scene of a city street with buildings and trees. The background is softly blurred, showing green foliage and a hint of a red garment.

Equity Lens:
Closing gaps, creating a more just
and inclusive community for all

What is an Equity Lens?

An equity lens is pausing and asking questions to ourselves when we are planning, developing or evaluating a policy, program or making a decision.

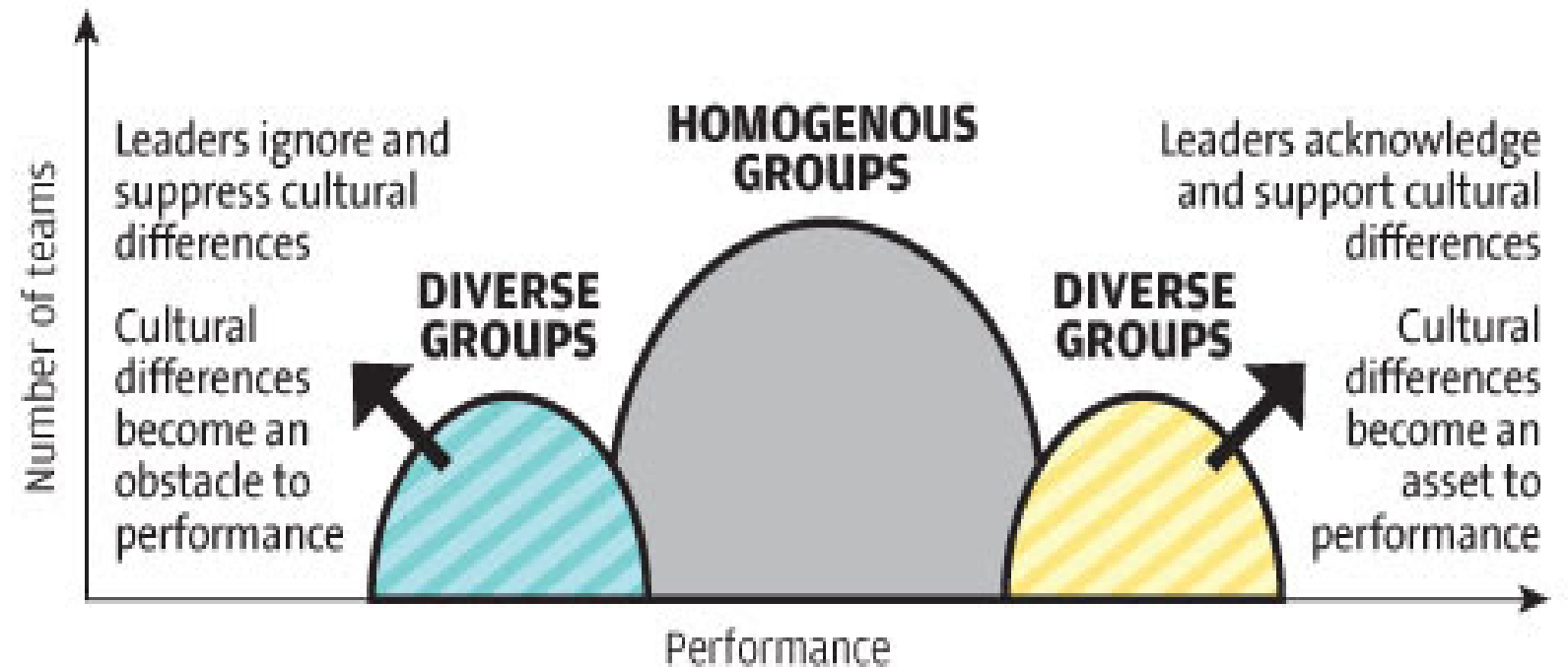
An equity lens can and should be used intersectional.

Waterline of Visibility

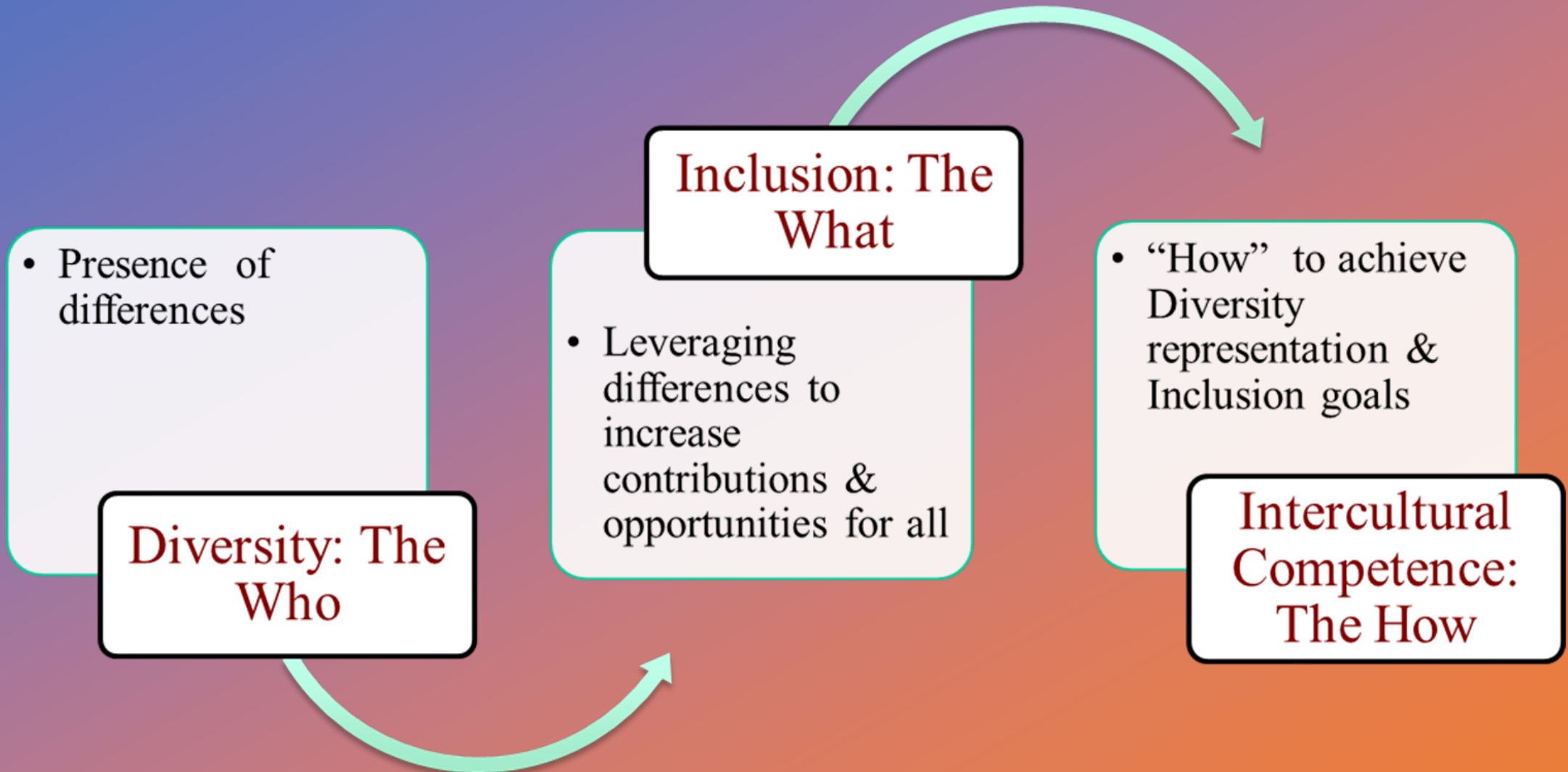


Titanic 2:
The Real
Story

The Truth about Diversity!



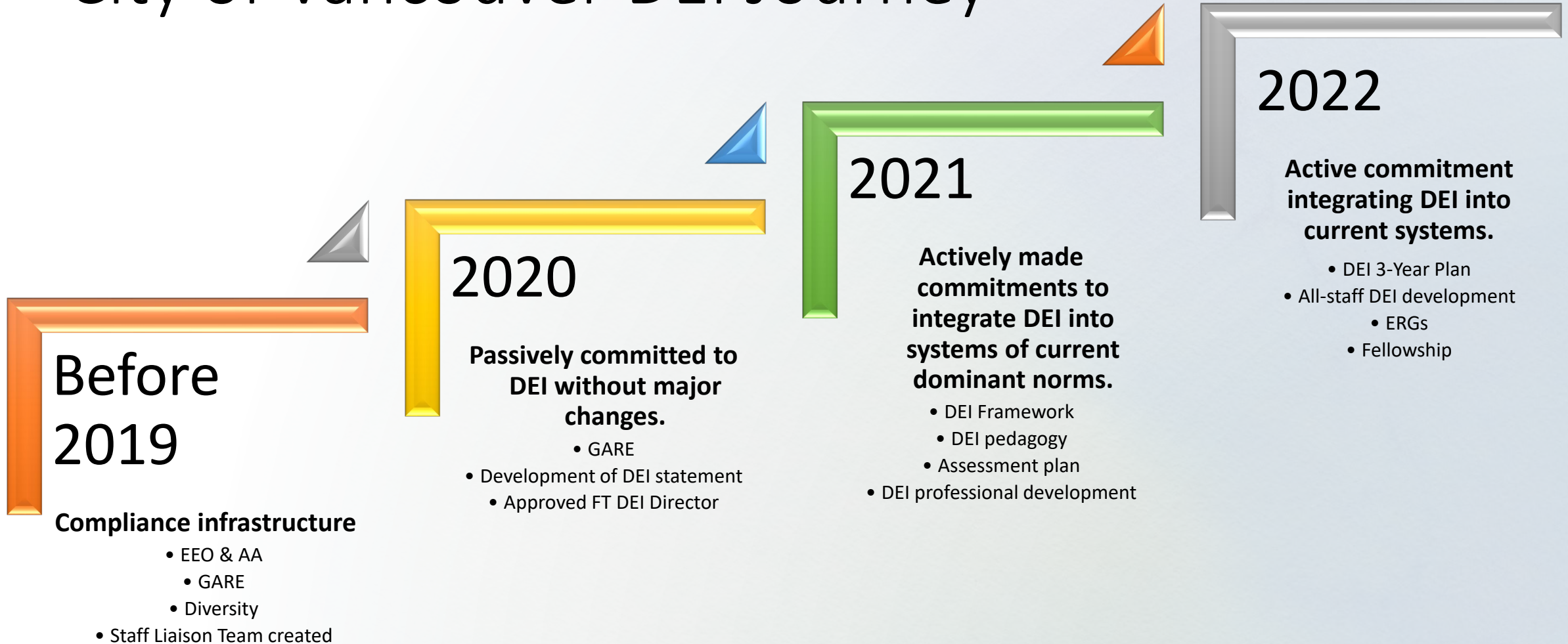
What is Cultural Competency?



Looking
back.




City of Vancouver DEI Journey





Several
diversity, equity
and inclusion
actions were
already
underway



- Conducts Panel Member training to address implicit and explicit biases.
 - Removed question about past salary during the application process due to gender disparities in salary.
 - Past DEI trainings and workshop.
 - Active Chief's Diversity Advisory Team (CDAT).
 - "Girl Cops are Awesome" event that highlighted women in law enforcement.
 - Recognizing, acknowledging and supporting Pride Month.
 - Prioritizing strong public outreach campaigns and direct communication to people whose first language is not English (Spanish, Russian, Chinese, etc.).
 - Black History Month Annual Tree Planting.
 - Park Naming Pilot Program was initiated in Fall 2020 to increase civic engagement, highlight the diversity of our community and honor Vancouver's diverse history.
 - Working to shift culture around IT nomenclature, both within the IT department and IT's vendors.
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Council Statement Regarding Racial Equity and Racial Justice as of July 6, 2020

The City Council of the City of Vancouver, Washington, acknowledges the existence of systemic racism and societal inequalities, both in our country and our community, and these issues demand our attention and action.

We have listened and learned in our listening sessions and we have a greater appreciation for how systemic racism is affecting members of our community. As a result, we will increase our commitment to taking pro-active steps to address its many manifestations in our community.

Together with our community partners, we will work on public health and prosperity inequities that have negatively impacted our community. These include low educational attainment, high rates of unemployment, food insecurity, insufficient access to housing and home ownership, high incidence of chronic health conditions and inadequate access to health care.

The City of Vancouver is not just where we work, but as your City Council, it is also our home. As your public servants, we will bring about change for the better. We will not just acknowledge inequity but will actively focus on equity and justice in our institution, policies, and programs.

We are committed to continuing our work to make our community and our City government places where all are treated with respect, feel safe, and are heard. We value inclusion, mutual knowledge, and respect for diversity.

We oppose racism and oppression in our City. We will continue to build an equitable and inclusive culture and fight racism throughout our community.

Current.






Current Snapshot

- **Executive Diversity Services (EDS) focus groups**
- **EDS online survey**
- **EDS one-on-ones**
- **Office of Diversity, Equity & Inclusion (ODEI) DEI SWOT**
- **ODEI one-on-ones**


Over 600 conversations in total





Overall themes *external

- Culture and climate
- DEI messaging
- Variance of experiences
- Comfort/understanding levels
- Resistance to change
- Lack of accountability
- Leadership (development) skill set
- Multi-diverse community
- Strong community partnerships
- Active hate groups
- COVID-19
- Competing wants



Overall themes *internal

- Culture and climate
- DEI messaging
- Variance of experiences
- Comfort/understanding levels
- Resistance to change
- Workload/lean organization
- Lack of accountability
- Leadership (development) of skills
- Staff representation
- “Latest fad” of leaders
- Lack of direction
- Chief’s Diversity Group
- Office of DEI



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Reflections

Moving forward: Building DEI Organizational Wide



Three-year plan



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 - COV creates, develop, and supports a **culture** that values and advances DEI.

- DEI accountability committee
- DEI common language
- DEI professional development
- Influencers Fellowship
- Employee resources groups
- Restorative practices
- Celebrate cultural difference
- Anti-discrimination policy

- + • COV hiring practices, workforce and **careers** reflect the diversity of the community across the range and depth of the organization.

- City's employee demographics
- Pre-employment career development
- Recruitment
- Hiring
- Performance evaluations
- Data

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○ COV
consistency
in advancing
DEI within
organizational
structure and
scale.

- Equity Toolkit
- Program development
- Department DEI Action Plan development
- Leadership performance evaluations
- DEI baseline assessment
- City's Budget
- Inclusive data collection
- DEI Work Group
- DEI staff goal

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°COV provides DEI
transparent
communications
that is responsive
and reflective of
community needs.

- DEI landing page
- DEI Dashboard
- Equity Atlas
- DEI integration
- DEI community resources

+ • COV

○ **community**
views the City as
an equitable and
inclusive
governmental
organization
that engages all
communities.

- **Tracking engagement** - Demonstrate that participants and community engagement reflect the demographics of the communities served by the program, service, and/or project to support equitable delivery of programs, services and/or projects.
- **Inclusive outreach and engagement** – Convene the development of DEI best practices for outreach and engagement. Prepare introductory workshop on inclusive outreach and engagement for employees that routinely engage with the public. Develop a curriculum that includes materials and instruction for ongoing training in engagement methods and meeting facilitation skills for appropriate staff.
- **Language Access Action Plan** – Development of a systematic approach for addressing translation and interpretation needs of community members. The plan will include strategies to communicate through traditional and non-traditional methods in regular communications and emergency situations; priorities for implementation; and methods for ongoing assessment and adaptation as community needs change.
- **Historically underrepresented and underserved communities** - Develop a systematic approach for connecting historically underrepresented and underserved communities participate in all City services and opportunities. Foster a deeper understanding of the original inhabitants of the City's region to guide decisions and operations.
- **DEI procurement framework** - Revise contracting and procurement practices to demonstrate equity and inclusion in contracts across the system. Develop and implement a policy and procedure for the acquisition of professional services utilizing an equity toolkit.
- **Past Harm** – Research and acknowledge past governmental harm and systematic barriers at the City and County level. Implement ways to own, honor and create new opportunities to create trust within communities.
- **Inclusive Neighborhood Associations** - Create and implement inclusive and equitable Neighborhood Association policies. Provide DEI workshops to all neighborhood leaders.

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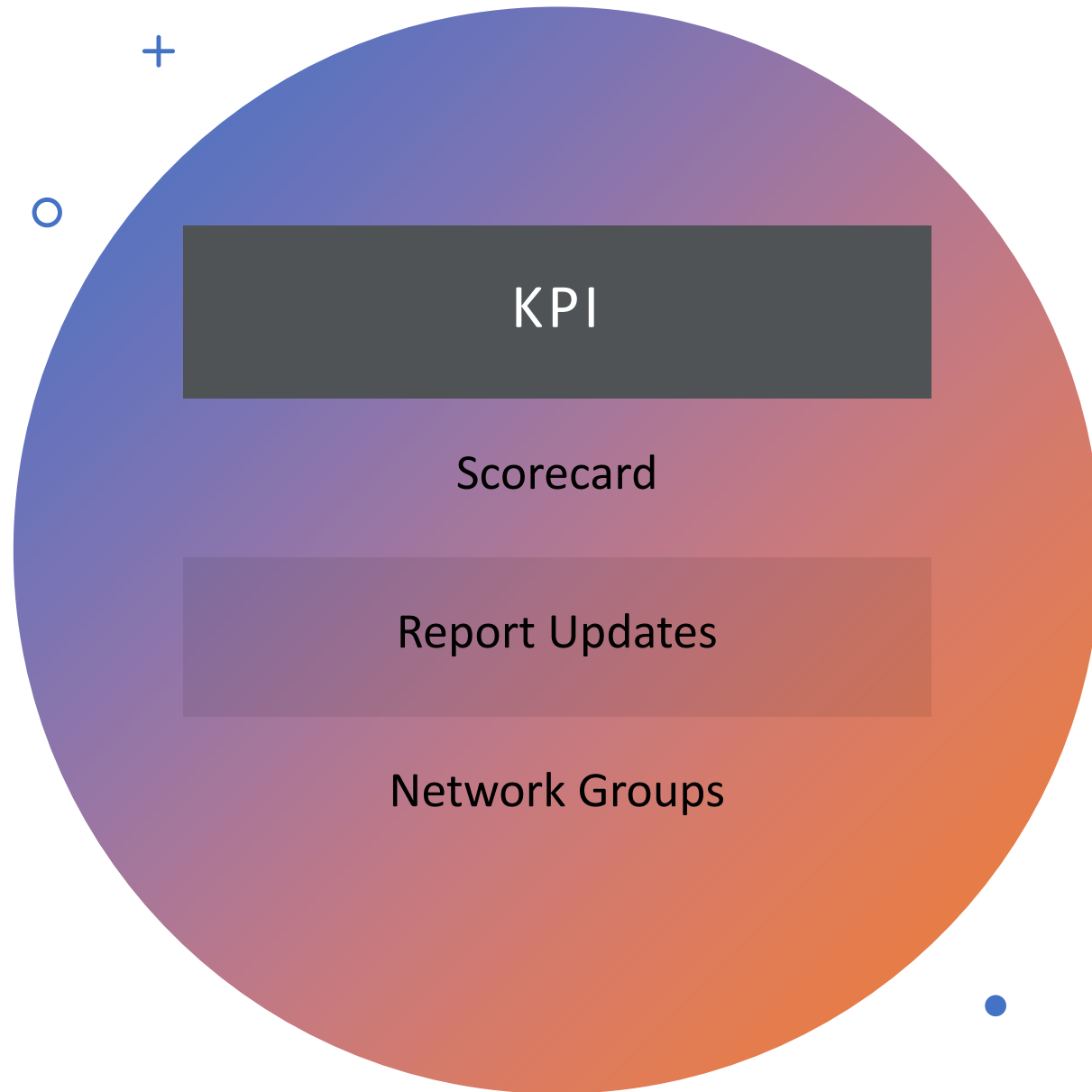
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COV

Councilmembers
advances DEI
through
policy making.

- **DEI statement** – Revise current DEI statement and integrate yearly examination of statement connected to current DEI strategies.
- **Accessible meeting locations** - Examine and develop a systematic approach for creating opportunities for council meeting location(s) throughout the City of Vancouver. Creating more equitable access to council meetings.
- **Boards and Commission DEI development** – Provide commissioners and board members with DEI education, support and coaching that aligns with the professional development received by council and staff to support alignment.
- **Boards and Commissions increased representation** - Examine and develop a systematic approach for creating opportunities for all community members to participate on Boards and Commissions without city institutional barriers.
- **DEI professional development** – Develop a comprehensive framework and model for DEI (the DEI Lifelong Learning Model) and provide on-going DEI professional development opportunities especially through a policy making lens.
- **Community engagement** - Integrate inclusive community engagement practices and principles into onboarding process for City Council members.



DEI Metrics Overview

Business Case

- Due diligence is essential in making sure the measures are in alignment with our city's DEI strategies

Primary DEI Measurements

- Compliance – including EEO & AA and regular monitoring. Also, all Federal, State and local regulatory reporting
- Demographics – covering wide range of diversity dimensions. Analyzing employee movement, growth and losses
- Organizational Programs/Processes – decisions, programs, policies and culture
- DEI Initiatives and Professional Development – ensuring our internal DEI programs are meeting the needs of our employees and continue to support our strategy



DEI Scorecard

Strategic management tools that is used to measure our organization's progress in meeting the DEI strategy and increasing inclusion within the organization

- **Tools for measure (*possible)**
 - Intercultural Development Inventory (IDI)*
 - Multicultural Organizational Development (MCOB)*
 - Tool for Organizational Self-Assessment Related to Equity*
- **Development**
 - Industry Best Practices
 - Department/Divisional input to ensure buy in across all departments
 - Re-calibrated on a yearly basis to ensure our measures are relevant and impacting outcomes
 - Quantitative and Qualitative measures covering the recruitment and retention efforts along with the actions by our management staff to support DEI
- **Application**
 - Monitored on a monthly basis by senior leadership
 - Reported yearly to city councilmembers
 - Department unit specific scorecard are developed
 - Recruitment and retention are measured in two tiers
 - Senior Leaders
 - Entry and Middle Management



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Reflections

DEI Approaches



ETHOS



8
SUCCESS

DEI Approaches (ethos)



DEI PHILOSOPHY
STATEMENTS



CONVERSATION GUIDELINES
AND AGREEMENTS



BUSINESS CASE FOR DEI

Community	Talent	Government
<ul style="list-style-type: none"> • Diversity, equity and inclusion quality of life solutions to our community • Identify new business opportunities • Make DEI a differentiator • Cultivate external partnerships to support community priorities 	<ul style="list-style-type: none"> • Attract, develop, and retain the best talent • Create an engaged and committed workforce • Create innovative solutions for community • Develop cross-cultural competencies to manage and work with multicultural teams 	<ul style="list-style-type: none"> • Create a space for healing from past harm • Reduce harm • Develop equity policy • Create equity innovative solutions for community

DEI Business Case

DEI Approaches (ethos)



DEI PHILOSOPHY
STATEMENTS



CONVERSATION
GUIDELINES AND
AGREEMENTS



BUSINESS CASE FOR
DEI



TRAUMA
INFORMED DEI
LEADERSHIP



DEI PROFESSIONAL
DEVELOPMENT

DEI Professional Development

**All staff and leaders
Council, Boards & Commission**



Monthly DEI email – Inclusion Starts w/ i
Road to Reflections

DEI Book lending library
DEI Fellowship

DEI Approaches (ethos)



DEI PHILOSOPHY
STATEMENTS



CONVERSATION
GUIDELINES AND
AGREEMENTS



BUSINESS CASE FOR
DEI



TRAUMA INFORMED
DEI LEADERSHIP



DEI PROFESSIONAL
DEVELOPMENT



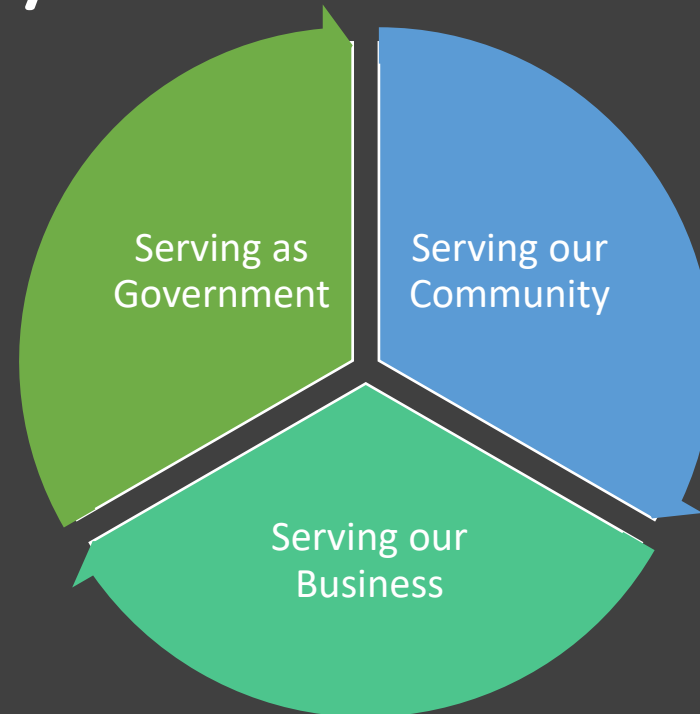
RESPONDING TO
RESISTANCE



ERGS



Employee Resources Groups



Overall, how do WE do that?

Talk: Normalizing the conversation

- Developing and sharing tools to talk about DEI

Build: Capacity building

- Building leadership capacity through coalition building, leadership development and trainings.

Shift: Institutional change

- Developing and implementing institutional change strategies to operationalize structural equity.

Bridge: Policy and research

- Working with community groups, other government and national organizations to develop policies that advance equity and inclusion.

CURRENT Keys to Success



Leadership commitment

City Councilmembers, city manager and leadership commitment drive DEI through each of our departments

Leaders are required to role model inclusive behavior through direct involvement each year

Office of DEI provides oversight of diversity strategy and progress



Continuous improvement

Each year the city strives to raise the bar and set the standard for DEI

Employee Resources Groups and mentoring continue to show growth with survey results and ROI

Success in key areas has not meant the work is complete

Continuous evaluation of our demographics, programs and initiatives

Ongoing benchmarking with others to incorporate best practices



Linkage with the city's business case

DEI is woven throughout the city's culture and strategies

DEI has been leveraged for the success of our business through community access

Diversity within leadership, at all levels



Measurement and accountability

DEI Scorecard provided to leadership, gives status of progress and next steps

Management is held accountable to scorecard results

DEI programs and initiatives are measured for success and return on investment

Partnership with HR programs and metrics to help ensure the success for our employees



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Reflections



Reflection Questions

- What is Council's role in leading DEI among staff and the community?
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- What does the Council need to be leaders in advancing DEI?



Next Steps for Council...

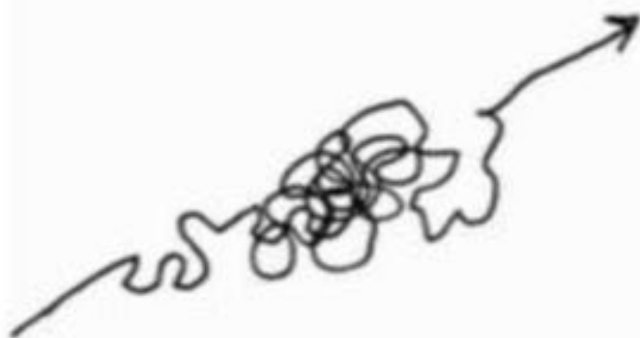
- **DEI Statement**
- **Language Access Action Plan**
- **Accessible meeting locations**
- **Inclusive outreach and engagement (Outreach Work Group)**
- **DEI professional development and Updates**
 - **Quarterly**
- **One-on-one check-ins**

Success



what people think
it looks like

Success



what it really
looks like