



THE CITY OF  
**MADRAS**

# Diversity & Inclusion Action Plan

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*City of Madras*

A guiding document to promote community engagement and participation to increase the level of citizen input, feedback and interest in organizational employment opportunities.

7/25/2017

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# City of Madras

## Diversity & Inclusion Action Plan

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### **Introduction**

The City Council's Goals for fiscal year 2016-17 stated that for providing employee development and a supportive work environment, staff will *“develop an agency workforce diversity and inclusion policy.”* Then again in its goals for fiscal year 2017-18 they included an objective to *“increase the level of community engagement by means of enhancing communication and participation.”* It states that together, staff and council will evaluate current engagement activities and processes to determine strategies and the effectiveness of each outreach effort made.

Collectively, the Madras elected officials have communicated their interest in prioritizing focus on community outreach efforts to ensure that Madras' ethnically diverse populations are represented both in the organizational workplace, as well as in its policy and decision-making processes.

### *Community Outreach & Education*

The City of Madras administration and elected officials work to ensure that the greatest portions of the Madras community are represented during the decision making process. However to-date, the agency has not maximized its ability to engage adequate voice from both the Native American and Latino communities from Madras during these critical processes. This includes both participation during decision-making feedback solicitations as well as calls for elected officials to serve on various City boards and commissions.

### *Recruitment & Retention*

As of 2017, the City of Madras organization has less than four percent of its existing workforce that make up an ethnically diverse population other than the dominant cultural group. With a community demographic and local talent pool rich with ethnic diversity of approximately 35 percent Latino and 25 percent Native Americans, the City of Madras' administration has historically done little in the way of focusing efforts to recruit and retain those that make up its

culturally rich community. Madras has had a significant amount of employee turnover in recent years. Much of it resulting from employee retirements and those that utilized their experiences with the City of Madras to get their start in local government before moving on to larger jurisdictions. The amount of internal movement offers great opportunity to recruit for a more diverse workforce.

### **Action Committee**

To work through the development of the Action Plan, an action committee was created. It is comprised of the city administrator, a city councilor liaison, a member of the Let's Talk Diversity Coalition/Best Care, LLC., and two city employees. Combined, the action committee members represent cultural backgrounds including Caucasian, Native American and Latino cultures, varying ages/generations, single- and dual-income households, varying levels of education, experiences and skill sets. Together, the intent is to maximize the City's ability to be inclusive in the drafting of the plan itself.

## **Mission/Vision**

The mission/vision of this action plan is to: 1) identify ways that the City can better engage, incorporate and understand the needs of the City of Madras constituency; and 2) how best the City should improve its recruitment and retention practices to better align with the current patterns of diversity within the Madras community. The action plan is intended to be a living, fluid document to allow it to evolve with the changes and needs within the organization as well as the community.

This action plan:

- 1) Includes organizational strategies and outcomes for this effort
- 2) Offers diversity training and cultural education resources for existing staff; and
- 3) Identifies organizations that will build stronger relationships and closer connections

## **Action Committee Core Beliefs**

We believe in...

- ✓ Practicing the highest standards of honesty, integrity, and transparency in local governance
- ✓ Ensuring that our organization reflects the diversity of the community we serve
- ✓ Committing to lifelong learning and professional development
- ✓ Networking and exchanging knowledge, skills and creativity across local, state and national boundaries
- ✓ Building a sustainable community

## Strategies

PROGRAM TYPE	PROGRAM DESCRIPTION	TIMELINE TO IMPLEMENT	BUDGET IMPACT	PRIORITY
RR	Work with school counselors to advertise job postings	Short term	\$	8
RR	High School Graduate Job Fair	Short term	\$	7
RR	Work with college counselors to advertise job postings	Short term	\$	9
RR	Participate in High School internship program	Short term	\$	1
CE	Implement website translation capabilities from English to Spanish	Short term	\$	5
RR	When recruiting, if all other qualifications are equal, hire as local as possible	Short term	\$	6
RR	Consider years' applicable experience in lieu of education requirement	Short term	\$	2
RR	Solicitations advertised specifically into Latino and Warm Springs communities to maximize awareness of employment opportunities	Short term	\$	3
RR	Emphasize organizational support of work/life balance (i.e. schedule flexibility)	Short term	\$	4
RR	COCC Graduate Job Fair	Medium term	\$	7
CE	City staff making presentations to high school class rooms on various career options in local government	Medium term	\$	4
CE	Implement high school ambassador councilor program	Medium term	\$	9
CE	Seek external resources to promote city services to ethnically diverse populations from community	Medium term	\$	10
CE	City publications translated from English to Spanish	Medium term	\$\$ - \$\$\$	3
CE	Hold public meetings at various locations other than City Hall, offer food/refresh.	Medium term	\$ - \$\$	2
CE	Have a Spanish-speaking employee at CH so as to meet needs of community when coming to City Hall (training)	Medium term	\$ - \$\$	5
RR	Willingness to "train up" with on-the-job training and professional development opportunities	Medium term	\$ - \$\$\$	6
RR	Sponsor a business community Job Fair	Medium term	\$	8
RR	Ensure that agency policies and procedures support multicultural needs (i.e. funeral leave, etc.)	Medium term	\$	1
RR	Create community outreach liaison position	Long Term	\$\$\$	3
RR	Ensure that the Police Dept. has one Spanish speaking employee on staff	Long Term	\$\$\$	2
RR	Create a customer service position at City Hall that is fluent in Spanish	Long Term	\$\$\$	1

Program Type: CE = Community Engagement; RR = Recruitment & Retention

## Desired Outcomes

*“When people walk into City Hall,  
all should feel equally welcome and able to be assisted –  
and feel comfortable doing so.”*

– Councilor Bartt Brick

- ✓ Enhance communication to develop progressive relationships with local, state, national, affiliate, and other professional associations;
- ✓ Have our organizational employees and elected officials recognize the value and strength of the cultural diversity that exists within the Madras community;
- ✓ Foster inclusion, engagement, and support throughout a City of Madras employee’s career in public service;
- ✓ Build relationships with Madras’ educational community;
- ✓ Be a leader of local jurisdictions for offering career opportunities for Oregon’s diverse professionals;
- ✓ Create a diversity management program for the City of Madras that is sustainable and effective; and
- ✓ Build a workforce that more adequately representative of the community it serves.

## **Diversity Training and Cultural Education Resources**

### **Let's Talk Diversity Coalition**

<http://letstalkdiversity.net/>

Office: 574 SW 4<sup>th</sup> Street Madras, OR 97741

Phone: 541-475-4292

#### Training Sessions:

Part 1: Building Cultural Awareness: Consider your own culture, how it was developed, and how it affects how you view the world. Discuss common barriers and biases that affect how you view other cultures.

Part 2: Creating a Welcoming Environment: Does your work place or home welcome people of different backgrounds and cultures? This training will help you assess your surroundings and provide tools to create an inclusive environment.

Part 3: Experiencing Poverty & It's Effect on Health: Experience first-hand how poverty affects the lives of your clients, customers, students, family and community members. Gain an understanding about how poverty specifically affects health outcomes.

Part 4: Going Deeper – Experiencing Poverty & It's Effect on Health: Building on Part 3, explore how poverty and health disparities affect populations of color. End the training series on how we can all work together to continue working on create equitable communities.

### **People's Institute – Undoing Racism**

<http://www.pisab.org/>

### **Lee Mun Wah – Stirfry Seminars & Consulting**

[http://www.stirfryseminars.com/about/bios/bios\\_munwah.php](http://www.stirfryseminars.com/about/bios/bios_munwah.php)

## Networks/Partnerships

<b>PARTNERS</b>	<b>CONTACT NUMBER</b>
Best Care Prevention/Mental Health	541-475-6575
Better Together	541-693-5678
Central Oregon Community College	541-550-4100
City of Bend	541-388-5505
City of Culver	541-475-6494
City of Madras	541-475-2344
City of Metolius	541-546-5533
City of Prineville	541-447-5627
City of Redmond	541-923-7710
City of Sisters	541-549-6022
Crook County	541-447-6555
Deschutes County	541-388-6570
Family University Program (509J)	541-475-6192
Heart of Oregon Corps	541-475-7559
Jefferson County	541-475-2449
Jefferson County 509J School District	541-475-6192
Jefferson County ESD	541-475-2804
Jefferson County Faith Based Network	541-475-2405
Jefferson County Health Department	541-475-4456
Jefferson County Public Library	541-475-3351
Kids Club of Jefferson County	541-475-7028
Latino Community Association	541-382-4366
Let's Talk Diversity Coalition	541-475-4292
LINC Madras	541-475-4446
Madras-Jefferson County Chamber of Commerce	541-475-2350
Mid Oregon Personnel Services	547-475-7640
Mosaic Medical	541-475-7800
Mountain Star Relief Nursery	541-475-2537
Neighborhood Impact	541-548-2380
Oregon Child Development Coalition	541-475-6232
Oregon State University Cascades	541-322-3100
Planned Parenthood	541-475-5338
Saving Grace	541-475-1880
St. Charles, Madras	541-475-3882
The Children's Learning Center	541-475-3628
Warm Springs Community Action Team	541-553-3148
Warm Springs Reservation	541-553-1161
Warm Springs Vocational Rehabilitation Program	541-553-4952
WorkSource	541-475-7118