



# CITY OF WEST LINN

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*Diversity, Equity, and Inclusion Audit & Program*

## ***Report of Findings and Recommendations***



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# Diversity, Equity, and Inclusion Audit & Program

## Report of Findings and Recommendations

### GOAL, SCOPE & EXPECTATIONS

The City of West Linn (City) is committed to ensuring that diversity, equity, and inclusion (DEI) are keystone practices in City operations and the community. In April 2020, the City released a Request for Qualifications (RFQ) for DEI consultation services. Proposals were received from professional consulting firms specializing in achieving this goal. In September 2020, The Kenley Group, LLC was selected. In November 2020, The Kenley Group LLC initiated the Audit by holding a kickoff meeting with the current City Manager and his predecessor. Based on subsequent feedback, below are the scope and outcomes:

#### Scope of Work and Expectations

<b>DEI Review (Assessment &amp; Discovery)</b>	<ul style="list-style-type: none"><li>• Collect, organize, review, analyze, interpret, and assess key organizational areas using self-administered online surveys and interviews with senior leaders, as well as critical internal and external stakeholders.</li><li>• Examine representative documents, policies, practices, and procedures.</li><li>• Discuss, validate and receive feedback on specific audit and assessment findings with appropriate leader(s). <b>Outcomes:</b> To identify the City's stage of DEI maturity, to gain a sense of the type of DEI actions being taken and/or need to be taken, and what events/activities may be enabling and/or hindering action.</li></ul>
<b>DEI Formal Presentation of Findings</b>	<ul style="list-style-type: none"><li>• A comprehensive informative presentation of DEI findings, custom recommendations, and DEI maturity model. <b>Outcomes:</b> Provide a clear understanding the City's health by assessing the distance between where things currently stand and where the City wants to be (current and future state); and clarity about what must be accomplished to achieve the desired vision (specific goals and objectives).</li></ul>
<b>DEI Report &amp; Recommendations</b>	<ul style="list-style-type: none"><li>• Develop a final report detailing DEI findings, recommendations, and critical insights needed to launch new directions as well as track DEI performance improvements and results. <b>Outcomes:</b> Identify strengths, gaps, and best practices for the desired level of DEI success; establish a baseline from which to measure and benchmark progress; determine DEI priorities, strategies, objectives, programs, and initiatives; ascertain aspects of employees' experience and where attention should be focused in the future; and pinpoint policies, programs, and practices that may be inhibiting DEI success in key organizational areas.</li></ul>

## APPROACH

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Consultants utilize many different frameworks and approaches when conducting assessments and audits. A professionally trained researcher, evaluator, and/or DEI specialist is expected to be familiar with different techniques and select the approach most appropriate to achieve the desired goal. The Kenley Group, LLC selected an environmental scan to guide its approach. An environmental scan is a process that systematically surveys, collects, examines, and interprets relevant data to identify internal and external strengths, weaknesses, opportunities, and threats (SWOT) as well as best practices and recommendations to influence future decisions. This technique is considered to be effective due to the following:

- It is strategic, providing information on the most important DEI factors
- The information gathered will position leadership to make informed decisions and respond proactively to internal and external DEI issues.
- Will allow the organization to identify strengths, weaknesses, opportunities and threats.
- It will create a baseline from which future progress can be measured.

Our internal and external environmental scan was sectioned into specific areas, representing a broad spectrum of processes, practices, procedures, and policies examined at the individual, organization, and systemic levels. Each area of focus was reviewed independent of other areas, therefore allowing The Kenley Group, LLC the ability to analyze an area separately or in aggregate. Based on various DEI maturity models, most actions in an

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organization fall into one of four levels of maturity (or sometimes 5 for mature DEI organizations). The lowest, Level 1 represents foundational or implies Equal Employment Opportunity Office (EEOO) or affirmative action compliance. The Highest, Level 4 (or a 5 where appropriate) represents a high level of strategic integration of DEI with differences leveraged to create business value. It is important to note the organization's level of DEI maturity can differ by area, which allows identification of internal and external strengths, weaknesses, opportunities, and threats as well as areas for improvement. The five themes of DEI maturity are as follows:

- **Level 1** – Compliant with equal opportunity or affirmation action goals.
- **Level 2** – Program oriented with increasing representation of specific groups.
- **Level 3** – Leader-led leveling of the playing field for all by addressing systematic cultural barriers.
- **Level 4** – Integrated leveraging of difference to create business value.

As described in the table below, The Kenley Group, LLC engaged Citywide internal staff, key internal and external stakeholders, as well as senior and elected leaders in the data collection process to gain a sense of the type of DEI actions being taken and/or need to be taken, what events/ activities may be enabling and/or hindering action, strengths, weaknesses, opportunities, threats, and the City's DEI maturity. Initial findings were shared with the DEI Steering Committee, consisting of Jerry Gabrielatos, Alicia Shroyer, Elissa Preston, and Doug Erickson.

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Below is a summary of the scheduled timeline, stakeholder groups, and data collection tools utilized in the DEI review. Please note many of the data collection activities/events represented in the scheduled timeline overlapped.

<b>DEI Review</b>		
<b>Timeline, Stakeholders &amp; Data Collection Tools</b>		
<b>2021 Timeline</b>	<b>Stakeholder Groups / Documents</b>	<b>Data Collection Tools</b>
January	Internal Staff	Self-administered Online Survey
January & February	City Committees and Boards	1:1 Interviews
February	Neighborhood Associations, Presidents of Neighborhood Associations	Self-administered Online Survey
February & March	City Department Heads	Dialogue & Questionnaire
January, February, & March	City documents, policies, practices, and procedures	Examination and Review
March & April	City Councilors and Mayor	Discussion and Interview

## DATA COLLECTION

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The findings and recommendations contained in this report, including appendixes and informed quantitative and qualitative data collected from the following sources. When appropriate, data from independent research/sources are included in the discussion of the Findings with corresponding references.

### City Council and Mayor

The Kenley Group, LLC attended a City Council Meeting on October 19, 2020 where we presented the revised scope, as well as Councilors given an opportunity to ask questions. On October 23, 2020 a video conference was held with outgoing mayor, Mayor Russell Axelrod who provided direction and guidance regarding the initial scope and goals of this Audit. To ensure this work continued in full alignment with Council's expectations, one-on-one discussions were held with three City Councilors and Mayor in March and April 2021.

### City Management

To remain in full alignment with the Audit, scope, outcomes and timeline, The Kenley Group, LLC met weekly with the DEI Steering Committee. During these meetings, updates and status reports were provided on the work. Also, advisement, direction, and feedback were shared on next steps.

### City Staff

The Kenley Group, LLC conducted a voluntary, self-administered (non-facilitated) online survey with staff to assess perceptions and gaps relative to diversity, equity, and inclusion at the

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City. The survey consisted of 66 questions (57 multiple choice type and 9 yes/no type) including self-declared demographics. A total of 143 City employees received the online survey via email. The Kenley Group, LLC received a total of 89 responses, resulting in a 62% response rate. Please refer to the **Findings** section of this report for further details on demographics information on the City see **Appendix A: Demographics**. For the list of survey questions, responses, and scores, please refer to **Appendix B: Staff Survey**. A presentation of the results from the staff survey was shared with the DEI Steering Committee.

### City Departments Heads

To inform the DEI process, discuss needs and expectations, and to gain general direction, The Kenley Group, LLC attended one department head meetings to engage this stakeholder group regarding the DEI Audit. In addition, a self-administered, voluntary 5 questions questionnaire was utilized to identify specific DEI needs and concerns. The questionnaire was sent to 8 department heads and 7 responded. Please refer to the **Findings** section of this report or **Appendix C: Department Heads** for discoveries and data collected from this group.

### City Committees and Boards

To gain an understanding of DEI actions and current needs, and what events/activities may be enabling and/or hindering actions and/or needs, The Kenley Group, LLC conducted 15 one-on-one interviews with representatives of City committees and boards. Please refer to the **Findings** section of this report and **Appendix D: Committees and Boards** for a summary of discoveries or detailed data.



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### Neighborhood Associations

The Kenley Group, LLC attended the Neighborhood Associations Presidents (NAP) Meeting on January 21, 2021 at the invitation of Ed Schwarz, who subsequently forwarded the survey to the various associations. The Kenley Group, LLC obtained insight from neighborhood associations via a voluntary, self-administered (non-facilitated) online survey comprised of 17 questions and received 71 responses. Stakeholders were asked a set of questions about their experiences and how the City could better serve their needs. Please refer the **Findings** section of this report or **Appendix E: Neighborhood Associations** for a summary of discoveries or detailed data.

### Document Examination/Review

A cultural DEI audit was performed on a representative sample, comprised of over 400 City documents (mission statements, personnel policies, meeting minutes, agendas, procedures, City webpages, and a host of specialized reports) across departments were examined to determine the level of alignment and implementation with the stated DEI goals and objectives. Please refer the **Findings** section of this report or **Appendix F: Document Review** for a summary of discoveries or detailed data.

### Data Analysis & Assumptions

Data analysis is the process of obtaining raw data and subsequently converting it into useful information for decision-making purposes. Using basic mathematical principles and descriptive statistics as a method to measure the relationship between variables, The Kenley Group, LLC utilized data collected from the previously stated sources to inform findings and recommendations included in this report based on the following assumptions:

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- Survey participants/respondents, individuals interviewed and those engaged in groups fully understood the questions asked or topics covered during discussions and/or questionnaires.
- Information shared by participants and respondents to questionnaires, interviews, discussions, and surveys was truthfully and fully voluntary.
- Survey responses received from City staff are a representative sample of City employees.
- Information provided by individuals representing Neighborhood Associations and community groups was truthful, well informed, and voluntary.
- Information collected from internal stakeholders representing internal committees, boards, management, leadership teams, and councils form a representative sample of the City.
- Documentation offered for review and examination reflect a representative sample of the City.

### **Risks & Limitations**

The most material risk associated with this Audit is its heavy reliance on individual perceptions and self-administrated information without a facilitator to answer questions or lead discussions to clear up any possible misconceptions. The Kenley Group, LLC assumes all collected data to be representative of the City and truthful, therefore informing. The single largest limitation to this study was the exclusion of in-depth department analysis, investigations, and resolution of DEI related disparities across the City, which were out of scope.

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## FINDINGS

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In support of the DEI Audit and the City's DEI maturity, the findings reveal the type of DEI actions being taken and/or need to be taken, what events/activities may be enabling and/or hindering DEI, a clear understanding of the City's health by determining the distance between where things currently stand and the goal or where the City wants to be (current and future state) and establishes clarity around what must be accomplished to achieve the desired vision.

The City of West Linn is located in Clackamas County, Oregon. It is considered by many to be an affluent southern suburb of the Portland metropolitan area. Prior to settlement, the area was home to ancestors of the present-day Confederated Tribes of the Grand Ronde, Confederated Tribes of the Siletz, and other native American groups that may have lived in the area. Settlement dates back to early 1840's when Major Robert Moore an early settler purchased title to approximately 1,000 acres from a local Native American Chief of the Wallamut (Willamette) Indians on which he plotted a town called Robin's Nest. On December 22, 1845, the Oregon Territorial Legislature voted to rename the town Linn City as a memorial to U.S. Senator Dr. Lewis F. Linn, from Missouri who had advocated the American occupation of Oregon (ACHP, 2021). The City was incorporated in 1913 and merged with an adjacent town of Willamette in 1916. The incorporation allow the settlement to obtain needed services, utilities and improvements.

### **City Council and Mayor**

The City Council consists of the Mayor and four councilors who act as the board of directors for the City of West Linn municipal corporation. This group expressed a willingness to

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ensure diversity, equity, and inclusion (DEI) are keystone practices in City operations and the community, a commitment to provide necessary leadership, as well as an obligation to create policies, systems, and environments that supports diverse lifestyles, cultural richness, equity in health and education. They also provided background and history about the City, DEI work previously completed, ongoing DEI initiatives in and around the City and other areas Council may want to address. Finally, Councilors indicated an interest in receiving the recommendations contained in this final report as input to formulate next steps, goals, and priorities. A summary of Council and Mayor comments are reflected in the table below.

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Questions and Summary Responses	
Council and Mayor	
1. What can the City do to welcome and support all?	Develop strategy, programs, policies, and an environment where all can participate, and celebrate different cultures; partner with community groups and schools.
2. What is the City doing right, wrong and areas for improvement?	Approve this audit, provided support of other DEI efforts/activities within various departments; could have done more during the Fesser situation; need to address negative ideas and conversations related to diversity; many desire to stay as is and not change; lack of self-examination and understanding others that are marginalized; listen to watch dogs and complaints from community members and engage those who speak out in the change process.
3. What can elected officials do?	Provide leadership and direction for DEI; be intentional.
4. What hurdles do you see?	Lack of trust within the City; rebuilding loss trust with the community; misunderstanding of City responsibilities; where does DEI begin and end
5. What needs to be included in DEI initiative?	Need to deal sincerely with community advocates; what City can do to educate and celebrate different cultures; acknowledge Native American beginnings e.g., land ownership; program to learn and honor Native American culture; engage community advocates on boards; DEI special task force, etc.

### City Department Heads

To inform the DEI process and discuss needs and concerns from a senior leadership perspective, all 8 department heads were engaged (7 responded) in a self-administered, voluntary 5 question questionnaire. While this group identified very few DEI departmental concerns, they expressed a need for the following:

- Consistent DEI messaging and effort throughout the City

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- DEI training
- Leadership commitment and clear direction from City Council and City Manager
- Access to DEI research and resources
- Practical policy approach
- Better communication on the DEI program

Several unique DEI hurdles identified by City Department Heads as a group included: timing, short-staffed, need for resources, workforce and residents not diverse, COVID-19 pandemic as a priority, change in culture, and need for financial resources. The following tools and suggestions were shared by City Departments Heads to help create systemic awareness.

For further information on questions and responses associated with data collected from City Department Heads on an aggregate basis, please refer to **Appendix C: Departments Heads** of this report.

Summary of Tools to Create Systemic Awareness		
Hold internal discussions	Better customer service	Celebrate differences
Add weekly agenda item at meetings	DEI training for all	Citywide DEI plan or strategy
Citywide implementation	Additional resources	Citywide DEI newsletter
Special task force	Long term dedication /time	Internships with marginalized HS and College students
Digital suggestion box	Partnership with marginalized groups	Cultural changes

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### City Staff (Survey Demographics Highlights)

The staff survey was administered in January 2021. Part of the rationale for asking demographical questions during the Audit was to determine where the City currently stands on staff diversity and to establish a baseline of relevant demographic data for future comparison and measurement. The Kenley Group, LLC recognizes that race, sexual orientation and gender are social constructs and that survey questions that ask respondents to check boxes are inherently reductionist. The Kenley Group, LLC therefore trusts that the selection of the categories and titles included in the charts below illustrate an earnest attempt to collect data at scale while also respecting individuals' identities.

As reflected in the demographics chart below 8% of staff identified as non-white, 7% are living with a disability, 52% are caretakers of children, and 8% are caretakers of adults. 85% identified as heterosexual or straight, 13.81% identified as LGBTQ+ (including transgender), and 2.3% of staff not specifying. Also, 33% are first generation college graduates and 3% acknowledged English is not their first language. 8% of employees practice a religion other than the dominant majority (Christianity, Protestant and/or no religion at all.)

Material Staff Demographics		
Percentage "Agreed"		
14% identified as LGBTQ+ (includes transgender)	8% non-white	47% no religion
85% heterosexual or straight	7% living with a disability	40% Christian
3% English not first language	52% caregivers of children	5% Protestant
33% first generation college graduate	8% caregivers of adults	8% other

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*The below subcategories were the most salient of the City's demographics.*

### *City Demographics*

In July 1, 2019, the City's population was reported at 26,736 and was comprised of approximately 51% female and 49% male (US Census, 2019). It is estimated that 13% of the City's population consider themselves to be Asian, Black, Hispanic, American Indian, Alaskan Native or of a mixed race. Notably, 10% reported as foreign born and 14% indicated a language other than English was spoken in the home (US Census, 2015-2019). About 7% of the households do not have an Internet subscription, 5% are living with a disability, and 5% live in poverty. (US Census, 2019). When the City's demographics of Black, Indigenous, Latinx, Asian and all people of color are adjusted to include the LGBTQ+ community (estimated at 4% of the population), results (adjusted to equal 17% of the population) dispel the myth that the City is not diverse. Moreover, the diversity of the population underscores the need for the City to engage more effectively with the community it serves.

### *Sexual Orientation*

Based on over 340,000 interviews conducted as part of a 2017 Gallup poll, the percentage of American adults identifying as lesbian, gay, bisexual or transgender (LGBTQ+) increased to 4.5% in 2017, up from 4.1% in 2016 and 3.5% in 2012. (Gallup, 2017). This trend is expected to continue based on the 2019 and 2015 Oregon Healthy Teen Surveys where 11<sup>th</sup> graders between the age of 16-19 years old, identified as straight at 77.8% in 2019 down from 88.7% in 2015. Conversely, 17.3% of the teens surveyed identified as LGBTQ+ in 2019 up from 8.5% in 2015. Results from the staff survey detailed above and these trends validate the



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size and expected growth of the underrepresented LGBTQ+ community and thus the need to advance a DEI agenda among staff and the community.

### *Religion*

The percentage of religious people in the United States continue to decline. Based on telephone surveys conducted by Pew Research, in 2018 and 2019, 65% of American adults describe themselves as Christians when asked about their religion, which is down 12% over the past ten years. Meanwhile, the unreligious percentage of the population (people who describe themselves as atheist, agnostic or nothing in particular) reported currently at 26%, up from 17% in 2009. (Pew Research, 2018). The data taken from the Staff survey appears to align with this national trend and should be considered when planning future celebrations and events.

### *Caregiver*

According to the American Association of Retired Persons (AARP), a caregiver is an unpaid individual (a spouse, partner, family member, friend, or neighbor) involved in assisting others with activities of daily living and/or medical tasks. Approximately 43.5 million caregivers have provided unpaid care to an older adult or child in the last 12 months. (FAC and AARP, 2015). Staff at the City appear consistent with national average as 11% indicated they take care of older adult(s).

### **City Staff (Survey Response Highlights)**

Highlighted below are material staff survey responses to key questions that provide further insight to the status of diversity, equity, and inclusion at the City. It is important to note,

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staff consistently answered “neither agree or disagree” to questions. This suggests, staff are not in the know of info (i.e. whether financial resources have been set aside for DEI efforts, whether there is a DEI policy or not, and etc.). As revealed at the individual level, 61% agree DEI is important to them and 31% agree it is a top priority for senior leaders. Culturally, staff feel they can voice contrary opinions (70%), respected by their team (85%) and their manager (89%). Organizationally, staff agrees the City should be doing more with DEI (69%) and a small percent agree DEI financial resources are sufficient (14%). Correspondently, about 29% agree the City has a DEI strategy, 22% agree DEI is reflected in policies, practices, and procedures, and 23% agree DEI is reflected in the mission, vision, and value statements.

At the systems level, 8% agree race, gender, age, etc. are not important in promotions, 31% agree DEI is incorporated into hiring and recruiting, 21% agree DEI is incorporated into retention practices, 19% agree DEI critical issues and trends in the community have been identified, and 16% agree DEI is used as a selection criteria for vendors. Also noted, 26% agree that managers and 30% of staff have received DEI training.

For further details on all the questions, responses and scores included in the staff survey, please refer to **Appendix B: Staff Survey** of this report.

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Staff Survey Response Highlights Percentage “Agree”		
Individual Level	Organizational Level	Systemic Level
61% DEI strategy is important to me	14% DEI financial resources in place	8% race, gender, age, etc. are not important in promotions
70% can voice contrary opinions	69% City should be doing more DEI	32% DEI is incorporated in recruiting and hiring practices
74% my opinions are valued/respected	29% City has a DEI strategy	21% DEI is incorporated in retention practices
85% respected by my team	22% DEI is consistently reflected in policies, practices and procedures	16% selection process for vendors reflect DEI
89% respected by my manager	23% DEI is demonstrated in mission, vision and value statements	19% City has identified critical trends and issues in the community
84% employees interact respectively	31% DEI is a top priority to Sr. Leaders	26% managers, 30% staff have received DEI training

### City Committee and Boards

A total of 15 one-on-one interviews were held with representatives of City committees and boards. These stakeholders were asked a list of prepared questions to determine the current state, gaps, and areas of improvement relative to DEI experiences. As reflected in the table below, discussions centered around:

- Board/Committees Make-up
- Public Engagement and Consultation

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- Influence on Policy and Decision Making
- Reporting of Inequities

In summary, the composition of City boards and committees are not diverse, comprised of the same people, and lack annual goals and objectives.

City Committee & Boards Summarized Discussion			
<b>Makeup Boards/Committees</b> <ul style="list-style-type: none"> <li>• Lack of diversity</li> <li>• Mostly white</li> <li>• Affluent</li> <li>• 65+; retirees</li> <li>• Selection process reviewed and appointed by City Council</li> <li>• Not everyone speaks up so you hear from the same people</li> </ul>	<b>Public Engagement &amp; Consultation</b> <ul style="list-style-type: none"> <li>• Public Comment open to anyone</li> <li>• Types of engagement varies (some very robust)</li> <li>• Lack of clear vision; no stated goals</li> <li>• Need to engage with business owners</li> </ul>	<b>Influence on Policy &amp; Decision Making</b> <ul style="list-style-type: none"> <li>• Not a deciding body; influence can be limited</li> <li>• Limited reach; not working to its full extent</li> </ul>	<b>Reporting of Inequities</b> <ul style="list-style-type: none"> <li>• Immaterial: not applicable so don't hear about it</li> <li>• Legality: difficult to manage when issue does not warrant a crime</li> <li>• Investigations: need a process to investigate w/o always involving the police</li> </ul>

Similarly, with respect to influence on policies and decision making, many feel their voices are overlooked and they are not working to their full potential due to the lack of goals and diverse composition. As to reporting of inequities, many do not hear about issues due to the nature of their committee and/or board. Some expressed their duty requires more engagement with business owners. And the nature of some cases make it difficult to manage because the issue does not warrant a crime, while there is still need for the City to have an investigation process without involving the police.

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### Neighborhood Association Survey Highlights

Reflected below are highlighted responses to questions that provide insight into the status of community engagement and perceptions with the City by residents via Neighborhood Associations. Of the 71 individual respondents, 46% agree the City consults with the same group of people (primarily wealthy, white and/or male groups) compared to 4% who agree the City consults with diverse community groups. 58% agree that when residents bring forward issues around discrimination or exclusion, decision makers acknowledge the concern but don't take action. Of concern, 15% agree emergency and protective services proactively meet with community groups and residents to take proactive actions, as well as treat all residents fairly and inclusively. (We should note in the comments section of the survey, a number of residents needed clarity around "emergency and protect services" and/or believe "emergency" Emergency Medication Technician (EMT) and "protective" Police" should have been called out separately.) 39% agree City services (library, recreation, transportation, etc.) cater to diverse cultures. While 26% agree communications are accessible to all residents, 18% agree the City uses different methods of communication to ensure the opinions of diverse voices are heard.

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Survey Highlights - Neighborhood Association Percent "Agree"	
46% Those that are asked to provide input by the City are the same go to people/groups	15% Emergency and protective services proactively meet with community groups and residents to take proactive actions, build understanding, and increase trust
4% Diverse community groups regularly consult, and their suggestions are shown in policy and decision making	15% Emergency and protective services staff treat all residents fairly and inclusively.
58% When residents bring forward issues around discrimination or exclusion, decision makers acknowledge the concern but do not take action	26% Leaders are concerned communications are accessible to all residents
39% Agree public/city services (library, recreation, transportation, etc.) cater to diverse cultures	18% City uses different methods of communication to ensure the opinions of diverse voices are heard

Also comments from respondents to the self-administrated survey can be summarized under four categories:

- **DEI Hiring** - Hire more diverse staff starting with the communications team and hire a social media director.
- **DEI Internal & External Needs** – Train City staff, host diverse celebrations, provide art & culture support, address school system, and overhaul Human Resources, City Council, and Police Departments.
- **Outreach** – In need of more inclusive language, revamp the website, create opportunities to come together, respond to emails and voice mails, communicate even when there is not an issue, conduct frequent outreach, and be more responsive.

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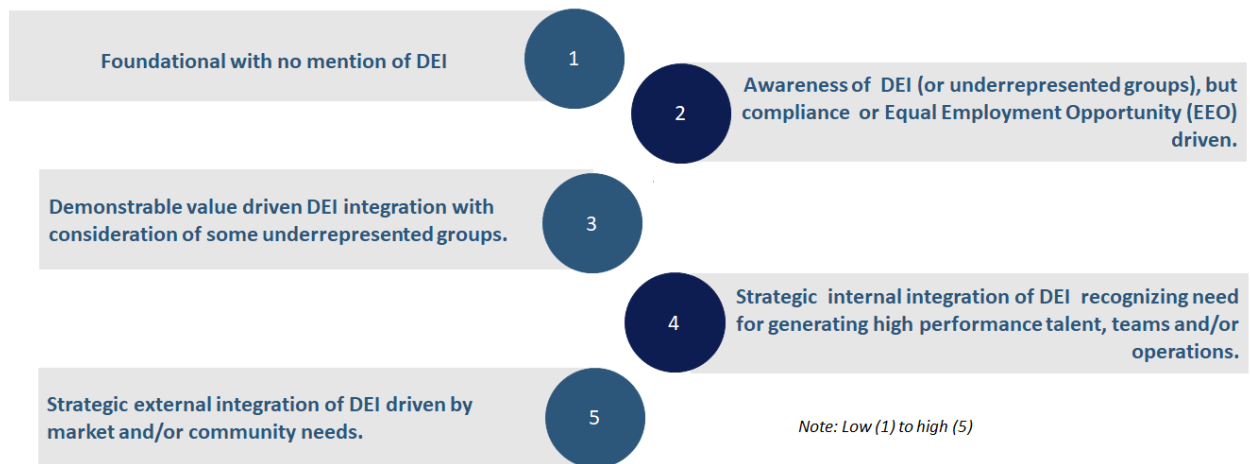
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- **Underserved** – Elderly, youth, low income, and persons with disabilities.

For further details on all the questions, responses and scores associated with this survey, please refer to **Appendix E: Neighborhood Associations** of this report.

### Document Examination/ Review

Documents reviewed were considered to be an important part of the organization and were comprised of reports, programs, meeting minutes, newsletters, policies, web communications and marketing material. Each document was reviewed and rated based off a scale of one to five, with one being low reflecting no mention of DEI and a five being high, reflecting strategic external integration of DEI driven by market and/or community needs.



The Kenley Group, LLC reviewed over 400 documents and did not rate any document a Level 5. In one case, the Gender Pronoun Policy Statement was rated a Level 4. All Community Communications (117 in total) were rated Level 3 as it demonstrated value and consideration of underrepresented groups. The majority of the documents were rated Level 2 and were compliant or equal employment opportunity related with some awareness of DEI or a Level 1 foundational with no mention of DEI. Based on the review of the City’s representative

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document sample, The Kenley Group, LLC rates its written communication/policies an overall Level 2.

For further details on all the documents included in this examination/ review, and individual scores, please refer to **Appendix F: Document Review** of this report.



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### DEI MATURITY MODEL

Based on a survey of 245 global organizations and more than 70 client interviews, the Deloitte four-level maturity model describes the evolution of diversity, equity, and inclusion and what organizations should do to move from a compliance emphasis to a strategic focus in order to create a truly inclusive culture (Deloitte, 2018).

DEI Four-level Maturity Model			
Level 1	Level 2	Level 3	Level 4
<b>Compliant with equal EEO or affirmation action goals</b>	<b>Program oriented with increasing representation of specific groups</b>	<b>Leader-led leveling the playing field for all by addressing systematic cultural barriers</b>	<b>Intergraded leveraging difference to create business value</b>
<i>Legal/HR/ team</i>	<i>HR/DEI team</i>	<i>Business leaders</i>	<i>Whole organization</i>
<ul style="list-style-type: none"> <li>• Largely homogenous</li> <li>• Diversity seen as a problem to be managed</li> <li>• Legacy clubs/cliques and other passive exclusion exists</li> <li>• Actions are largely reactive; any additional focus is on the recruitment of diverse talent</li> </ul>	<ul style="list-style-type: none"> <li>• Business case is articulated</li> <li>• Diversity seen in terms of demographic numbers and targets in place</li> <li>• Ad-hoc and/or standalone initiatives such as mentoring, unconscious bias training, employee resource groups and events</li> <li>• Minority employees adapt or leave</li> </ul>	<ul style="list-style-type: none"> <li>• More sophisticated understanding of DEI and link to business strategy</li> <li>• D&amp;I a personal priority for CEO and executive team</li> <li>• Systematic cultural barriers surfaced</li> <li>• Strategy for culture change created and growing resistance managed</li> <li>• Leaders/managers are committed, role model inclusion, and are held accountable for actions/outcomes</li> <li>• Talent systems reset</li> <li>• Progress monitored relentlessly</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce is demographically and cognitively diverse</li> <li>• Shared sense of purpose</li> <li>• Integration into all aspects of the organization</li> <li>• Flexibility mainstreamed</li> <li>• Focus on high-performing, diverse-thinking teams</li> <li>• External brand matches internal one</li> </ul>

# Diversity, Equity, and Inclusion Audit & Program

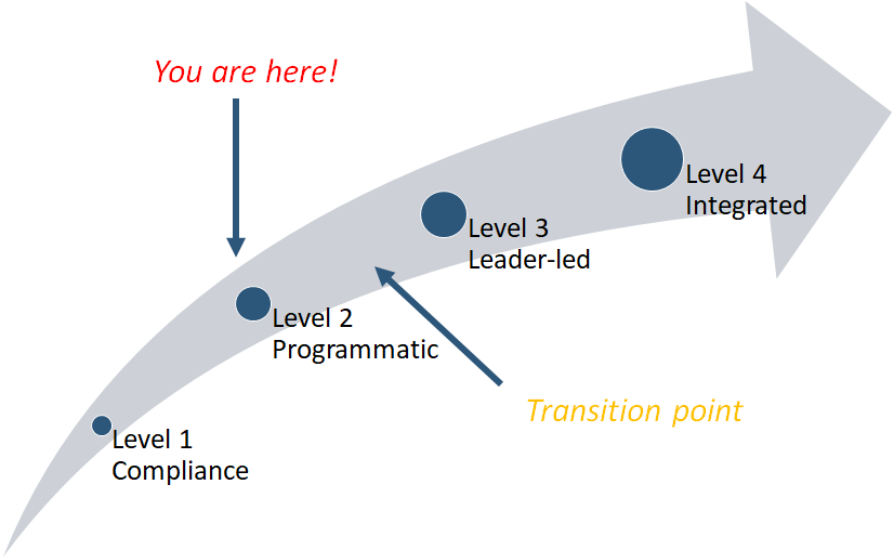
## *Report of Findings and Recommendations*

So, what does the journey to become an inclusive organization look like? Based on research conducted by Deloitte, as summarized in the maturity model below, this path has four levels: Level 1: Compliance, Level 2: Programmatic, Level 3: Leader-led and (4) Integrated. In Level 1, diversity is viewed as a problem to be solved by homogenous groups and actions are passive exclusions, with actions focused on recruiting diverse talent. At Level 2, the value of diversity is beginning to be acknowledged, some demographics numbers and targets are in place, ad hoc and/or stand-alone grass root initiatives and bias training as well as some resource events take place. However, true change in organizational culture takes place at Level 3 as this is when senior leaders level the playing field. At Level 4, DEI is fully integrated across the organization. Also, it's important to note the transition point occurs between Levels 2 and 3, and the amount of work and time required to move from Level 2 to Level 3 should not be underestimated. Adopting a programmatic approach to DEI requires a reset in organizational culture, which is not a simple task to accomplish.

Based on analysis of the data collection outcomes (as represented above) from the environmental scan, it is the professional opinion of The Kenley Group, LLC the City is currently at a Level 2. While a Citywide business case has yet to be made, the City is doing more than ticking off boxes as evidenced by stand-alone ad hoc initiatives in several corners of the City, the behavior of staff, inclusive language noted in a few documents, as well as some DEI related efforts, discussions and activities being held in different departments. Also, elected officials are signaling higher awareness, a need for change and transformation, as they commissioned this Audit.

# Diversity, Equity, and Inclusion Audit & Program

## Report of Findings and Recommendations



Source: Deloitte diversity and inclusion maturity model

## SUMMARY

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The City will begin to achieve citywide DEI when it moves beyond being reactive in responding to DEI issues when someone musters the courage to speak up and becomes proactive. Human Resources, leadership, and elected officials can better proactively monitor City departments, community risks further fostering a culture where everyone belongs and operates by the same values regardless if overtly the workplace and community appear homogenous (even within dominant culture there is diversity i.e. age, gender, sexual orientation, social or economic status, caretaker, ability, etc.)

A spectrum of efforts in behavioral inclusion covers awareness building, advocacy, and knowledge of DEI, communicating its value, and driving employee engagement. The City's next step is to demonstrate robust and integrated DEI governance and accountability. Because of the lack of a DEI strategy, the City is still in need of integrating cultural inclusion into its talent strategy and communications. It is critical that the City conduct a review of talent recruiting processes and scrub them for unconscious bias, as more diversity at leadership and staff levels are needed. Elected officials, senior leaders and middle managers must role-model inclusion and display inclusive leadership skills. The City needs to maintain active and sincere engagement with the community, which as detailed above have several elements of diversity. Professional and neighborhood organizations that want to establish a true and valued partnership, want boards and committees that value diverse opinions to help generate innovative solutions and provide impeccable customer service to all of the City. This type of change and transformation requires leadership from the top, a clear strategy and purpose, long

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term commitment, financial resources, awareness for everyone to receive skill-based training from top to bottom (including volunteers), clear open discussions and communication, modeled behavioral, and structural inclusion, and the establishment of well-structured goal oriented strategic partnerships.

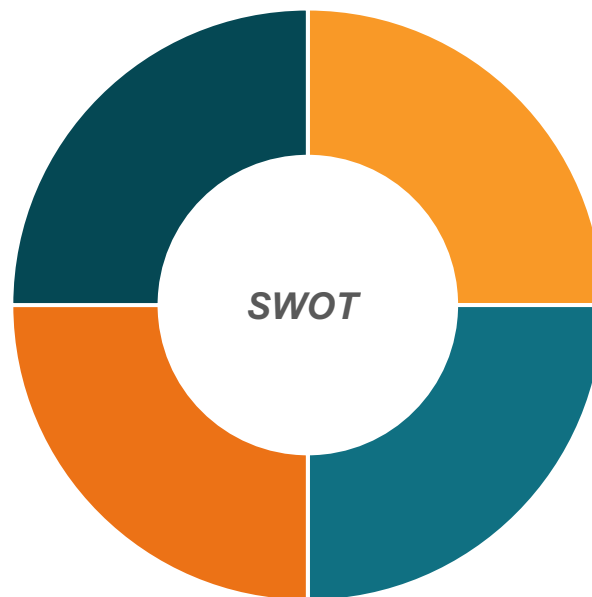
The SWOT Matrix reflected below, summarizes unique resources the City can draw on (strengths), what can be improved (weaknesses), elements that pose an advantage (opportunities), and what can cause harm (threats).

### STRENGTHS

- Willingness of elected officials to lead
- Committed senior leaders/ managers
- Supportive and respectful staff
- Promotion practices
- Organizational change readiness

### OPPORTUNITIES

- Consistent marketing & communications
- Sincere public engagement and partnership
- Restructure of boards and committees
- Public/City services e.g., library, recreation, transportation
- Vendors & contractors selection process
- Recruiting and hiring practices



### WEAKNESSES

- No city-wide DEI strategy
- Reactive vs. proactive
- Lack of DEI research and resources
- DEI training
- DEI financial support
- Accommodations for youth, elderly, disabled and veterans

### THREATS

- \*Low trust with emergency & protective services
- Dated policies, zoning codes, procedures & practices
- Lack of identification of critical trends and issues

\*Emergency & protective services were incorrectly grouped together in the survey. Comments expressed during stakeholder interviews indicate community mistrust with protective services (the police department) not emergency services.

## RECOMMENDATIONS

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Municipalities that incorporate sound practices that promote DEI as part of the organizational fabric, make better decisions and create sustainable programs and services that meet the needs of the communities it serves. To only view DEI as a business strategy (notwithstanding many possible efficiencies) overlooks the history, truth, healing, and need for reconciliation that forms the foundation of DEI work. In order to move toward a fair and more just society, this difficult work must be approached with engagement, education and training, and not trivialized. If approached correctly, DEI will open the doors for transformative dialogue, empowerment, and enrich the lives of the people working and volunteering with the City. Thus, a clear DEI initiative from senior leaders to staff, as well as committees, boards and neighborhood volunteers can transform the City and community where all people living and working in West Linn can thrive.

DEI work is a journey. This DEI Audit identified multiple layers of tough cultural and structural issues. Likewise, below are recommendations to address these issues. But since change does not happen overnight, The Kenley Group, LLC's first and most important recommendation is that the City prioritize the issues that will have the highest yield or impact on the mission or shared vision, which is to: "...ensure diversity, equity, and inclusion (DEI) are keystone practices in City operations and the community as a whole." Next, the City needs to agree on the objectives, responsibilities, and priorities that are monitored, evaluated, and progress reported over a specific timeframe. Additional recommendations and goals can be set in the next round. Efforts must move beyond a written DEI strategy and plan. DEI operations

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must become embedded in the City's daily practices, procedures, and policies. To accomplish this, The Kenley Group, LLC offers the following list of recommendations organized into seven key categories:

### **1. Strategy & Mission**

- Provide clarity around purpose and implement a citywide DEI charter and strategy with specific goals, objectives, action items, timelines/commitment, responsible parties with accountability and tracking mechanisms.
  - Start with a shared vision, goals, and a clearly articulated strategy as to how the City will move DEI forward.
- Review, revise, and update mission, vision and value statements where social justice and racial justice are clearly stated.
- Create an office of DEI that has a professional oversight DEI strategy.
- Conduct stronger oversight with the Police Department.
- Review internal policies, procedures, including the city charter, ordinances, etc. and scrub and revise written communication and policies.

### **2. Organization & Culture**

- Establish a special DEI task force comprised of staff and community volunteers to help understand who has been most impacted by past policies, inequities, practices, systems, programs and advance DEI in the City and community.
- Reevaluate committees and boards structure (i.e., purpose, goals, scope of work, objectives, composition and type of members, recruitment process, etc.).

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### **3. Recruitment, Performance & Promotion**

- Hire a DEI professional to manage the office of DEI.
- Modify recruiting and hiring practices/policies to align with citywide DEI strategy.
- Ensure hiring, contracting, policies, and processes are in place for programming, committees, and departments with more equity focus.

### **4. Community Engagement**

- Develop meaningful partnerships with neighborhood associations/groups and advance DEI externally, in order to meet the needs of and enhance services or provisions to underserved communities.
- Support and encourage the creation of diverse community based advisory boards focused on enhancing DEI and include their feedback in policy and decision making.
- Create a formal process to address DEI concerns or complaints.
- Cultivate an outreach strategy to ensure services reach underserved communities.
- Offer internships to youth within the community to enhance exposure.
- Design and implement programs that celebrate all cultures.

### **5. Finance, Procurement & City Services**

- Allocate budget, time, and resources needed to design, develop and implement DEI strategic citywide initiatives. Initiative should have a clear framework, strategies, policies, activities, and measurable outcomes.
- Generate a financial dashboard to track where funds are going and who is impacted.



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- Evaluate, revise, and update selection process for consultants, contractors, suppliers, to reflect a commitment to DEI.
- Review zoning codes and conditional uses.
- Utilize community demographic information to inform planning and development and to address gaps in City services.
- Promote the Library as a resource for DEI research, including increasing its black, indigenous, people of color (BIPOC), and foreign language materials and programs.

### **6. Training, Awareness & Education**

- Provide all elected officials, leaders, staff, boards, committees, volunteers, etc. with basic DEI training so everyone has a stronger self-awareness, understanding of bias, compassion-based practices, and sustainable actions.
- Require staff to attend DEI customer service-oriented training to ensure service is extended in a respectful manner to residents regardless of individual values, beliefs, and knowledge.
- Require managers and senior leaders attend higher-level DEI training to enhance skills needed to manage diverse staff/groups, to better deliver services to a diverse community, and work in collaboration with marginalized groups in the community.
- Hold internal DEI related discussions, add DEI to meeting agendas (i.e. department meetings, staff meetings, etc.) and celebrate differences (i.e. food trucks, movies in the park, etc.)

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### 7. Communications

- Provide communications support for visual, hearing, cognitive, speech impairments, and different languages.
- Monitor social media platforms and acknowledge the City is listening, interpreting, and considering implications.
- Establish a citywide DEI communication (i.e. social media, bulletin, website, newsletter, etc.) to provide updates and progress on DEI initiatives.
- Develop a marketing/inclusion plan to underserved populations.

DEI work cannot be approached with a feeling of obligation, otherwise resistance will raise its head and the process is more than likely to yield poor outcomes or results.

Leadership will have to navigate difficult times for the City departments to be successful.

While building internal awareness, knowledge, skills and competencies are important, utilization of external professional DEI support can help achieve a more positive outcome.

While this is not required to move forward, it may be necessary.

# Diversity, Equity, and Inclusion Audit & Program

## Report of Findings and Recommendations

### APPENDIX A: DEMOGRAPHICS

<b>Population City of West Linn</b>	
Population estimates, July 1, 2019, (V2019)	26,736
Population estimates base, April 1, 2010, (V2019)	25,118
Population, percent change - April 1, 2010 (estimates base) to July 1, 2019, (V2019)	6.40%
Population, Census, April 1, 2010	25,109
<b>Age and Sex</b>	
Persons under 5 years, percent	5.40%
Persons under 18 years, percent	25.70%
Persons 65 years and over, percent	15.80%
Female persons, percent	51.10%
<b>Race and Hispanic Origin</b>	
White alone, percent	85.90%
Black or African American alone, percent(a)	1.70%
American Indian and Alaska Native alone, percent(a)	0.30%
Asian alone, percent(a)	6.60%
Native Hawaiian and Other Pacific Islander alone, percent(a)	0.20%
Two or More Races, percent	3.70%
Hispanic or Latino, percent(b)	
White alone, not Hispanic or Latino, percent	81.60%
<b>Population Characteristics</b>	

# Diversity, Equity, and Inclusion Audit & Program

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Veterans, 2015-2019	1,460
Foreign born persons, percent, 2015-2019	10.70%
Housing	
Housing units, July 1, 2019, (V2019)	
Owner-occupied housing unit rate, 2015-2019	81.60%
Median value of owner-occupied housing units, 2015-2019	\$493,900
Median selected monthly owner costs -with a mortgage, 2015-2019	\$2,467
Median selected monthly owner costs -without a mortgage, 2015-2019	\$815
Median gross rent, 2015-2019	\$1,588
Building permits, 2019	
Families & Living Arrangements	
Households, 2015-2019	9,734
Persons per household, 2015-2019	2.72
Living in same house 1 year ago, percent of persons age 1 year+, 2015-2019	88.90%
Language other than English spoken at home, percent of persons age 5 years+, 2015-2019	13.60%
Computer and Internet Use	
Households with a computer, percent, 2015-2019	96.70%
Households with a broadband Internet subscription, percent, 2015-2019	92.90%
Education	
High school graduate or higher, percent of persons age 25 years+, 2015-2019	97.30%
Bachelor's degree or higher, percent of persons age 25 years+, 2015-2019	61.50%
Health	
With a disability, under age 65 years, percent, 2015-2019	5.30%
Persons without health insurance, under age 65 years, percent	3.00%
Economy	
In civilian labor force, total, percent of population age 16 years+, 2015-2019	65.60%
In civilian labor force, female, percent of population age 16 years+, 2015-2019	57.80%
Total accommodation and food services sales, 2012 (\$1,000)	34,348
Total health care and social assistance receipts/revenue, 2012 (\$1,000)	54,318
Total manufacturers' shipments, 2012 (\$1,000)	
Total merchant wholesaler sales, 2012 (\$1,000)	66,888
Total retail sales, 2012 (\$1,000)	129,069
Total retail sales per capita, 2012	\$5,042
Transportation	
Mean travel time to work (minutes), workers age 16 years+, 2015-2019	28.1

# Diversity, Equity, and Inclusion Audit & Program

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Income & Poverty	
Median household income (in 2019 dollars), 2015-2019	\$111,042
Per capita income in past 12 months (in 2019 dollars), 2015-2019	\$54,708
Persons in poverty, percent	5.10%
BUSINESSES	
Businesses	
All firms, 2012	3,086
Men-owned firms, 2012	1,718
Women-owned firms, 2012	894
Minority-owned firms, 2012	189
Nonminority-owned firms, 2012	2,783
Veteran-owned firms, 2012	252
Nonveteran-owned firms, 2012	2,621
Geography	
Population per square mile, 2010	3,397.70

Source: United States Census, Quick Facts, July 1, 2019

# Diversity, Equity, and Inclusion Audit & Program

## Report of Findings and Recommendations

### APPENDIX B: STAFF SURVEY

#### City of West Linn Diversity, Equity, and Inclusion (DEI) Questionnaire

##### Q1. What is your gender identity?

Answer Choices	Responses	
Woman	51.72%	45
Man	44.83%	39
Genderqueer or non-binary	2.30%	2
Agender	0.00%	0
Not specified above, please specify	1.15%	1
	<b>Answered</b>	<b>87</b>
	<b>Skipped</b>	<b>2</b>

##### Q2. Do you identify as transgender (or another non-cisgender identity)?

Answer Choices	Responses	
Yes	1.16%	1
No	98.84%	85
	<b>Answered</b>	<b>86</b>
	<b>Skipped</b>	<b>3</b>

##### Q3. What is your sexual orientation?

Answer Choices	Responses	
Asexual	3.45%	3
Bisexual	3.45%	3
Gay	2.30%	2
Heterosexual or straight	85.06%	74
Lesbian	1.15%	1
Pansexual	2.30%	2
Queer	0.00%	0
None of the above, please specify	2.30%	2
	<b>Answered</b>	<b>87</b>
	<b>Skipped</b>	<b>2</b>

##### Q4. What is your racial or ethnic identity? (Select all that apply.)

Answer Choices	Responses	
African-American/Black	1.18%	1
East Asian	3.53%	3
Hispanic/Latinx	2.35%	2
Middle Eastern	0.00%	0
American Indian/Alaskan Native	1.18%	1

# Diversity, Equity, and Inclusion Audit & Program

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Pacific Islander	2.35%	2
South Asian	0.00%	0
Southeast Asian	0.00%	0
White	91.76%	78
None of the above, please specify...	1.18%	1
<b>Answered</b>		<b>85</b>
<b>Skipped</b>		<b>4</b>

### Q5. Are you a person living with a disability?

Answer Choices	Responses	
Yes	6.90%	6
No	93.10%	81
<b>Answered</b>		<b>87</b>
<b>Skipped</b>		<b>2</b>

### Q6. How old are you?

<b>Answered</b>	<b>81</b>
<b>Skipped</b>	<b>8</b>

### Q7. Is English your first language?

Answer Choices	Responses	
Yes	96.59%	85
No	3.41%	3
<b>Answered</b>		<b>88</b>
<b>Skipped</b>		<b>1</b>

### Q8. What language(s) do you speak at home?

<b>Answered</b>	<b>74</b>
<b>Skipped</b>	<b>15</b>

### Q9. Do you identify with any of the following religions? (Please select all that apply.)

Answer Choices	Responses	
Protestantism	4.65%	4
Catholicism	10.47%	9
Christianity	39.53%	34
Judaism	2.33%	2
Islam	1.16%	1
Buddhism	2.33%	2
Hinduism	1.16%	1
Native American	2.33%	2
Inter/Non-denominational	3.49%	3

# Diversity, Equity, and Inclusion Audit & Program

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No religion	46.51%	40
Other (please specify)	2.33%	2
<b>Answered</b>		<b>86</b>
<b>Skipped</b>		<b>3</b>

### Q10. Are you a parent or caretaker of children?

Answer Choices	Responses	
Yes	51.72%	45
No	48.28%	42
<b>Answered</b>		<b>87</b>
<b>Skipped</b>		<b>2</b>

### Q11. Are you a caretaker of adults?

Answer Choices	Responses	
Yes	8.05%	7
No	91.95%	80
<b>Answered</b>		<b>87</b>
<b>Skipped</b>		<b>2</b>

### Q12. Do you consider yourself a first generation college graduate?

Answer Choices	Responses	
Yes	33.33%	29
No	66.67%	58
<b>Answered</b>		<b>87</b>
<b>Skipped</b>		<b>2</b>

### Q13. Have you ever served on active duty in the U.S. Armed Forces (includes activation from the Reserves or National Guard)?

Answer Choices	Responses	
Yes	4.55%	4
No	95.45%	84
<b>Answered</b>		<b>88</b>
<b>Skipped</b>		<b>1</b>

### Q14. About how many years have you worked at COWL?

Answer Choices	Responses	
0-2 years	25.84%	23
3-5 years	22.47%	20
6-10 years	23.60%	21
11+ years	28.09%	25
<b>Answered</b>		<b>89</b>
<b>Skipped</b>		<b>0</b>



# Diversity, Equity, and Inclusion Audit & Program

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Q15. Which department do you currently work in?

Answer Choices	Responses	
City Administration	2.27%	2
Community Development	6.82%	6
Human Resources	3.41%	3
Information Technology	3.41%	3
Finance	10.23%	9
Library	28.41%	25
Parks and Recreation	11.36%	10
Police	23.86%	21
Public Works	10.23%	9
	<b>Answered</b>	<b>88</b>
	<b>Skipped</b>	<b>1</b>

Q16. Agree or Disagree: COWL has a clear understanding of the definition of diversity. Diversity is defined as representing individuals of different races, sexual orientation, ethnicity, age, gender identity, disability, and etc.

Answer Choices	Responses	
Agree	59.55%	53
Neither agree nor disagree	32.58%	29
Disagree	7.87%	7
	<b>Answered</b>	<b>89</b>
	<b>Skipped</b>	<b>0</b>

Q17. COWL has a clear understanding of the definition of equity. Equity is defined as promoting justice, impartiality, and fairness.

Answer Choices	Responses	
Agree	52.81%	47
Neither agree nor disagree	35.96%	32
Disagree	11.24%	10
	<b>Answered</b>	<b>89</b>
	<b>Skipped</b>	<b>0</b>

Q18. COWL has a clear understanding of the definition of inclusion. Inclusion is defined as authentically bringing traditional excluded individuals and/or groups into the processes, activities, and decision making.

Answer Choices	Responses	
Agree	41.57%	37
Neither agree nor disagree	43.82%	39

# Diversity, Equity, and Inclusion Audit & Program

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Disagree	14.61%	13
	<b>Answered</b>	<b>89</b>
	<b>Skipped</b>	<b>0</b>

Q19. Do you know whether COWL has a DEI strategy?

Answer Choices	Responses	
Yes	29.21%	26
No	70.79%	63
	<b>Answered</b>	<b>89</b>
	<b>Skipped</b>	<b>0</b>

Q20. A DEI strategy is important to me.

Answer Choices	Responses	
Agree	60.67%	54
Neither agree nor disagree	35.96%	32
Disagree	3.37%	3
	<b>Answered</b>	<b>89</b>
	<b>Skipped</b>	<b>0</b>

Q21. COWL has a high-level commitment to DEI.

Answer Choices	Responses	
Agree	24.72%	22
Neither agree nor disagree	67.42%	60
Disagree	7.87%	7
	<b>Answered</b>	<b>89</b>
	<b>Skipped</b>	<b>0</b>

Q22. COWL's mission, vision, and/or value statements demonstrate a commitment to DEI.

Answer Choices	Responses	
Agree	22.73%	20
Neither agree nor disagree	70.45%	62
Disagree	6.82%	6
	<b>Answered</b>	<b>88</b>
	<b>Skipped</b>	<b>1</b>

Q23. COWL's internal practices, policies, and/or procedures are consistent with its DEI mission.

Answer Choices	Responses	
Agree	21.59%	19
Neither agree nor disagree	72.73%	64
Disagree	5.68%	5

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**Answered 88**  
**Skipped 1**

Q24. DEI work is seen as important but very few dollars or staff hours are made available.

Answer Choices	Responses
Agree	20.45% 18
Neither agree nor disagree	72.73% 64
Disagree	6.82% 6
<b>Answered 88</b>	
<b>Skipped 1</b>	

Q25. There are sufficient financial resources in place to ensure that DEI strategies are fully implemented across of all areas.

Answer Choices	Responses
Agree	13.64% 12
Neither agree nor disagree	69.32% 61
Disagree	17.05% 15
<b>Answered 88</b>	
<b>Skipped 1</b>	

Q26. Do you think the COWL should be doing more to increase DEI?

Answer Choices	Responses
Yes	68.97% 60
No	31.03% 27
<b>Answered 87</b>	
<b>Skipped 2</b>	

Q27. DEI is a top priority for my direct manager?

Answer Choices	Responses
Agree	53.93% 48
Neither agree nor disagree	39.33% 35
Disagree	6.74% 6
<b>Answered 89</b>	
<b>Skipped 0</b>	

Q28. DEI is a top priority for you, yourself?

Answer Choices	Responses
Agree	58.43% 52
Neither agree nor disagree	34.83% 31
Disagree	6.74% 6
<b>Answered 89</b>	

# Diversity, Equity, and Inclusion Audit & Program

## Report of Findings and Recommendations

Skipped 0

Q29. DEI is a top priority for Senior Leaders.

Answer Choices	Responses	
Agree	30.68%	27
Neither agree nor disagree	61.36%	54
Disagree	7.95%	7
	<b>Answered</b>	<b>88</b>
	<b>Skipped</b>	<b>1</b>

Q30. COWL has diversity at mid manager and senior levels.

Answer Choices	Responses	
Agree	25.00%	22
Neither agree nor disagree	51.14%	45
Disagree	23.86%	21
	<b>Answered</b>	<b>88</b>
	<b>Skipped</b>	<b>1</b>

Q31. I can voice a contrary opinion without fear of negative consequences.

Answer Choices	Responses	
Agree	69.66%	62
Neither agree nor disagree	15.73%	14
Disagree	14.61%	13
	<b>Answered</b>	<b>89</b>
	<b>Skipped</b>	<b>0</b>

Q32. When I speak up at work, my opinion is valued.

Answer Choices	Responses	
Agree	74.16%	66
Neither agree nor disagree	20.22%	18
Disagree	5.62%	5
	<b>Answered</b>	<b>89</b>
	<b>Skipped</b>	<b>0</b>

Q33. I am respected and valued by my teammates.

Answer Choices	Responses	
Agree	85.39%	76
Neither agree nor disagree	13.48%	12
Disagree	1.12%	1
	<b>Answered</b>	<b>89</b>
	<b>Skipped</b>	<b>0</b>

# Diversity, Equity, and Inclusion Audit & Program

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Q34. I am respected and valued by my manager.

Answer Choices	Responses	
Agree	88.76%	79
Neither agree nor disagree	8.99%	8
Disagree	2.25%	2
	<b>Answered</b>	<b>89</b>
	<b>Skipped</b>	<b>0</b>

Q35. I feel like I belong at COWL.

Answer Choices	Responses	
Agree	78.65%	70
Neither agree nor disagree	16.85%	15
Disagree	4.49%	4
	<b>Answered</b>	<b>89</b>
	<b>Skipped</b>	<b>0</b>

Q36. COWL encourages staff to discuss sensitive topics at work such as the impact of racism, sexism, xenophobia, and societal tensions.

Answer Choices	Responses	
Agree	29.55%	26
Neither agree nor disagree	46.59%	41
Disagree	23.86%	21
	<b>Answered</b>	<b>88</b>
	<b>Skipped</b>	<b>1</b>

Q37. COWL employees speak and interact with each other in a respectful manner.

Answer Choices	Responses	
Agree	84.27%	75
Neither agree nor disagree	13.48%	12
Disagree	2.25%	2
	<b>Answered</b>	<b>89</b>
	<b>Skipped</b>	<b>0</b>

Q38. My job performance is evaluated fairly.

Answer Choices	Responses	
Agree	78.41%	69
Neither agree nor disagree	18.18%	16
Disagree	3.41%	3
	<b>Answered</b>	<b>88</b>
	<b>Skipped</b>	<b>1</b>

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Q39. I feel confident I can develop my career at COWL.

Answer Choices	Responses	
Agree	69.32%	61
Neither agree nor disagree	21.59%	19
Disagree	9.09%	8
	<b>Answered</b>	<b>88</b>
	<b>Skipped</b>	<b>1</b>

Q40. I feel that my compensation is fair, relative to my peers at COWL.

Answer Choices	Responses	
Agree	74.16%	66
Neither agree nor disagree	19.10%	17
Disagree	6.74%	6
	<b>Answered</b>	<b>89</b>
	<b>Skipped</b>	<b>0</b>

Q41. COWL's recruiting and hiring practices effectively incorporate DEI.

Answer Choices	Responses	
Agree	32.58%	29
Neither agree nor disagree	59.55%	53
Disagree	7.87%	7
	<b>Answered</b>	<b>89</b>
	<b>Skipped</b>	<b>0</b>

Q42. COWL current retention practices effectively incorporate DEI.

Answer Choices	Responses	
Agree	21.35%	19
Neither agree nor disagree	71.91%	64
Disagree	6.74%	6
	<b>Answered</b>	<b>89</b>
	<b>Skipped</b>	<b>0</b>

Q43. All employees have an equal opportunity for advancement.

Answer Choices	Responses	
Agree	65.91%	58
Neither agree nor disagree	25.00%	22
Disagree	9.09%	8
	<b>Answered</b>	<b>88</b>
	<b>Skipped</b>	<b>1</b>

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Q44. Race, gender, age, sexual orientation, etc. are important when determining promotions at COWL.

Answer Choices	Responses	
Agree	7.87%	7
Neither agree nor disagree	48.31%	43
Disagree	43.82%	39
	<b>Answered</b>	<b>89</b>
	<b>Skipped</b>	<b>0</b>

Q45. COWL's offices are welcoming, complies with Title 1 of the Americans with Disabilities Act (ADA.)

Answer Choices	Responses	
Agree	67.42%	60
Neither agree nor disagree	31.46%	28
Disagree	1.12%	1
	<b>Answered</b>	<b>89</b>
	<b>Skipped</b>	<b>0</b>

Q46. COWL is intentional toward relationship building and looks to its partners to improve DEI efforts in the community.

Answer Choices	Responses	
Agree	39.33%	35
Neither agree nor disagree	55.06%	49
Disagree	5.62%	5
	<b>Answered</b>	<b>89</b>
	<b>Skipped</b>	<b>0</b>

Q47. The DEI input from community members is valued by COWL staff and shared with leadership within the organization.

Answer Choices	Responses	
Agree	40.91%	36
Neither agree nor disagree	57.95%	51
Disagree	1.14%	1
	<b>Answered</b>	<b>88</b>
	<b>Skipped</b>	<b>1</b>

Q48. COWL provides a variety of ways for residents to provide input, taking into consideration differences in language, disability, transportation, access, and internet access.

Answer Choices	Responses	
Agree	46.07%	41
Neither agree nor disagree	44.94%	40

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Disagree	8.99%	8
<b>Answered</b>		<b>89</b>
<b>Skipped</b>		<b>0</b>

Q49. COWL staff can describe the demographics of the residents it serves or the demographics of the region it operates.

Answer Choices	Responses	
Agree	67.42%	60
Neither agree nor disagree	29.21%	26
Disagree	3.37%	3
<b>Answered</b>		<b>89</b>
<b>Skipped</b>		<b>0</b>

Q50. COWL has identified critical strategic DEI issues and trends in its community.

Answer Choices	Responses	
Agree	19.10%	17
Neither agree nor disagree	70.79%	63
Disagree	10.11%	9
<b>Answered</b>		<b>89</b>
<b>Skipped</b>		<b>0</b>

Q51. COWL's selection process for consultants, contractors, suppliers, and vendors reflect a commitment to DEI.

Answer Choices	Responses	
Agree	15.91%	14
Neither agree nor disagree	78.41%	69
Disagree	5.68%	5
<b>Answered</b>		<b>88</b>
<b>Skipped</b>		<b>1</b>

Q52. COWL's payment terms, practices, and policies are designed in a way that accommodates all business sizes.

Answer Choices	Responses	
Agree	32.95%	29
Neither agree nor disagree	65.91%	58
Disagree	1.14%	1
<b>Answered</b>		<b>88</b>
<b>Skipped</b>		<b>1</b>

Q53. COWL evaluates its services delivery to ensure its inclusive and equitable (e.g. client satisfaction surveys.)



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Answer Choices	Responses	
Agree	23.86%	21
Neither agree nor disagree	64.77%	57
Disagree	11.36%	10
	<b>Answered</b>	<b>88</b>
	<b>Skipped</b>	<b>1</b>

Q54. COWL utilizes community demographic information to inform service planning and development.

Answer Choices	Responses	
Agree	20.45%	18
Neither agree nor disagree	72.73%	64
Disagree	6.82%	6
	<b>Answered</b>	<b>88</b>
	<b>Skipped</b>	<b>1</b>

Q55. COWL uses and/or conducts research and needs assessments to identify DEI related needs and gaps in its services (e.g. new bus route.)

Answer Choices	Responses	
Agree	21.84%	19
Neither agree nor disagree	66.67%	58
Disagree	11.49%	10
	<b>Answered</b>	<b>87</b>
	<b>Skipped</b>	<b>2</b>

Q56. COWL has a process in place to identify and reduce barriers to accessing services (e.g., accessibility audits, community consultations, etc.)

Answer Choices	Responses	
Agree	27.27%	24
Neither agree nor disagree	64.77%	57
Disagree	7.95%	7
	<b>Answered</b>	<b>88</b>
	<b>Skipped</b>	<b>1</b>

Q57. Speakers for COWL events and people featured in COWL materials represent different cultural and linguistic backgrounds and are inclusive of people with disabilities.

Answer Choices	Responses	
Agree	32.95%	29
Neither agree nor disagree	54.55%	48
Disagree	12.50%	11

# Diversity, Equity, and Inclusion Audit & Program

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**Answered 88**  
**Skipped 1**

Q58. COWL's website, newsletter, and social media images and stories reflect people of different backgrounds, ages, and people with disabilities.

Answer Choices	Responses
Agree	35.23% 31
Neither agree nor disagree	52.27% 46
Disagree	12.50% 11
	<b>Answered 88</b>
	<b>Skipped 1</b>

Q59. The messaging on COWL's website, email, flyers, invitations, and events is DEI sensitive.

Answer Choices	Responses
Agree	40.45% 36
Neither agree nor disagree	56.18% 50
Disagree	3.37% 3
	<b>Answered 89</b>
	<b>Skipped 0</b>

Q60. Program materials are available in languages other than English.

Answer Choices	Responses
Agree	21.59% 19
Neither agree nor disagree	60.23% 53
Disagree	18.18% 16
	<b>Answered 88</b>
	<b>Skipped 1</b>

Q61. Artwork and holiday decorations are culturally inclusive.

Answer Choices	Responses
Agree	38.20% 34
Neither agree nor disagree	41.57% 37
Disagree	20.22% 18
	<b>Answered 89</b>
	<b>Skipped 0</b>

Q62. COWL has done a good job providing internal training programs that promote unconscious bias.

Answer Choices	Responses
Agree	36.36% 32
Neither agree nor disagree	45.45% 40

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Disagree	18.18%	16
	<b>Answered</b>	<b>88</b>
	<b>Skipped</b>	<b>1</b>

Q63. All COWL staff receive DEI orientation.

Answer Choices	Responses	
Agree	37.50%	33
Neither agree nor disagree	39.77%	35
Disagree	22.73%	20
	<b>Answered</b>	<b>88</b>
	<b>Skipped</b>	<b>1</b>

Q64. COWL staff receive trainings on DEI that relates to their responsibilities within the organization.

Answer Choices	Responses	
Agree	42.05%	37
Neither agree nor disagree	31.82%	28
Disagree	26.14%	23
	<b>Answered</b>	<b>88</b>
	<b>Skipped</b>	<b>1</b>

Q65. COWL provides training to managers in order to support and mentor diverse staff.

Answer Choices	Responses	
Agree	26.44%	23
Neither agree nor disagree	59.77%	52
Disagree	13.79%	12
	<b>Answered</b>	<b>87</b>
	<b>Skipped</b>	<b>2</b>

Q66. COWL provides DEI education/training to staff on how to deliver services that is sensitive of clients'/residents' values, beliefs, and knowledge.

Answer Choices	Responses	
Agree	29.55%	26
Neither agree nor disagree	46.59%	41
Disagree	23.86%	21
	<b>Answered</b>	<b>88</b>
	<b>Skipped</b>	<b>1</b>

# Diversity, Equity, and Inclusion Audit & Program

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### APPENDIX C: DEPARTMENT HEADS

#### Department Heads

<p><b>1. Areas of concern/ status</b></p>	<ul style="list-style-type: none"> <li>• Lack of a DEI plan</li> <li>• Intentional DEI progress/ efforts</li> <li>• Review of most impactful policies under several lenses</li> </ul>	<ul style="list-style-type: none"> <li>• Communication lacking details of Citywide DEI program</li> <li>• Staffing requirements</li> <li>• DEI Mission of Council</li> </ul>
<p><b>2. Staff acceptance and willingness to change</b></p>	<ul style="list-style-type: none"> <li>• Very willing</li> <li>• Strong acceptance of anything that makes them better</li> </ul>	<ul style="list-style-type: none"> <li>• Will need support from contractors and consultants</li> </ul>
<p><b>3. Sr. Leadership DEI needs</b></p>	<ul style="list-style-type: none"> <li>• Consistent messaging and effort throughout the City</li> <li>• I don't know</li> <li>• Clear direction from City Mgr./Council</li> <li>• Leadership commitment</li> <li>• Training</li> <li>• City Council commitment</li> </ul>	<ul style="list-style-type: none"> <li>• Practical policy approach</li> <li>• Access to research and resources</li> <li>• Citywide committed. Can not single out one area or group</li> <li>• Better and regular communication and expectations from leaders</li> <li>• Add DEI to weekly team meeting</li> </ul>
<p><b>4. Unique hurdles</b></p>	<ul style="list-style-type: none"> <li>• Time and short staffed</li> <li>• Workforce and residents are not diverse</li> <li>• In adverted exclusion</li> <li>• Consistent citywide direction</li> <li>• Pandemic recovery should be priority</li> </ul>	<ul style="list-style-type: none"> <li>• Resources</li> <li>• None</li> <li>• Everyone understanding the necessity</li> <li>• Attracting diverse talent, language and jargon modifications</li> </ul>
<p><b>5. Create greater awareness</b></p>	<ul style="list-style-type: none"> <li>• Discussions at weekly meetings</li> <li>• Training/ unbiased</li> <li>• Leadership development</li> <li>• Celebrate differences</li> <li>• Ongoing citywide training and training for supervisor</li> <li>• Citywide implementation</li> <li>• Continue to review most impactful policies and having conversations with marginalized people</li> </ul>	<ul style="list-style-type: none"> <li>• Dedication</li> <li>• Discussion with staff</li> <li>• Resources</li> <li>• Create a taskforce</li> <li>• Better customer service</li> <li>• Cultural changes</li> <li>• Continue to leverage special skills and knowledge to move the organization forward</li> </ul>

### APPENDIX D: COMMITTEES AND BOARDS

#### COMMENTS AND SUGGESTIONS

1.	Hire a professional staff person; create an office of DEI to have professional oversight; DEI committees
2.	Community grants outreach robust; City does its best to get budget info out there; not sure if it's getting to everyone; there is an online financial dashboard in real time; there is a fraud hotline; City does a good job to adhere to transparency; Care Acts Funding included a marketing plan to disenfranchised communities; Need a line item for DEI in budget
3.	Representative of community, not necessarily someone who is a specialist; shake up composition is in need; set term limits; always in need of more people to participate so not dependent of dominate individuals; engage and seek out those diverse individuals (non-retirees, etc.); Look at zoning and remove "conditional uses"
4.	Need to set-up for success; because of diversity of exp we needed someone to help with the research; makeup of group is diverse but was intentional with members; need clearer scope and more City support; engage expertise to set process up for success; white people on group don't know what 'allies' are; provide equity training to committees and boards; need education; how to engage input
5.	DEI or Ombudsman suggested; stronger oversight with police dept; City needs to speak with a stronger voice (vs general statement of support); City has stated policy but needs someone to back it up; move beyond aspirational statements and focus on policy statements and structural support; City needs to take the lead
6.	DEI not overtly prioritized on advisory board b/c it's a personal goal not a goal of the board; we don't select who comes in or who applies; not every voice heard; better outcomes and contribution with diverse opinions and members; some people don't know advisory boards exist to volunteer; need bigger outreach; board recruitment; messaging needs to come from the City; use tools we already have/ not all things take money; City is tribal.
7.	Selection process could be more DEI friendly; more effort to target non- representatives who aren't on the board and encourage them to incorporate different means of outreach in application process.
8.	Strong directive for diverse marketing material (i.e. different translations); tend to get older populations that volunteer
9.	Need an outside voice to move the City; City slow to move; City gets legalistic about things; former Mayor would talk about an issue and not put things into action; measure process; tons of affordable housing issues; City needs a plan of action not just a mission statement and hold itself accountable; view contracting; more equity focus; throughout City govt.
10.	Challenge is to find representatives of communities and how to serve them; engage in the school (17 languages spoken in school)
11.	City goes to the same people i.e., white folks speaking on behalf of BIPOC; BIPOC recently starting to become more engaged; while finally feeling heard not sure if there is true influence; primary issues in school and police; proactively reach out to residents who have problems; someone in the City needs to monitor social media platforms and acknowledge listening; address housing and contractors that are doing the building; purchasing agreements are needed with DEI stipulation; food trucks not allowed which brings in diversity; concerts/ movies in park have no diversity; library needs more black/brown/Latino and Spanish material and programs

### APPENDIX E: NEIGHBORHOOD ASSOCIATIONS

City of West Linn Neighborhood Association: Diversity, Equity, Inclusion (DEI) Survey

Q1. Name (first and last)

<b>Answered</b>	<b>65</b>
<b>Skipped</b>	<b>6</b>

Q2. Email address

<b>Answered</b>	<b>63</b>
<b>Skipped</b>	<b>8</b>

Q3. What neighborhood association are you a part of?

<b>Answered</b>	<b>66</b>
<b>Skipped</b>	<b>5</b>

Q4. I understand the policy in place that addresses how COWL obtains input from residents, including diverse backgrounds.

Answer Choices	Responses	
Agree	20.00%	14
Neither agree nor disagree	37.14%	26
Disagree	42.86%	30
	<b>Answered</b>	<b>70</b>
	<b>Skipped</b>	<b>1</b>

Q5. COWL makes some effort to include residents of diverse backgrounds (age, gender, ability, race, etc.) in consultation.

Answer Choices	Responses	
Agree	22.06%	15
Neither agree nor disagree	50.00%	34
Disagree	27.94%	19
	<b>Answered</b>	<b>68</b>
	<b>Skipped</b>	<b>3</b>

Q6. Those that are asked to provide input by COWL are the same go-to people/ groups.

Answer Choices	Responses	
Agree	46.38%	32
Neither agree nor disagree	49.28%	34
Disagree	4.35%	3

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**Answered 69**  
**Skipped 2**

Q7. Diverse community groups regularly participate in consultations, and their suggestions are shown in policy and decision making.

Answer Choices	Responses
Agree	4.35% 3
Neither agree nor disagree	44.93% 31
Disagree	50.72% 35
<b>Answered 69</b>	
<b>Skipped 2</b>	

Q8. Decision making, is by informal conversations with groups of persons who are mostly wealthy, white and/or male.

Answer Choices	Responses
Agree	44.78% 30
Neither agree nor disagree	37.31% 25
Disagree	17.91% 12
<b>Answered 67</b>	
<b>Skipped 4</b>	

Q9. COWL uses different methods of communication to ensure the opinions of diverse voices are heard.

Answer Choices	Responses
Agree	17.65% 12
Neither agree nor disagree	32.35% 22
Disagree	50.00% 34
<b>Answered 68</b>	
<b>Skipped 3</b>	

Q10. COWL uses a range of in-person and online methods to ensure all residents are heard.

Answer Choices	Responses
Agree	25.00% 17
Neither agree nor disagree	32.35% 22
Disagree	42.65% 29
<b>Answered 68</b>	
<b>Skipped 3</b>	

Q11. COWL leaders are concerned whether communications are accessible to all residents (including those with visual and hearing disabilities.)

Answer Choices	Responses
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Agree	26.47%	18
Neither agree nor disagree	45.59%	31
Disagree	27.94%	19
	<b>Answered</b>	<b>68</b>
	<b>Skipped</b>	<b>3</b>

Q12. COWL uses plain (not complex or technical) language in public communication.

Answer Choices	Responses	
Agree	41.18%	28
Neither agree nor disagree	48.53%	33
Disagree	10.29%	7
	<b>Answered</b>	<b>68</b>
	<b>Skipped</b>	<b>3</b>

Q13. Which of the following statements do you agree with?

Answer Choices	Responses	
When residents bring forward issues around discrimination or exclusion, decision makers don't know what to do, get defensive or don't take them seriously	20.97%	13
When residents bring forward issues around discrimination or exclusion, decision makers acknowledge the concern but don't take action	58.06%	36
When residents bring forward issues around discrimination or exclusion, decision makers are quick to take action, but often without the input of the affected parties	14.52%	9
When residents bring forward issues around discrimination or exclusion, decision makers willingly discuss the issue and involve the affected parties in implementing a solution	6.45%	4
	<b>Answered</b>	<b>62</b>
	<b>Skipped</b>	<b>9</b>

Q14. Emergency and protective services staff treat all residents fairly and inclusively.

Answer Choices	Responses	
Agree	14.71%	10
Neither agree nor disagree	50.00%	34
Disagree	35.29%	24
	<b>Answered</b>	<b>68</b>
	<b>Skipped</b>	<b>3</b>



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Q15. Emergency and protective services staff proactively meet with community groups and residents to take proactive actions, build understanding, and increase trust

Answer Choices	Responses
Agree	14.49% 10
Neither agree nor disagree	43.48% 30
Disagree	42.03% 29
	<b>Answered 69</b>
	<b>Skipped 2</b>

Q16. COWL public services (library, recreation, transportation, etc.) caters to diverse cultures, religions, age, ability, etc.

Answer Choices	Responses
Agree	39.13% 27
Neither agree nor disagree	36.23% 25
Disagree	24.64% 17
	<b>Answered 69</b>
	<b>Skipped 2</b>

Q17. Please use this space to share your ideas, comments and suggestions on how COWL can take actions to become more diverse, inclusive, and equitable.

**Answered 35**  
**Skipped 36**

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### APPENDIX F: DOCUMENT REVIEW

Score	# of Documents	Dept	Document Name
1	1	Econ Dev	COWL Economic Opportunity Analysis
1	1	Econ Dev	Resolution #2011-2018 Implementation of West Linn Economic Development Plan
1	1	Econ Dev	COWL Comprehensive Plan
2	1	HR	Hiring Guidelines
2	1	Police Dept	Policy Manuel
2	1	HR	Personnel Policy
2.5	1	HR	Coronavirus Temporary Policy
1	1	HR	Telecommuting Policy
2	1	City Wide	Employment Engagement Committee Charter
1	1	HR	Employee Benefit Committee
2	1	HR	EEOC Report
2	1	HR	EEO Policy
2	1	Police Dept	Police Mission Statement
1	1	Parks & Rec	Parks and Rec Mission Statement
2	1	Muni Court	Mission Statement
1	1	Library	Library Mission Statement
2	1	HR	HR Mission Statement
1	1	Finance	Finance Mission Statement
2	21	City Wide	Staff Communications
5	1	City Wide	Gender Pronoun Policy Statement
3	117	City Wide	Community Communications

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3	24	City Wide	Public Meeting Notice-Sustainability
1	10	City Wide	Public Meeting Notice-Utility
1	13	City Wide	Public Meeting Notice-Transportation
1	19	City Wide	Public Meeting Notice-Public Safety
1	36	City Wide	Public Meeting Notice-Planning
1	23	City Wide	Public Meeting Notice-Parks & Rec
1	13	City Wide	Public Meeting Notice-Library
1	15	City Wide	Public Meeting Notice-Historic
1	13	City Wide	Public Meeting Notice-Economic Development
3	60	City Wide	Council Meetings Minutes
2	1	City Wide	Housing Need Analysis
3	1	City Wide	COWL Website
1	20	City Wide	Community for Citizen Involved
1	1	City Wide	Budget (video)
1	12	City Wide	Arts & Culture
	<b>418</b>		

## APPENDIX G: DEFINITIONS

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This section of the report provides definitions to terms to minimize confusion over terminology. The Kenley Group, LLC apologizes in advance to anyone that may find this language offensive. Definitions listed below are located in the Dictionary of Race, Ethnicity and Culture (Vidal-Ortiz, 2003). We have strived to use key terms as published in scholarly reviewed articles, academic reviewed books and/or as defined in various US Federal Government Agencies.

**Access/Accessibility** - The ability or right of a person to get what they need (such as services, entrance, work, education, etc.).

**Agender** - Someone without gender or who does not identify strongly with gender.

**Asexual** - A sexual orientation characterized by not experiencing strong sexual attraction.

**Belonging** - The feeling of being welcome, included, or part of a group.

**Bias** - A conscious or subconscious attitude toward people or association of a stereotype based on their (actual or perceived) identity or background.

**BIPOC** - Refers to Black, Indigenous, and People of Color to highlight the oppression, injustice, and unique relationship to whiteness that Indigenous and Black people have.

**Bisexual** - To be emotionally, physically, and/or sexually attracted to more than one gender.

**Conditional Uses**- a use that is permitted subject to compliance with a set of conditions or requirements set forth in the zoning ordinance.

**Discrimination** - The act of treating a person differently based on their (actual or perceived) identity or background. Typically refers to negative treatment.

**Disability** - The degree to which a person's abilities align with or deviate from social norms regarding physical, mental, and/or emotional health.

**Diversity** - Refers to differences in identity and/or experience, typically focusing on those identities or experiences that may be subject to bias, harassment, or discrimination, such as race, ethnicity, gender, age, sexual orientation, veteran status, socioeconomic/class status, ability, religion, language, nation of origin, etc.

**Dominant Identity/Culture** - Refers to the identities held or the pattern of knowledge, belief, and behavior valued by those who have historically held power; normative cultural expectations.

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**Equity** - Refers to the distribution of time, resources, and focus in a way that counteracts disparities to create equal access and outcomes.

**Ethnicity** - An identity based on learned aspects of oneself, i.e., nationality, language, and culture. This identity may or may not be the same as a person's national origin.

**Gay** - Describes people (typically men) who are attracted to people of the same sex or gender.

**Gender** - A person with the sense of being a woman, a man, another gender, or no gender.

**Harassment** - Offensive behavior that demeans or humiliates a person.

**Hispanic** - Someone who identifies as being of a Spanish-speaking background and/or traces their origin or descent to a Spanish-speaking country.

**Inclusion** - Creating a culture where all people feel respected, accepted, and valued.

**Intersectionality** - Concept that acknowledges that people's identities do not exist independently of each other and that the overlap of identities may result in unique experiences of discrimination.

**Latina/Latino/Latinx** - Feminine, masculine, and gender-neutral identity terms used by some people with origins/ancestry in Latin America (Mexico and Central and South America).

**LGBTQ** - An umbrella term used to describe lesbian, gay, bisexual, transgender, and queer people.

**Marginalized** - Describes people, communities, and identities that have been intentionally disempowered and/or excluded from access and opportunity by laws and policies over the course of many years.

**Marginalization** - The process in which individuals are denied access to various rights, opportunities, and resources that are normally available to members of the dominant culture (such as: housing, employment, healthcare, civic engagement, and due process).

**Microaggression** - Interpersonal actions or language that, regardless of intent, reinforce systems of oppression and contribute to minority stress.

**Lesbian** – Refers to women who are attracted to other women.

**Multiracial** - A person with mixed ancestry of two or more races. The term may also include people of mixed-race ancestry who self-identify with just one group culturally and socially.

**Native/Indigenous** - May also be referred to as First Nations peoples, Native American, or American Indian/Alaskan Native depending on the historical or situational context. Describes ethnic groups who are the earliest known inhabitants of an area, in contrast to groups that have colonized or occupied the area later.

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**Older Adults** - People who are 60 and older.

**Oppression** - An abuse of power, supported by systems and institutions, that results in unjust treatment or control.

**Pansexual** - A person who is sexually attracted to all or many sexes, genders, or gender expressions.

**Person/People of Color (POC)** - A person who has physical characteristics that distinguish them from white people.

**Person/People with a Disability** - A person who experiences physical, mental, cognitive, or developmental limitations that impairs or interferes with one or more major life activities, including walking, lifting, learning, breathing, etc.

**Privilege** - Advantage, access, or benefits that result from a person's membership in a dominant cultural identity group.

**Protected Class** - A category of people who are legally protected from identity-based on discrimination. This list varies from state to state, and state to nation. In Oregon, protected classes include race, color, national origin, sex (includes pregnancy-related conditions), sexual orientation, gender identity, religion, age (18 and older), physical or mental disability, and veterans.

**Queer** - An identity term that can include lesbians, gay men, bisexuals, transgender people, intersex people, and other identities. This word is sometimes used as a slur.

**Race** - A social construct created to classify and categorize people-based skin color and other physical, social, and biological attributes.

**Religious or Spiritual Identity** - A person with a sense of belonging, formally or informally, to a religious/spiritual community or belief system.

**Restorative Justice** - An approach to justice in which a person who has experienced harm is able to share their experience of what happened with the person who caused the harm, discuss how and why the behavior harmed them, and come to a consensus for what the person who caused harm can do to repair the harm.

**Sex** - A categorization (typically male or female) based on the appearance of an infant.

**Sexual Orientation** - The desire for intimate emotional and/or sexual relationships with people of the same gender/sex, another gender/sex, or multiple genders/sexes.

**Socioeconomic Status** - A social and economic position in relation to others that is measured as a combination of education, income, and work experience.

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**Transgender** - An adjective used to describe someone who identifies as a gender other than one expected in relation to their sex assigned at birth.

**Underrepresented** – Refers to people, communities, and identities that have been less represented or portrayed (in politics, media, etc.) than they are present in the population over the course of time.

**Youth** - People under the age of 21.

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