

# **CITY OF GRESHAM DEI SERVICES PROGRAM REPORT**

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Assessment and Training  
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# ACKNOWLEDGEMENTS

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There is a host of people to thank for their efforts to bring this project to fruition. We are grateful to Mayor Travis Stovall and the Gresham City Council, former Council Members, the City Manager's office, the Executive Leadership Team, former Equity Action Team Steering Committee and members, and many staff and community leaders who contributed their time and effort to this process. Sincere thanks to the following individuals and organizations for their contributions:

## **City of Gresham Mayor and Councilmembers**

Mayor Travis Stovall  
Janine Gladfelter  
Mario Palmero  
Dina Dinucchi  
Sue Piazza  
Eddy Morales - Council President  
Vincent Jones-Dixon

## **Former Council Members**

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David Widmark

## **Executive Leadership Team**

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Corey Falls - Deputy City Manager  
Allison Don - Senior Manager  
Steve Fancher - Director of Environmental Services  
Karen Pearson - HR Director  
Kevin McConnell - City Attorney  
Emily Bower - Urban Renewal Director  
Brian Monberg - Government Affairs Manager  
Pat Hartley - IT Director  
David Berniker - Planning Director  
Eric Schmidt - Community Development & City Services Director  
Shannon Stadey - Economic Development Director  
Claudio Grandjean - Acting Police Chief  
Mitch Snyder - Fire Chief  
Elizabeth Coffey - Communications Director  
Sharron Monohon - Budget & Finance Director  
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Timur Holove – Slavic Community Center  
Lynn and Brad Ketch – Rockwood CDC

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# TABLE OF CONTENTS

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ACKNOWLEDGEMENTS	2
SECTION I: WHERE WE STARTED	
A. Introduction	5
B. Project Description	7
C. Multicultural Development Model	7
SECTION II: WHERE WE ARE AND WHERE WE ARE GOING	
A. The Changing Demographics of Gresham	9
B. DEI STATUS 2021: Conclusions from the SWOT analysis	11
C. DEI Recommendations: Moving Forward	13
SECTION III: PRODUCTS DEVELOPED DURING THE COURSE OF THIS PROJECT	
A. Diversity Resolution	17
B. Diversity Statement	20
C. Guide to Terms in the DEI Statement	21
D. DEI Recommendations: Responsibilities and Expectations	22
E. Communication Plan	25
F. Results of the SWOT Analysis	27
SECTION IV: METHODOLOGY AND RAW DATA ANALYSIS	
A. Overview of the Qualitative Research Process	
1 Methodology	31
2 SWOT Analysis – Definition and Overview	31
3 Interview Questions	33
B. Detailed Findings from Stakeholder Interviews	40
C. Process for Online Staff Survey: DEI Cultural Competence Self-Assessment Tool	
1 DEI Staff Survey Overview	45
2 DEI Staff Survey Results	46
SECTION V: DEI RESOURCES	
1. National League of Cities	51
2. Additional Governmental Resources	51
3. General DEI Resources	52
4. Fire Services DEI Resources	54

# SECTION I: WHERE WE STARTED

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## INTRODUCTION

As with many municipalities and public and private organizations, the City of Gresham (COG) has decided to combat institutional racism and oppression. This was not simply a reaction to the sensational events of (2020, BLM, George Floyd, or Breonna Taylor). The Diversity, Equity and Inclusion (DEI) effort in the COG grew out of the former City Manager's office and was initiated by Ms. Robin Stowers and a range of staff and leaders. Although, there may have been difficulties at times in the implementation of the initiative, it does not differ from the efforts of other organizations' journeys, which are often not linear.

Previous COG DEI efforts resulted in considerable excitement among COG staff and saw the formation of an Equity Action Team (EAT) comprised of staff, and an EAT Steering Committee of COG leaders. Several learning and community recognition and engagement activities ensued. Due to unforeseen circumstances these groups were disbanded to let the City re-contemplate how it would pursue DEI in a more comprehensive way.

The current DEI iteration also grew out of the City Manager's office, but had the advantage of seeing Gresham usher in a new Mayor and City Council, perhaps one of the most diverse councils in the Northwest. This renewed energy resulted in a Request for Proposal (RFP) process to assess where the city was regarding DEI, and to evaluate the strengths and opportunities upon which to build. The RFP also required the development of a Diversity Resolution or a Diversity Statement, resulting in the COG Council adopting both.

The DEI assessment was based on interviews with over 50 participants representing such groups as the City Council, the City Manger's office, the Executive Leadership Team (ELT), union leaders, selected COG staff including former EAT members, and several cultural key informants representing diverse communities within Gresham. An online survey was also conducted so that all COG staff had the opportunity to provide feedback on their DEI experience.

Two major gains were made along the way. A City Council DEI Subcommittee was convened, to continue leadership of the City's DEI journey. Another major result was the agreement to pursue a DEI Manager who would work under the direction of the Deputy City manager. Part of the new DEI Manager's role is to renew interest, and reestablish DEI task force and leadership groups. The diversity and energy of the Mayor's Office and City Council to achieve these gains cannot be overstated and portends great strides for the COG.

It is essential to point out the courage the City leadership had in addressing oppression and taking the lead to address racial justice and equity. City leadership is pursuing DEI for the evidence-based reasons so resonant in current business and government administration research and literature. The Mayor and City Council, and many in city leadership, understand that embracing DEI will benefit all Gresham residents and community members.

The challenge now is for the COG to sustain this effort, especially in these politically charged times. The City must develop language that explains how and why DEI should benefit all. However, the COG has an oar in the DEI ocean, has weathered a few storms, and can serve as a lighthouse to others as to how to move forward and avoid perils. Celebrating diversity while building and uniting around human commonalities, and seeking to make Gresham an inviting and just environment should bode well for the City.

It is important to acknowledge and commend all of the people involved in discussions and the process of this evaluation, including Mayor Stovall, Council President Morales, all other Council members, the City Manager's office specifically Eric Schmidt, David Clyne, and Corey Falls, Steve Fancher, and Allison Don, and last, and in no way least, the many COG staff people who reached out to offer support, hold the OCCAT accountable, and keep DEI alive and well while the process was unfolding. It was an honor for the OCCAT, LLC Team to serve the COG, and the lessons learned can save headaches for other municipalities seeking to begin a DEI process.

# PROJECT DESCRIPTION

Like many organizations, Gresham has had both successes and challenges with Diversity, Equity and Inclusion (DEI) programming to-date. At the start of this planning process, the City was addressing DEI in an ad-hoc manner, focusing on, for example, community engagement, pathways to employment, and urban renewal. However, a consistent citywide approach was desired to create a sustainable, actionable, long-term citywide DEI program. This aligns with the City’s imperatives to provide a safe community, opportunity and livability, and sustainable services for children and families.

This project has laid the foundation for a coordinated and comprehensive program to advance DEI in all sectors of City government, with a focus on improving workforce diversity, creating a culture of inclusion and belonging, and serving communities of color and underserved and underrepresented populations. The project has successfully created a sustainable, actionable, long-term citywide DEI plan for the City of Gresham, in which policy makers have clearly set the direction, have strong support from senior management, and can meaningfully engage all service areas at the City.

As detailed in this report, the following specified deliverables have been created:

1. Establishment of citywide DEI principles and policy direction by the Mayor and Council, including both a DEI resolution and statement which were adopted by the City Council on June 15, 2021; and
2. Assessment of existing conditions and recommendations detailing the ways in which a comprehensive DEI program could improve the organization’s ability to achieve it’s goals; and
3. Development of a proposed Phase II work plan, which includes elements of program design and implementation.

# MULTICULTURAL DEVELOPMENTAL MODEL

The chart below is a depiction of how an organization might change in regards to their organizational DEI development (Holvino, 2008), moving from a predominantly monocultural organization to a more inclusive multicultural one. It is important to remember that this movement is a process and each organization must start from where it is, using this scale to measure progress. It is not a linear process and organizations should expect to see movement back and forth between the stages.

The City of Gresham appears to primarily be in the monocultural stage with some aspects of the transitional stage and aspirations to the multicultural stage. The transitional phase will take time, even years. Getting to the multicultural stage and sustaining it will take an ongoing collective effort; and once achieved, may require

ongoing continuous improvement. The monocultural stage is a starting point, and moving out of the monocultural into the transitional is movement toward a more diverse, inclusive organization that is more responsive and effective, and will provide a strong base for development of a multicultural organization. The destination is always aspirational, but the journey is important nevertheless.

THE MULTICULTURAL ORGANIZATION DEVELOPMENT MODEL					
MONOCULTURAL		TRANSITIONAL		MULTICULTURAL	
Exclusionary	Passive Club	Compliance	Positive Action	Redefining	Multicultural
Committed to the dominance, values and norms of one group. Actively excludes in its mission and practices those who are not members of the dominant group.	Actively or passively excludes those who are not members of the dominant group. Includes other members only if they “fit” the dominant norm.	Passively committed to including others without making major changes. Includes only a few members of other groups.	Committed to making a special effort to include others, especially those in designated protected “classes.” Tolerates the differences that those others bring.	Actively works to expand its definition of inclusion, diversity and equity. Tries to examine and change practices that may act as barriers to members of non-dominant groups.	Actively includes a diversity of people representing different groups, styles and perspectives. Continuously learns and acts to make the systemic changes required to value, include and be fair to all kinds of people.
Values and promotes the dominant perspective of one group, culture or style.		Seeks to integrate others into systems created under dominant norms.		Values and integrates the perspectives of diverse identities, cultures, styles and groups into the organization’s work and systems.	
© 2008 Chaos Management, Ltd.					

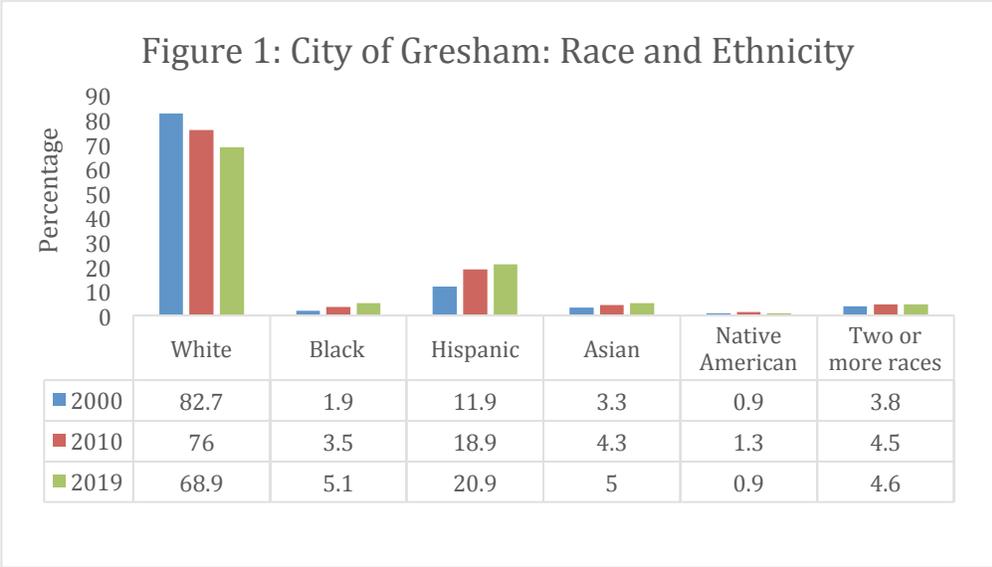
# SECTION II: WHERE WE ARE AND WHERE WE ARE GOING

## THE CHANGING DEMOGRAPHICS OF GRESHAM

### Demographic Trend

Over the last two decades, the total population of the City of Gresham has grown from 90,410 to 109,379, an increase of almost 20,000 people or 20 percent. Between 2000 and 2019 Gresham became an increasingly diverse city. Figure 1 shows White residents still represent most of the population; however, they have dropped from 82.7 percent in 2000 to 68.9 percent in 2019. Black residents have increased from 1.9 percent to 5.1 percent, Hispanic residents have increased from 11.9 percent to 20.9 percent, and Asian residents have increased from 3.3 percent to 5 percent. In other words, during the past 20 years, the City of Gresham became more racially and ethnically diverse.

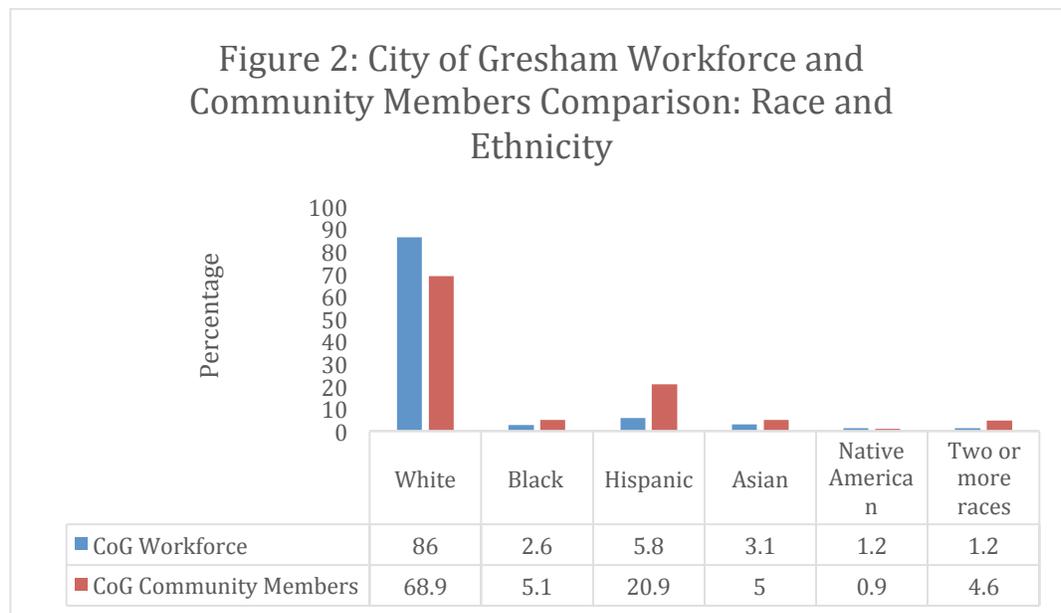
Overall, while Whites continue to represent the largest racial and ethnic group in the City of Gresham, their share of the overall population decreased as the city became more diverse. Hispanics had the largest increase in their total share of the population, followed by Blacks and Asians.



Source: U.S. Census

## Workforce and Community Members Race and Ethnicity Comparison

Figure 2 shows the comparison of racial/ethnic diversity between the City of Gresham’s workforce and the general population of community members. Whites are disproportionately represented in the City of Gresham’s workforce (almost 19 percent more in workforce than in general population) while almost all other racial/ethnic groups are disproportionately underrepresented. For example, in the City’s workforce Blacks are 3 percent less, Hispanics almost 15 percent less, and Asians 2 percent less than the general population. This lower representation of nonwhite city employees signals a lack of diversity in the City of Gresham’s government workforce, which may negatively impact efficiency, morale, productivity, and innovation.



Sources: City of Gresham 2020 & U.S. Census 2019

# **DEI STATUS 2021:**

## **Conclusions from the analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT)**

The DEI assessment included qualitative data collected and analyzed to identify the City of Gresham's strengths, weaknesses, opportunities and threats (SWOT). It is clear from the SWOT analysis that the COG has reached a critical tipping point in the development and successful implementation of a DEI plan that will move it from a primarily monocultural organization to a multicultural one. Several changes are driving this effort, including changing demographics of the City and new leadership at the highest levels of the government.

Below are some of the strengths that the COG can utilize to build additional competencies. Using a strengths-based approach when working with an organization identifies resources or behaviors that are solid foundations upon which to grow or build. The approach does not target weaknesses or deficits, instead views the organization as resourceful, resilient, and self-determining of one's fate. Therefore, the following are some of the anchors to which the COG might tie future DEI efforts.

The COG has a strong foundation to move forward with a sustainable, actionable, long-term citywide DEI plan. Among the more outstanding strengths are the energy, vision and courage apparent in the new administration, including the Mayor, City Council, City Manager's office and the ELT. They are building on actions of the outgoing Council, Mayor, and City Manager. These leaders collectively adopted the Diversity Equity and Inclusion (DEI) Resolution No. 3459, developed the Diversity, Equity and Inclusion Statement and required that DEI criteria be included in the hiring process for the City Manager. These important steps forward will allow the City to meaningfully engage all service areas in the City in this DEI effort.

In addition, there is clear support and enthusiasm for DEI efforts among the staff of the City. A significant and diverse portion of the workforce at all levels within the City has demonstrated this support and has already taken many steps to improve DEI in the City as part of their work or on their own time. They have done outreach to underrepresented communities, developed trainings, and expressed the desire to participate in DEI efforts. They expressed a feeling of urgency about the need to be public facing and engaging, especially since many activities were suspended because of the pandemic. They have thought creatively and carefully about what is needed for a DEI initiative, and offer several suggestions for next steps, which are further discussed below.

The community is also a strength. Members of the community can and want to be a resource for the City in these efforts. In general, Gresham is a safe place to raise a family or start a business, with affordable housing and few areas of concentrated

poverty. It has strong and diverse businesses and faith-based and community-based organizations (CBO), and members of those groups are willing and able to participate in these efforts. Because of these factors, the COG can institute robust community outreach, communication, and engagement with the community.

Of course, there are areas needing improvement (aka weaknesses). At the time of the SWOT, there was no overarching, citywide DEI framework, with agreed upon goals, policies and procedures, and no dedicated resources.\* There is little coordination or communication between departments, with some departments resisting a citywide effort. There is a need to update DEI policies and procedures, institute a comprehensive training program and put in place mechanisms to hold people/systems accountable. Not all of the staff from diverse populations feel welcome in the workplace.

The COG has had limited success in its outreach and community engagement efforts. It has not fully addressed some of the specific barriers that community members face, such as lack of Internet access and limited English proficiency, nor communicated with communities and CBO's sufficiently regarding DEI efforts and opportunities for employment or participation in civic meetings. Because of the past history, members and leaders of underrepresented communities do not always trust the COG.

From the SWOT, we identified two areas of concern (threats) to the success of the DEI initiatives.

1. There are some staff who are resistant to DEI efforts and/or have negative views of BIPOC and other underrepresented groups.
2. CBO leadership and community members have reason to doubt that the COG will follow through on the transition from monocultural to multicultural.

In sum, this process identified many strengths and opportunities for the City of Gresham to move forward in their DEI work. There is strong leadership at the highest levels of the organization, and a great deal of enthusiasm and interest in this work. Many of the staff have indicated a desire to be involved and have made many suggestions for improvement. The community is onboard to provide insight, consultation, training and the needed involvement and support. In the recently adopted DEI resolution, the Council has established a DEI Subcommittee to oversee and drive the process.

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\*During this evaluation process major steps have been taken to address this weakness, such as the adoption of Resolution 3459 and the Diversity Statement on June 15, 2021.

# DEI Recommendations: Moving Forward

## Recommendations from the DEI Resolution Process

One of the goals of this project was to provide guidance as to how the COG could move forward to improve DEI in the workplace and community. In the development of the Diversity Resolution a series of recommendations were decided upon, as listed below. Through discussions with the City Council, the City Manager’s office and key stakeholders these initial recommendations were formulated to provide a strong foundation for the citywide DEI program. Additional details about the intent and intended steps for each of these recommendations can be found in Section III.

1. Establish a DEI Executive Subcommittee; and
2. Hire a DEI Manager; and
3. Adopt a Diversity, Equity, and Inclusion Resolution and Statement; and
4. Support community engagement, staff development and DEI workforce development; and
5. Develop, recruit, hire and retain a DEI workforce; and
6. Engage in DEI strategic planning and organizational development; and
7. Submit quarterly reports on DEI progress; and
8. Create a supplier diversity procurement policy; and
9. Establish a DEI community advisory committee.

## Recommendations from the SWOT Analysis

During the course of the SWOT analysis, interview participants proposed recommendations for future action by the COG. The DEI Subcommittee and the DEI Employee Resource and Support Team (DERST) should include these recommendations in the development of their work plans.

1. Develop comprehensive communication around DEI best practices to reduce silo mentality.
2. Improve the accessibility of taking the hiring panel training for staff.
3. Engage and orient community members to sit on hiring committees.

4. Conduct anti-bias training for hiring teams.
5. Offer multicultural team building skills for staff and leaders.
6. Establish departmental and COG DEI staff goals.
7. Disaggregate data to measure retention and satisfaction scores by demographic category.

## **Recommendations from OCCAT Team**

Additionally, OCCAT team members developed a series of recommendations based on the concepts identified in the SWOT analysis, observations by the team members and knowledge of best practices in the area of DEI. The recommendations include the following:

### *Leadership Recommendations*

1. Create opportunities for the Mayor, City Council, City Manager's office, ELT, and staff-at-large to share their cross-cultural lessons learned and success stories, diversity interests, or DEI best practices on Walter or other internal platforms.
2. Encourage the staff and leadership to model DEI by creating welcoming environments, becoming allies for diversity, interrupting bias and hate speech, and otherwise learning about and eliminating institutional racism and oppression in the COG.
3. Ensure every new hire embraces diversity, and by doing so enhances employment and growth opportunities within the COG. Show grace as departments begin their journey on what DEI means in their service niche or discipline. Acknowledge or reward exemplary DEI efforts and achievements.
4. Re-establish a facsimile of the Equity Action Team and Steering Committee.
5. Institute a charter outlining membership, problem identification strategies, problem solving approaches, conflict management techniques, and methods of evaluating their goals, efforts and gains related to improving how DEI is enhanced for workforce involvement.
6. Develop a communication plan with talking points describing why the COG embraces DEI, and talking points that outline the benefits and beneficiaries of an effective DEI program. Remain proactive in anticipation of increasing diversity.
7. Pursue a development activity that aligns leadership in how they talk to a wide variety of stakeholders about diversity and its benefits to all in the COG in order to start the buy-in process.

### *Workforce Recommendations*

*These recommendations should be carried out by the Human Relations Department, with ongoing communication with the City Council and City Manager.*

1. Begin to review hiring policies, processes, and practices in terms of identifying implicit bias, and becoming an anti-racist/anti-oppressive employer.

2. Collect and analyze workforce demographics to develop a neutral baseline. This includes looking at where diversity is present, growing, and any best practices. These analyses can focus on department, level of employment, and examine disaggregated data related to retention, promotion, and employee satisfaction/engagement scores. COG leadership can review these data quarterly to identify, commend, and extol gains.
3. Continue and deepen current DEI efforts, such as participation in programs like *Say Hey*, hiring committee training, anti-harassment training, and the Pathways to Employment and other internships models and programs.
4. Identify and share best practices regarding identifying and eliminating any vestiges of institutional racism and oppression that may create unwitting or implicit biases which may adversely impact DEI workforce development.
5. Pursue DEI through offering a diversity orientation and onboarding for new employees, updating hiring practices and policies to support DEI, and ensuring that leaders and relevant other staff have activities that support growth related to a) developing and promoting multicultural teams, b) utilizing evidence-based best practices, and c) understanding the inherent benefits regarding DEI.
6. Develop talking points relevant to and tailored for various audiences regarding why DEI is to everyone's benefit, and otherwise steer the narrative asserting this cause.

#### *Community Recommendations*

1. Conduct community engagement activities at least quarterly. Consider culturally or socially diverse events, diverse celebratory or heritage months, culturally specific or multicultural activities (e.g., job fairs, scholarship events, concerts, and parades) where COG staff and leaders can engage communities.
2. Identify minority- and women-owned businesses to which the COG can reach out to ensure equity in funding and business opportunities.
3. Share information about employment opportunities, services, and civic participation activities widely.
4. Translate information to ensure sensitivity to linguistic diversity in the COG. Contract with community-based organizations, culturally and faith-based institutions to ensure comprehensibility, and effective dissemination approaches. Consider signage in public buildings and accessible interpretation services (including ASL for the deaf) when making public announcements.
5. Identify a list of credible voices and venues within the community where important civic information might be shared, e.g., job postings, health and safety information, business opportunities, and public hearings.

#### *DEI Resources Recommendations*

1. Convene quarterly lunch and learn sessions and consider inviting community partners. Such topics might include unconscious bias, cross cultural conflict management, multicultural teambuilding, DEI rationale, and cultural awareness and competence learning activities.

2. Discern if there is an appetite for employee resource groups or even departmental diversity committees or leads. Ensure each department has access to COG DEI plans, activities, and goals.
3. Remind staff that everyone should contribute to and benefit from the COG diversity agenda. This includes diverse communities as well as the community-at-large. Ensure staff is equipped with talking points that they can share or use in their role at the COG.
4. Hold staff engagement opportunities where staff can share their commonalities and explore their intersectionality with colleagues and community residents. These might be pet, music, family, hobby, or food events. Staff can share items from their culture or lived experience that aligns with or reveals commonalities upon which relationships might take root.
5. Control the narrative and communication by fostering an environment of safety by offering anti-harassment/bullying, anti-racism/oppression, intercultural communication, welcoming environments, and allies training to support mutual respect, and ongoing learning about DEI. Seek ways to share knowledge and best practices with collateral agencies in the field.

# SECTION III: PRODUCTS DEVELOPED DURING THE COURSE OF THIS PROJECT

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## Diversity, Equity, And Inclusion (DEI) Resolution

This COG resolution was developed with, reviewed by, and ultimately adopted by the City Council on June 15, 2021. This was an historic moment for the City of Gresham. It represents an important first step to the transitional stage, as it will provide structure and resources for ongoing City DEI efforts.

### City of Gresham Diversity Equity and Inclusion (DEI) Resolution No. 3459

**Whereas**, the City of Gresham acknowledges that it values and respects the diversity of all community members, businesses, community- and faith-based organizations, employees and leaders; and

**Whereas** the City of Gresham recognizes rapidly diversifying demographic shifts and the need to collect and utilize Race, Ethnicity, Age, Language and Disability (REAL-D) data on workforce and service delivery outcomes; and

**Whereas**, the City of Gresham recognizes and upholds the inherent dignity of and right for all to equitable access, opportunity, and participation; and

**Whereas**, the City of Gresham defines **diversity** as difference or variance, we recognize it is often considered in terms of human differences such as age, gender, race and ethnicity, religion, sexual orientation or identity, and other forms of identity. Diversity alludes to the reality that all people are unique, thus all people are diverse; and

**Whereas**, in the City of Gresham, differences or diversity can be harnessed and optimized to make the city more welcoming, productive, and essentially improved. Diversity is about the power of the collective, and the benefits different perspectives can have on the outcome, performance, and general effectiveness of a collection of people; and

**Whereas**, **inclusion** has to do with how diverse people with different identities are included, respected, and valued. It concerns how they are welcomed in a group or organization and have their attributes utilized or leveraged to make that group perform better in pursuit of a common goal or mission; and

**Whereas**, there is mounting evidence that diverse and inclusive organizations work more effectively, have higher employee and community engagement, and better outcomes. Thus, it is in the best interest of a given organization and its constituents or stakeholders; and

**Whereas, equity** is more concerned with fairness than equality, it recognizes that all individuals do not start at the same place. What is fair might in fact vary across groups or individuals, recognizing there is variance in both barriers and advantages, and access to opportunity; and

**Whereas**, beginning a DEI effort with equity leads to diversity and inclusion as positive consequences. In the context of leveling the playing field or competition therein, equity is the process organizations or groups undergo to ensure all people, including those from disadvantaged or marginalized groups can achieve, grow, and otherwise add to the mission or goal; and

**Whereas**, diverse and unique viewpoints can greatly enhance the City of Gresham and the mission of its Council, staff, and stakeholders and generally lead to;

**A. Informed Change and Transformation** – The City of Gresham is entering a new era. Demographic, economic, and social changes are increasingly evident. The City must not only react to these changes, but must be proactive and seize the opportunity to lead. DEI must be pursued and promoted in ways that reassure existing and emerging populations. Gresham must speak the language of DEI that persuades community members, employees, and businesses that this change is meaningful and positive. The old ways of being oblivious to group- or community-specific barriers and challenges is no longer financially or socially affordable. Gresham must help heal and close division between groups that were otherwise estranged and create positive and productive living and working spaces for all. The apparent diversity is a harbinger of the future. Creating safe spaces for workers and community members to have these crucial conversations, find ways to reconcile differences, and regain a sense of community is essential to a prosperous future.

**B. Enhanced Morale** - Inclusion can make City employees and community members feel valued, respected, and able to be their authentic selves. This enthusiasm often leads to higher engagement including greater loyalty, emotional investment, and desire for the City to thrive. This potential benefit to the City's efforts may be especially true when training and development activities increase cultural awareness and competence; and ensure leaders are effective in developing multicultural teams, managing intercultural conflict, and ensuring safe and welcoming environments.

**C. Boosted Productivity** - When people feel valued and they matter, innovations, efficiencies, and employee satisfaction will be more manifest. When people feel supported they are more likely to overcome or ignore barriers that

might have otherwise hindered productivity. Thus, when done effectively DEI can improve organizational climate, and the likelihood of getting the fullest effort out of its workforce, and in this instance, the best for community members and stakeholders. When DEI is supported and valued in the workforce, it allows managers and leaders to be true stewards of public monies, achieve fiscal and other efficiencies, and optimize their respective teams in the City's goals and objectives.

**D. Heightened Justice and Awareness** - Often an overlooked concern that might be more important than ever is the focus on social justice and equity. Linked to morale and productivity, a growing number of employees seek employers with a value for justice, social, racial, and otherwise. This is an ongoing responsibility of civic bodies, leaders, and policy makers that reflects a growing important and ongoing responsibility to right wrongs, respectfully serve and treat everyone, and ensure the City's focus and purpose is just and equitable. This goes beyond benefitting historically disaffected groups and is in everyone's best interest. Focusing on justice when properly executed ensures no one is an island, all are valued and appreciated, and everyone feels they matter and belong. Cities excel when DEI values diversity but builds on commonality, acknowledges we are all in this together, and no one is excluded or diminished.

**E. Improved Organizational Efficiency** - Fiscal efficiency is a byproduct of enhanced morale, boosted productivity, and a heightened social conscience, which is often equated with seeking better ways to produce or innovate new pathways to identifying issues and solving problems. DEI is in alignment with community satisfaction and subsequent respect for government, and the pursuit of a more livable community. DEI, when efficiencies are considered, not only benefits community members, but also businesses and employers who may value existing within such a positive and upbeat community.

Adapted from and inspired by: [Five Major Benefits Of Increasing Diversity & Inclusion In Your Organization \(forbes.com\)](#)  
[5 Benefits of Diversity in the Workplace \(indeed.com\)](#)

**Therefore, be it resolved that the City of Gresham will:**

- 1. Establish a DEI Executive Subcommittee; and**
- 2. Hire a DEI Manager; and**
- 3. Adopt a Diversity, Equity, and Inclusion Statement; (attached) and**
- 4. Support community engagement, staff development and DEI workforce development; and**
- 5. Develop, recruit, hire and retain a DEI workforce; and**
- 6. Engage in DEI Strategic Planning and Organizational Development; and**

## 7. Submit quarterly reports on DEI progress.

**Let it further be resolved** that the City of Gresham City Council adopts and certifies this resolution No. 3459.

# City of Gresham Diversity, Equity, and Inclusion (DEI) Statement

The City of Gresham endeavors to promote a work environment, government, and civic life that reflects and values diversity, equity, and inclusion. The City will engage in staff and organizational development, community education, volunteer and advisory body member orientation, and community engagement activities that promote a safe, inclusive, and accepting workforce and community.

Therefore, the City stands against all forms of bias, racism and discrimination. The City recognizes that a community is enriched and graced by its diversity, and that City facilities, services, opportunities and amenities exist to everyone's benefit. Bias, racism and discrimination (interpersonal or institutional) are never to be supported or abided and should be systemically eliminated. The City of Gresham unapologetically:

- Supports the civil rights of all community members, including employees, volunteers, customers, visitors and vendors.
- Values the contributions to the City that are possible when community members are afforded equitable access and opportunity.
- Strives to remove barriers to accessing information and engagement opportunities like language, accessibility challenges and the like.
- Creates welcoming work, living, and business environments that ensure everyone is safe, valued, and allowed to be their authentic selves.
- Promotes signage, visuals, informational materials, and messaging strategies that reflect the diversity within Gresham.
- Evaluates service outcomes and employee experiences to promote equity and inclusion, while eliminating disparate outcomes attributable to bias and discrimination (implicit and explicit), ensuring everyone has equitable access and are treated fairly by City government.
- Endeavors to improve interaction and communication between community members and public safety.

The City is a learning organization and will actively engage in ongoing learning and continuous improvement processes to ensure transparency and growth to facilitate employees' DEI journeys. This requires that the City:

1. Avows all community members as well as visitors will be welcomed, respected, and equitably served when engaging with City employees.

2. Makes strides to develop, promote, and utilize processes to respond to DEI complaints, and addresses complaints in pursuing justice and eradicating institutional bias within the City. This includes having and disseminating approaches to investigate and respond to said complaints.
3. Promises that all communal spaces, facilities, and City-sponsored activities remain safe and responsive for all, including those exercising their constitutional rights to free speech.
4. Pursues strategies to ensure diverse representation in staff and leadership roles, advisory and other board memberships, public committees, and other civic bodies to ensure all voices are adequately valued and heard.
5. Provides equitable and reasonable access to business opportunities and procurement opportunities to a wide swath of the community.
6. Engages with community-based organizations, trusted voices, and other key individuals to promote collaboration and buy-in around major initiatives impacting the City.
7. Engages in an open and honest effort to identify and eliminate injustice while supporting culturally specific and multicultural events and activities designed to promote intercultural harmony, peace, and prosperity.

The City of Gresham encourages all its members to join us in creating a wonderful community that serves as a model of how people come together to promote a great working, living and welcoming place.

## Guide to Terms in the Gresham DEI Statement

**Bias** – “a particular tendency, trend, inclination, feeling, or opinion, especially one that is preconceived or unreasoned.” Example: Unwitting prejudice.

<https://www.dictionary.com/browse/bias#>

**Institutional** (bias and discrimination) - “relating to or noting a policy, practice, or belief system that has been established as normative or customary throughout an institution or society, particularly as perpetuated in institutions of a public character, as schools, courts, or legislative bodies.” <https://www.dictionary.com/browse/institutional>

**Systemic** (bias and discrimination) – “relating to or noting a policy, practice, or set of beliefs that has been established as normative or customary throughout a political, social, or economic system.”

<https://www.dictionary.com/browse/systemic#>

**Interpersonal** (bias and discrimination) – “of or pertaining to the relations between persons” <https://www.dictionary.com/browse/interpersonal>

**Symbolic** (bias and discrimination) – “serving as a [symbol](#) of something (often followed by *of*).” <https://www.dictionary.com/browse/symbolic#>

Examples: Lack of imagery in public buildings to indicate a welcoming environment for diverse communities; lack of symbolic representation of diverse groups in public buildings and public materials.

**Eradicating** (institutional bias) – “to remove or destroy utterly; [extirpate](https://www.dictionary.com/browse/eradicate).”  
<https://www.dictionary.com/browse/eradicate>

Example: changing policies and practices that have the effect of furthering bias and discrimination in our public institutions.

**Trusted voices** – credible community voices, leaders of community groups. Examples: VFW, AARP, Chamber of Commerce, Latino Network, IRCO, Beyond Black, El Programa, Slavic Community Center, Rockwood CDC, (re: included from the stakeholder list provided by the Gresham City Manager’s office.)

## **DEI Recommendations: Responsibilities and Expectations**

### **1. Establish a City Council DEI Executive Subcommittee.**

*Said Subcommittee will meet at least quarterly through Phase II, with participation by the Mayor, City Council President, and one duly elected Council Member, and may include up to three non-Council members (e.g., CM, DCM, ACM, ELT members) to develop, promote, and oversee efforts to ensure progress with respect to DEI.*

### **2. Hire a director level DEI Manager.**

*The City of Gresham will be responsible for hiring and outlining the scope of work for a DEI Manager. Said DEI Manager will work under the direction of the Deputy City Manager and coordinate activities between the City Council, Council DEI Subcommittee, Executive Leadership Team, and staff to uphold and assure awareness of the city’s DEI goals and strategies, and goals therein.*

### **3. Adopt a Diversity Statement.**

*The City Council DEI Subcommittee, Deputy City Manager, and DEI Manager will create a City of Gresham Diversity Statement with supporting language, which will include but not be limited to a mission, vision, and goal statement; organizational values, concerns for supplier diversity, and short-, medium-, and long-term goals. The rationale and definitions inherent to such shall be disseminated widely amongst the city workforce, community members, businesses, and community-based organizations.*

#### **4. Support community engagement, staff development and DEI workforce development.**

*The Deputy City Manager and DEI Manager will identify and establish:*

- *A DEI Steering Committee made of up eight (8) executive, management, or supervisory staff who will help guide employee and community engagement activities, ongoing staff development activities, and ensure safe places to have crucial, courageous and otherwise sensitive conversations related to DEI.*
- *A DEI Employee Resource and Support Team (DERST) made of up to 15 Gresham staff who will meet initially every month to review and comment, and support and inform colleagues of Gresham DEI activities and opportunities therein. The DERST will be directed by the DEI Manager and two DERST members. The DERST with the support of the DEI Manager will develop a charter outlining membership guidelines, problem identification and solving approaches, decision-making techniques, conflict management strategies, and relevant other group processes.*

*The DERST will identify, plan, and support four to six community engagement activities around community or cultural celebratory events (e.g., celebratory months, Lunar New Year, Juneteenth, Cinco de Mayo or El Grito, Pride, Disability Employment Awareness month). The DERST will also plan and support a minimum of two DEI staff development activities that may include such topics as: Unconscious Bias, Creating Welcoming Environments, Becoming Allies for Diversity, or Multicultural Team Building. These development activities should be sensitive to staff schedules.*

- *A DERST subcommittee of two to three members will work with the Communications Department to issue a quarterly brief identifying City of Gresham DEI activities, opportunities, resources and tools, and success stories or best practices.*

#### **5. Engage in DEI Strategic Planning and Organizational Development.**

*The City of Gresham DEI Council Subcommittee, DEI Steering Committee, Deputy City Manager, and DEI Manager will review organizational assessment findings and recommendations from Phase I (i.e., 2020-2021) to develop an RFP including vendor qualifications (RFQ) and deliverables for Phase II.*

#### **6. Submit quarterly reports on DEI progress.**

*The City of Gresham DEI Council Subcommittee, DEI Steering Committee, Deputy City Manager, and DEI Manager will submit quarterly reports to the City Council on the progress of implementing these recommendations and ongoing DEI efforts.*

#### **7. Develop, recruit, hire and retain a DEI workforce.**

*The City of Gresham, Deputy City Manager, and DEI Manager will create a workforce pipeline and training program that will provide equitable access in employment, hiring, promotion and retention opportunities for communities of color and marginalized populations, and will re-establish the Summer Works program. They will identify and support career development opportunities for under-represented and current employees.*

**8. Create a supplier diversity procurement policy.**

*The City of Gresham will create a procurement policy in Phase II to provide equitable access for minority-owned and women-owned businesses to city contracting and purchasing opportunities.*

**9. DEI Strategic Planning and Organizational Development.**

*City of Gresham DEI strategic planning and organizational development for Phase II (2021-2022) will minimally include; policy development for workforce promotion and retention (including developmental metrics), short-, medium-, and long-term DEI goals, strategies, and evaluation metrics (process or outcome) needed to determine DEI progress (e.g., goal attainment, workforce demographics).*

**10. Establish a DEI community advisory committee.**

*The City of Gresham will establish a DEI advisory committee of community members reflecting the diversity of the city who will support and advise the City on planning and community engagement activities. They will need to be on-boarded, oriented, and chartered.*

# COMMUNICATION PLAN

It became clear in the course of our SWOT analysis that communication within the COG and with external partners needed to be an important part of the DEI plan. To reduce confusion, redundancy, and silo-mentality, we are recommending the following communication plan. This will ensure that all parts of the COG are coordinating their DEI efforts and sharing best practices.

## Diversity, Equity and Inclusion (DEI) Communication Plan

**Purpose:** To foster the development and establishment of DEI multi-channel communication platforms

**Objective:** Disseminate clear, concise, and accessible information about DEI efforts and activities at all levels and across departments of COG, with a focus on council members, employees, supervisors and managers, and community members.

Target Audience	Communication Vehicles	Purpose(s)	Responsible Parties	Frequency
Council Members; Employees; Supervisors & Managers	Newsletter- Walter; Email	Showcases efforts to promote DEI across Departments	DEI Manager; DEI Committee; Communication Department	Quarterly
Council Members; Employees; Supervisors & Managers	Virtual Exchange- Walter	Share DEI-related articles, videos and other media of interest	DEI Manager; DEI Committee; Communication Department	Monthly
Council Members; Employees; Supervisors & Managers	Display Board- COG Bldg. or electronic	Promote Community events, job announcement, and other DEI-Initiative information	DEI Manager; DEI Committee; Communication Department	Monthly
Council Members; Employees; Supervisors & Managers	Informational Luncheon-TBD	Celebrate DEI success stories through special “Lunch & Learn” series sponsored by DEI Office & Committee	COG employees; managers and supervisors; DEI Manager; DEI Committee	Monthly
Council Members; Employees;	Trainings & Workshops- Walter; Emails	Provide updated information on DEI trainings and	DEI Manager; HR; Communication	Monthly

Supervisors & Managers		workshops sponsored by DEI Office	Department	
Council Members; Employees; Supervisors & Managers	Calendar-Walter; COG Website & social media	Provide updated information on DEI celebrations and DEI-related outreach events announced by DEI Office	DEI Manager; DEI Committee; Communication Department	Monthly
Community Members	Calendar- COG Website & BIPOC social media	Provide updated information on DEI celebrations and DEI-related outreach events	DEI Manager; DEI Committee; Communication Department	Monthly
Community Members	Display Board- COG Bldg.; BIPOC social media	Promote Community events, job announcements, and other DEI- Initiative information	DEI Manager; DEI Committee; Communication Department	Monthly

Additional communication methods should be implemented to assure that staff and community members who do not have easy or frequent access to the Internet or email are included in all relevant communications.

# Results of the SWOT Analysis

A multi-method approach with secondary data analysis techniques was employed to identify strengths, weaknesses, opportunities, and threats (SWOT) to inform both a COG Diversity Resolution and a Diversity Statement. This approach was also used to identify a series of recommendations that COG leadership (e. g. Mayor, City Council, City Manager's office, ELT) could choose to implement to pursue a sustainable DEI strategy and program.

The matrix below presents the major themes found in the SWOT analysis, which were used to inform DEI program recommendations for the City of Gresham.

## Strengths

**Leadership: The COG has a strong foundation to move forward with a sustainable, actionable, long-term citywide DEI plan for the City of Gresham.**

*This is evidenced by concepts such as: the City Council has the power to hold the organization accountable; DEI expectations for the City now overseen by the City Manager; new COG Council is extremely diverse; former City Manager's office and City Council members support for DEI; new City Manager hiring process includes a concern for DEI; Council visibility in community-at-large and in BIPOC, LGBTQ+, elder, and veteran and other diverse communities.*

**Workforce: There is clear support and enthusiasm for the City DEI efforts among the staff of the City.**

*This is evidenced by concepts such as: development of a hiring panel training; police and fire invite community on hiring panels; COG has a lot of folks who want DEI; spontaneous ally training efforts; some departments allow staff to pursue DEI goals; availability of anti-harassment training; many people want to participate in DEI; there is an opportunity to lead; ELT member reached out to Rockwood leaders.*

**Staff can serve as resources in a DEI initiative.**

*This is evidenced by a history of participation in training; staff volunteering for DEI committees and community engagement efforts; staff willingness to develop DEI resource materials for colleagues; REACH partnership; relationships with diverse community leaders.*

**Community: Members of the community can and want to be a resource for the City in these efforts.**

*This is evidenced by concepts such as: Some outreach to Rockwood by COG leadership; few areas of concentrated or entrenched poverty; diverse business leaders, want to be engaged; history of multicultural relationships;*

*partnerships around DEI with County; reputation of safety; great place to raise a family or start a business; housing more affordable; strong CBO and faith-based organizations in COG; emerging business class of diverse entrepreneurs.*

## **Weaknesses**

**Policies and Procedures: There is no overarching, citywide DEI framework, with agreed-upon goals, policies and procedures, and no dedicated resources.<sup>†</sup>**

*This is evidenced by concepts such as: no guiding principles; equity is a COG value with little supporting it in terms of behaviors or policies; some departments want to do their own thing and don't want to be told what to do; an obvious need to update DEI policies and procedures and hold people/systems accountable.*

**Staff/Organizational Development: There is a need for coordinated training across the City regarding DEI and the goals of the COG.**

*This is evidenced by concepts such as: lack of discipline specific DEI training; no DEI discussion during onboarding of new hires; little alignment about what equity means; no safe place to have difficult conversations; silo mentality.*

**Welcoming Environment: Some staff from diverse populations do not feel welcome in the workplace.**

*This is evidenced by concepts such as: Micro-aggressions are running rampant; people afraid to make mistakes; no mechanism to manage any conflict.*

**Community Engagement: There has not been a dedicated, defined outreach effort by the COG.**

*This is evidenced by concepts such as: lots of Latino families have no access to the internet and prefer in-person conversation; little connection with CBO's re: DEI recruitment efforts; CBO's not aware of the City Fest, or any recruitment information or internship opportunities; the City rarely asks for input from the CBO's and rarely meets with them; the City has been talking about community outreach the last six years, nothing has happened; linguistically diverse populations may have trouble accessing and participating in civic meetings and activities; diverse businesses need nurturing.*

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<sup>†</sup> During this evaluation process major steps have been taken to address this weakness, such as the adoption of DEI Resolution 3459 and the Diversity Statement.

## Opportunities

**COG Leadership Structure:** They have strong leadership at the highest levels of the organization, and there is a great deal of enthusiasm and interest in this work.

*This is evidenced by concepts such as: City Manager and Deputy City Manager must execute Council Work Plan; excitement around current leadership; the potential for a holistic approach and organizational change; widespread interest and support for DEI resolution and statement.*

**Change Management:** The COG appears to be ready for DEI.

*This is evidenced by the possibility of departmental DEI statements; staff and leadership support; Mayoral interest and Council enthusiasm.*

**Community Support:** Community leaders are willing to support COG DEI initiatives. CBO's value engagement opportunity with the City.

**Policy and Organizational Development:** Policymakers have a work plan.

## Threats

**There are some staff who are resistant to DEI efforts and/or have negative views of BIPOC and other underrepresented groups.**

*This is evidenced by concepts such as: COG has a long way to go in workforce diversity; some COG staff have a perception that BIPOC and other underrepresented groups don't advance; some departments want to do their own thing and don't want to be told what to do; staff aren't aware of changing demographics.*

**CBO leadership and community members have reason to doubt that the COG will follow through on the transition from monocultural to multicultural.**

*This is evidenced by concepts such as: The COG desires to have a workforce that reflects the community, but our talk is better than our walk; City has been talking about community outreach the last 6 years, nothing has happened; COG needs to avoid making commitments that may not be kept.*

## Recommendations:

During the course of the SWOT interview process, participants proposed recommendations for future action by the COG. The DEI Subcommittee and the DEI Employee Resource and Support Team (DERST) should include these recommendations in the development of their work plans.

1. Develop comprehensive communication around DEI best practices to reduce silo mentality.

2. Improve the accessibility of taking the hiring panel training for staff.
3. Engage and orient community members to sit on hiring committees.
4. Conduct anti-bias training for hiring teams.
5. Offer multicultural team building skills for staff and leaders.
6. Establish department and COG DEI staff goals.
7. Disaggregate data to measure retention and satisfaction scores by demographic category.

# SECTION IV: Methodology and Raw Data Analysis

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## Overview of the Qualitative Research Process

### Methodology

The assessment approach involved several methods, starting with conducting interviews with 55 COG staff, leaders and community members, and offering an online survey to a larger number of staff. Participants included members of the City Manager's office, the Mayor and City Council, members of the Executive Leadership Team (ELT), union leaders and a variety of staff who comprised the Equity Action Team (EAT) and EAT Steering Committees.<sup>‡</sup> The interviews were voluntary and confidential.

The goal of these interviews was to conduct a strengths-based assessment identifying DEI assets and resources within the City government, upon which additional assets or competencies may be built. A SWOT was used to identify the strengths, weaknesses, opportunities and threats to a forthcoming DEI effort and to ascertain how it could build on the competencies or strengths, while reducing liabilities or weaknesses. This would also yield some of the opportunities and threats facing the COG as it embarks on its diversity journey.

From the information gained through the SWOT analysis, the COG can develop recommendations, strategically plan, or otherwise identify and develop actionable items or strategies to pursue DEI. Along the way, it can illuminate budgetary, human resource, policy, or organizational development strategies to achieve the desired state.

The following information describes the content of the PowerPoint presentations used as interview tools with participants. All interviews were over Zoom. The SWOT analysis was introduced, followed by Ground Rules, and introductory comments encouraging honest participation and questions at any time. Contact information was provided at the end of each interview session.

### SWOT ANALYSIS – DEFINITION AND OVERVIEW

#### Interview Introduction slides:

**SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats.**

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<sup>‡</sup> The EAT was disbanded prior to the beginning of the assessment.

- **Strengths (S) and Weaknesses (W) are internal factors** over which you have some measure of control.
- **Opportunities (O) and Threats (T) are external factors** over which you have essentially no control.
- SWOTs are used to assess the internal potential and limitations and the probable/likely opportunities and threats from the external environment.
- The SWOT considers all positive and negative factors inside and outside the organization.

## Overview of SWOT

1. **Strengths** - Strengths are the qualities that enable us to accomplish the organization's mission. These are the basis on which continued success could be made and continued/sustained.

Strengths can be either tangible or intangible. These are what an organization does well, their expertise, and can be based on staff (individually or collectively) and are the traits that make the organization viable today and in the future. Strengths can include: human competencies, organizational policies and process, financial assets, goods and services, customer service and community utilization/loyalty.

2. **Weaknesses** - Weaknesses are the qualities that prevent an organization from fulfilling goals or achieving its potential, and ultimately compromise the organization's chance at success.

Weaknesses in an organization may be dated technology and processes, lack of data or info for decision-making, poor facilities, bad reputation, or poor organizational structure.

3. **Opportunities** - are external to the organization, and exist in the organization's service or catchment area. They are ideas, notions, or options an organization potentially can pursue to become more effective, efficient, or profitable. It helps achieve competitive leverage.

It is important to be vigilant and seize the chances (opportunities) as they present themselves. They may be emerging market or service trends and needs, and/or industry/government technological advances.

4. **Threats** – also external, are contextual situations that can negatively impact organizational operations. Worse if they can be directly tied to an organizational weakness. They are uncontrollable, and can even jeopardize survival, for example one bad shooting can jeopardize police relations, poor employee engagement or higher pay by rivals, a death in a nursing home, etc.

## Ground Rules

- Confidentiality
- Listen
- Assume Positive Intent
- Withhold Judgment
- Question
- Others?

## Introductory Comments

- Note: In this process the focus is on the organization and its processes and not individuals. Thus, there is no way to perform poorly. This will not produce a score of good or bad, or otherwise. Instead, it is intended to:
  - Establish a baseline from which subsequent measures can be made.
  - Design organizational and departmental interventions to produce a more DEI organization. No cross-department comparisons will be made.
  - Uncover or reveal organizational strengths upon which additional competencies can be made.
- Thank you for your time and participation

## Contact Page

- CONTACT US
- Feel free to reach out in case you remember something that was not expressed. Again, thank you!
- The team at OCCAT, PORTLAND, OREGON
- [WWW.JAMESMASONSPeAKS.COM](http://WWW.JAMESMASONSPeAKS.COM)
- OCCATPDX@GMAIL.COM

## Interview Questions (by group)

### City Council Interview Questions

#### Reflection

*Leadership* is not just for managers or people at the top. Everyone can learn to lead by discovering the power that lies within each one of us to make a difference and being prepared when the time to lead comes.

*Colin Powell*

#### City Council DEI Assessment questions

- Diversity, equity, and inclusion can mean many different things, in this instance we are talking primarily about workforce diversity and culturally

competent/responsive service delivery. Please respond to the questions to the best of your ability.

- Feel free to add or comment in ways that might explain why you feel as you do, or in areas not specifically addressed by the root question.
- You may use a rating scale from 1 to 5, with one being least helpful and 5 being most helpful.

1. If Gresham develops a DEI initiative along with committees and staff to accomplish the work, where should oversight lie?

- *Mayor?*
- *City Council?*
- *City Manager?*
- *A committee of department leaders?*
- *A city/community advisory body?*
- *Individual departments?*
- *Other reporting structure, or not explain?*

2. To what extent do you think having a comprehensive DEI statement along with talking points would be helpful for:

- *City Council and their staff?*
- *City Manager?*
- *Department Leaders?*
- *Rank and file?*
- *Diversity proponents and committees?*
- *Community leaders and advocates?*

3. To what extent do you think awareness of community and workforce demographic changes and projected levels of diversity would be important for:

- *City Council and their staff?*
- *City Manager?*
- *Department Leaders?*
- *Rank and file?*
- *Diversity proponents and committees?*
- *Community leaders and advocates?*

3. To what extent do you think awareness of community and workforce demographic changes and projected levels of diversity would be important for:

- *City Council and their staff?*
- *City Manager?*
- *Department Leaders?*
- *Rank and file?*
- *Diversity proponents and committees?*
- *Community leaders and advocates?*

4. To what extent would DEI awareness of the cultural barriers/issues and determinants faced by diverse groups and subgroups be important for:

- *City Council and their staff?*
- *City Manager?*
- *Department Leaders?*
- *Rank and file?*
- *Diversity proponents and committees?*
- *Community leaders and advocates?*

5. To what extent would it be helpful for Gresham employees to have equity and cultural resources (e.g., key informants, authors and readings, websites, mentors, study groups, and related to tools) that inform them about existing and emerging groups in the city? To what extent would this be helpful for:

- *City Council and their staff?*
- *City Manager?*
- *Department Leaders?*
- *Rank and file?*
- *Diversity proponents and committees?*
- *Community leaders and advocates?*

6. Would hearing about DEI success stories/practice exemplars, organizational cultural strengths and areas of growth be helpful to:

- *City Council and their staff?*
- *City Manager?*
- *Department Leaders?*
- *Rank and file?*
- *Diversity proponents and committees?*
- *Community leaders and advocates?*

7. Considering the City of Gresham's key service areas (including police, fire, environmental services, planning, community development, livability, etc.), are there any specific programs, services, or methods that would help the City of Gresham more equitably serve its community?

a) *In what ways (if any) have you seen the City of Gresham succeed at advancing diversity, equity, and inclusion?*

b) *In what ways (if any) have you seen the City of Gresham struggle to advance diversity, equity, and inclusion?*

c) *During your tenure at the City, how has this topic impacted you?*

8. What else should be considered in crafting a diversity initiative?

Please feel free to reach out in case you remember something that was not expressed. Again, thank you!

## Executive Leadership Interview Questions

A. (Strengths and Assets) - with respect to DEI, what are your strongest assets regarding:

1. Workforce diversity
  - Recruiting, retention and promotion of diverse individuals
  - Community participation and referral sources
  - Policies and procedures that uphold these strengths
2. Recruitment resources and contacts
  - Cultural key informants and contacts
  - Community based organizations and faith-based institutions
  - Culturally- and community-based media outlets
  - Training and education resources
3. DEI policies and procedures
  - Announcements, applicant pools and screening techniques
  - Hiring committee orientation, scoring guides
  - Rooney rules, diversity onboarding/orientation
  - ERG's, diversity committees/leads
  - Metrics
4. What things do diverse employees say we do well?
  - Onboarding and orientation
  - Conflict management
  - Mentorships and ERG's

B. Weaknesses or Areas of Improvement - with respect to a DEI workforce, where do you think you can improve?

1. Do you have an organizational (i.e., City of Gresham) rationale for DEI?
  - Are leaders aware
  - Are staff aware
  - Are community leaders aware
  - Are educational and training resources aware
2. What additional expertise or resources would help you develop a DEI workforce?
  - HR training
  - Hiring manager training
  - New employee/manager orientation
3. Can you think of advantages similar organizations may have?
  - Labor pool
  - Critical mass
  - Reputation
4. What complaints do we hear from applicants or current employees?
  - Do we have any processes to investigate or mitigate complaints
  - To what extent has retention of diverse employees been tracked or measured

C. Now it is your turn to share some of your DEI success stories, assets, and gains that may have otherwise been overlooked? What are you proud of? Areas might include but are not limited to:

- Knowledge of community diversity (demos and trends)
- Community engagement and involvement (community and agency venues)
- Community based resources and linkages e.g., CBO's, FBO's, collateral agencies)
- Staff development and training (workshops, brown bags, consultants)
- Policies and Procedures (mission, goal, vision, DEI statements)
- Culturally competent/responsive service delivery approaches (Dx, Tx, metrics)
- Community outreach, education, and support (print, electronic, community mtgs.)
- Other...

## Employee Survey Interview Questions

*B. Weaknesses or Areas of Improvement - with respect to a DEI workforce, where do you think you can improve?*

1. Do you have an organizational (i.e., City of Gresham) rationale for DEI?
  - *Are leaders aware*
  - *Are staff aware*
  - *Are community leaders aware*
  - *Are educational and training resources aware*
2. What additional expertise or resources would help you develop a DEI workforce?
  - *HR training*
  - *Hiring manager training*
  - *New employee/manager orientation*
3. What complaints do we hear from applicants or current employees?
  - *Do we have any processes to investigate or mitigate complaints*
  - *To what extent has retention of diverse employees been tracked or measured*

*C. Now it is your turn to share some of your DEI success stories, assets, and gains that may have otherwise been overlooked? What are you proud of? Areas might include but are not limited to:*

- *Knowledge of community diversity (demos and trends)*
- *Community engagement and involvement (community and agency venues)*
- *Community based resources and linkages e.g., CBO's, FBO's, collateral agencies)*
- *Staff development and training (workshops, brown bags, consultants)*

- *Policies and Procedures (mission, goal, vision, DEI statements)*
- *Culturally competent/responsive service delivery approaches (Dx, Tx, metrics)*
- *Community outreach, education, and support (print, electronic, community mtgs.)*
- *Other...*

## **Equity Action Team (EAT) Interview Questions: Cultural Competence Self Assessment Nominal Group Process**

1. What drives your DEI efforts?
  - Why does your department/organization care about DEI? Aligned?
2. How well are you able to describe the culturally diverse groups your department/organization serves?
  - To what extent and at what level are diverse individuals represented in your workforce?
  - With what groups do you or your organization appear to be more successful serving? Employing?
3. To what extent is your department/organization aware of the cultural barriers (i.e., equity issues) faced in providing quality services? Can you describe these by group and subgroup?
  - How does this vary by subgroup?
4. To what extent do you have mentors or other cultural key informants who inform you on DEI?
  - How many DEI staff development activities has your department/organization convened in the last five years?
5. Do you have forums or other mechanisms for sharing cross-cultural “success stories” or examples of cultural strengths you have experienced? Do you discuss these examples in terms of why, how, replicable?

## **Community Engagement DEI Interview Questions**

1. What culturally diverse groups does your organization serve?
2. How well do you think the same groups are represented in the City of Gresham’s workforce?
  - *Is there a pattern to those individuals or groups of those mentioned in terms of who appears to be more successful in obtaining employment?*
  - *To what extent are you aware of internships, job shadows, or mentor programs available to the communities you serve?*
  - *To what extent does your agency participate in the development of Gresham’s workforce (display announcements, make candidate referrals, sit on screening panels or hiring committees)?*

- *Have you heard of the City of Gresham's Job Quest, a jobs fair held in the city?*
    - *To what extent do you know of how invitations are made, who attends, community impressions?*
3. Thinking about the concept of service delivery, equity, and the groups you serve, what cultural barriers/issues do you see the City of Gresham addressing in providing services?
- What would you like to see occur more often in terms of the City of Gresham's services?
    - *Cultural and linguistic competence, consumers and outcomes, community participation in program design/evaluation?*
    - *What factors may need to be addressed in ensuring quality service delivery to your constituents/clients?*
4. Do you know of City of Gresham forums, council meetings, or other mechanisms where you share community concerns, ideas, or goals with the City of Gresham?
- *How well are these events or opportunities known by members of your community?*
  - *How easy is access to these meetings or mechanisms, i.e. physical access, digital access, or language access, etc.?*
5. What are some of the City of Gresham's successes or strengths you see with respect to employing and serving your community?

# Detailed Findings from Stakeholder Interviews

The OCCAT team interviewed 55 participants from City leadership, staff, union, and community leaders. The qualitative data was run through a SWOT matrix and compiled to show COG support for DEI recommendations as follows:

## **Recommendation 1: Establish a City Council DEI Subcommittee...**

(N=131) \*

- City manager and Asst. City manager use a Council Work Plan (O)
- Excited about the new Council and the potential for a holistic approach (O)
- There is no interface with the Council (W)
- City Council needs to support the statement (O)
- Need to be more engaged with City Hall and breakdown the silos (W)
- In order to have the organization be ready for it, we need leadership support and have the blessing from the City Council (O)
- DEI should be part of the Council Work Plan to help lay the groundwork and navigation for all initiatives by the electorate (O)
- City council should have a work plan, but the City Manager needs to be accountable for DEI (O)
- City Council oversight (O)
- City Council has the power to hold the organization accountable (S, O)
- Should involve leadership like Mayor, City Manager, and the Council (O)
- A committee formed to oversee the process would be helpful (O)
- Council has a role in developing DEI expectations for the City, overseen by the City Manager (S,O)
- City Council takes responsibility in a big way for this initiative (O)
- The Council would vet and tweak their recommendations and pass it on to the City Manager to implement with staff (O)
- New City Council is extremely diverse (S, O)
- Staff has had input, but not leadership. (W)

*\*High degree of agreed upon codes among raters*

## **Recommendation 2: Hire a DEI Manager ...**

(N=93) \*

- Responsibility lies with the City manager and always works best when you have an individual who has been tasked with being the DEI manager (O)
- The person in the DEI position should report to the City Manager directly (X2) (O)
- The DEI person should coordinate the DEI effort and work under the City Manager's authority (O)
- The City Manager will ensure action will take place in all departments (X2) (O)
- Conduct a report annually (O)
- The [DEI] position should involve an open application process (O)

- Yes. I think the EAT under the direction of the former DEI position appeared to work well (O)

*\*High degree of agreed upon codes among raters*

### **Recommendation 3: Adopt a City of Gresham Diversity Statement...**

(N=136) \*

- No guiding principles (W)
- Equity as a value, little supporting it in terms of behaviors or policies (W)
- Some departments want to do their own thing and don't want to be told what to do (W, T)
- Update our policies and procedures and hold people accountable (O)
- Not at all. It's a huge gap. (W,O)
- Something that we desperately need (W, O)
- No organizational Rationale (W, O)
- Agreed with you about using the "best interest" approach, to help create good and effective departments (O)
- Yes, we need a DEI statement with alignment across departments (O)
- None. Need it and rationale and talking points (O)
- Need one for writing grants (W)
- The essence of DEI doesn't permeate the entire discussions (O)
- Looking for simple alignment (O)
- Establish a basic list and expand to a more comprehensive one that could be customized to individual departments (O)
- Share with other departments (O)
- Yes. Good idea, as long as it's really clear with guidelines (O)
- Helps break down the silo walls; bring us together (O)

*\*High degree of agreed upon codes among raters*

### **Recommendation 4: Support community engagement, staff development and DEI workforce development . . .**

(N=667) \*

- It would be critical to align different components of training with a comprehensive DEI program (O)
- Lack of discipline specific DEI training is both an opportunity and a weakness (O,W)
- Need to find a way to make learning more meaningful and impactful (O)
- No DEI discussion during onboarding (x10+) (W)
- Have a ways to go in learning about what equity means (O)
- No ERG's (x5+) (W,O)
- Having a safe place to have difficult conversations (O)
- No training on conflict management (x2+) (ICCM) (W)

- Flexibility in training schedules (x5+) (O)
- Any training has to be relevant to the work (O)
- Lots of training needed (x10+) (W)
- We need cultural training (W, O)
- Beneficial to train managers how to be supportive of diverse employees (O)
- Offer tools to be supportive and inclusive of diversity (O)
- Safe environment to make mistakes (O)
- We have a long way to go in workforce diversity (O,W)
- We desire to have a workforce that reflects the community, but our talk is better than our walk. (O,W)
- People are not treated great here. Micro-aggressions are running rampant. (W,O)
- We have a lot of folks who want to do diversity for the City of Gresham (S,O)
- Slow implementation due to HR capacity (x3+) (W)
- No mechanism to manage any conflict (x10+) (W)
- We have so many people that want to participate (X3+) (S)
- Conflict averse not ready for cross-cultural conflict. (W,O)
- Multicultural Team Building (O)
- City employees need to receive a certain number of DEI training annually. (O)
- CBO said member of ELT introduced himself to Rockwood leaders (S)
- CBO said no intentional recruitment or outreach efforts that I know of. (W)
- CBO said not aware of the City Fest of COG and never been invited. (W)
- CBO's have not heard any recruitment information or internship opportunities shared by the City. (W,O)
- CBO said the City asks a lot of help from us, such as sitting on committees or task forces. (W)
- CBO said only 1 person from the City came and met with us last 2 and a half years (W)
- CBO said City has been talking about community outreach the last 6 years, nothing has happened. (W)
- CBO values engagement opportunity with the City. (x5+) (W,O)
- CBO - Lots of Latino families have no access to the Internet and prefer in person conversation. (W,O)
- CBO leader would be interested in being on a Gresham DEI Advisory Council. (x5+) (O)
- CBO says promote civic engagement at the COG. (O)
- CBO - Input from a community advisory body would provide community feedback. (x10+) (O)

### **Recommendation 5:** Engage in DEI Strategic Planning and Organizational Development . . .

(N=229) \*

- DEI is a big piece of the changes and a huge void (W,O)

- Didn't realize community demographics until I saw the spreadsheet you were sent (W,O)
- No roadmap – much needed, pivotal thing missing (W,O)
- Need definition of terms, DEI policy direction (W,O)
- We have a unique opportunity to leverage DEI as an asset (x5) (O)
- Need DEI data, we lack an overall strategy to coordinate this comprehensive effort. (W,O)
- It's important to plan DEI with citizens. (O)
- DEI not a “special program” – it should be just what we do everyday (O)
- DEI as a value, little supporting it in terms of behaviors or policies (W,O)
- Some departments want to do their own thing and don't want to be told what to do. (T,W)
- Update DEI policies and procedures and hold people accountable (O)
- Lots of potential for DEI, people are ready for progress (O)
- DEI is something that we desperately need (O)
- DEI takes time and resources, if truly a priority. (O)
- We need to establish common ground for DEI first (x3+) (O)
- Strategic planning/organizational development needs a DEI focus (O)
- Current make-up of the Council is unique. There is an opportunity to lead. (x5+) (S)
- Silo mentality is clear (x5+) (W,O)

**Recommendation 7:** Develop, recruit, hire and retain a DEI workforce . . . (N=224) \*

- Hiring panel training (x10+) (S)
- HR does not seem to have the bandwidth to support DEI workforce (x5+) (W)
- Pathway to Employment/PTE. (x20+) (S)
- Develop scoring guide with diversity questions and answers (O)
- Not everyone takes advantage of the Pathways/PTE process. (W)
- Not everyone understands the purpose of PTE. (W)
- Improve DEI recruiting and hiring techniques (W,O)
- COG: Hire Fast, Never Fire (W)
- Police and Fire are the only ones who invite community participation in hiring (S?)
- Diverse candidates don't always get access to entry level jobs, or jobs with career ladders (W)
- Our HR process does not drive departmental hires. (W)
- HR often defers to hiring managers, and may not screen all applicants (W)
- Internships and summer works programs not widely known (W)
- Prefer internal hires. (W,O)
- Improving communication with CBO's for hiring – work in progress. (W,O)
- Police run their own hiring process, background checks (W,O)
- No community participation in hiring (O,W)

- Our recruitment process is way too passive. (W)
- Include diversity on hiring panels (O)
- Tools needed to reach out to potential candidates (O)
- Organize pre-employment workshop to help participants gain required skills and knowledge (O)
- Need to track DEI retention and promotion (x5+) (O)
- Hiring appears compliance based, instead of valuing DEI (W,O)
- Don't know much about COG's DEI recruitment efforts (W)

**Recommendation 8:** Create a supplier diversity procurement policy . . .  
(N=29) \*

- Would be helpful to request a diversity qualification in hiring and in supplier/vendor choices (x5+) (O)
- There are a lot of women owned enterprises. (O)
- Formalize the application process. Vendors need help in starting the process. (O)
- City employees could support minority- and women-owned small businesses in Gresham. (O)
- COG has an onerous process for becoming a vendor (W)
- Vendor process is cumbersome, expensive, difficult for minority-, women-owned, and non-profits to participate (W)
- CBO- True equity would be helping us meet the requirements so that we can qualify as vendors. (O)
- CBO – There is a precedent for providing technical assistance to mainstream vendors. (S, W, O)

# Process for the Online Survey: DEI Cultural Competence Self-Assessment Tool

## DEI Staff Survey Overview

### Process

The DEI Cultural Competence Self-Assessment Tool used in the online survey was based on already validated resources (Mason, 1995).<sup>§</sup> It was developed and implemented with assistance from the City Manager's Office. A survey link was sent to all City of Gresham employees on March 1<sup>st</sup> via email with an introduction, which remained open until March 15<sup>th</sup>. Participation was voluntary, and confidentiality was emphasized in the email to ensure that the assessment demonstrated respect and justice towards the participants with minimal risk involved. As soon as the survey closed, staff from the City Manager's Office collated all the respondents' feedback in an Excel spreadsheet, which was sent to OCCAT for data analysis. The OCCAT team utilized SPSS to perform a data summary and subscale reliability testing.

### Results

Due to the low return rate (25%) it is risky to draw statistically significant conclusions. The most important finding was that the tool used was reliable. The instrument yielded high reliability, (i.e., internal consistency reliability Cronbach's alpha) which tends to measure if the tool is reliable and subject to being used for repeated measures over time.

Another takeaway would be the importance of having a more viable process in order to achieve a return rate of 66% that would allow for a statistically sound measure of these elements. Also, consider using parts of the tool or the tool in total in 18 to 24 months to establish a more statistically appropriate baseline for discussion or planning purposes. One might measure the change in response rate or changes between time<sub>1</sub> and time<sub>2</sub>.

### Recommendations

The OCCAT team recommends the following strategies to improve the response rates:

- Develop a communication plan to ensure the employees understand the purpose of the survey.
- Obtain the support of managers by making them aware of the timelines and elicit their encouragement.
- Urge staff to answer every question to the best of their ability.
- Send reminder emails to survey recipients roughly one week after the initial survey launch invitation message as a thank-you for those who responded and a reminder for those who haven't.

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<sup>§</sup> Mason, J.L., (1995). *Cultural Competence Self-Assessment Questionnaire: A Manual for Users*. Portland, OR: Portland State University. <https://files.eric.ed.gov/fulltext/ED399684.pdf>

- Ensure the employees have access to the survey link and have time to participate.
- Include in-person information about the survey and encouragement to respond, for example, at events, staff meetings or one-on-one interactions.
- Separate the demographic page from the main questionnaire to ensure anonymity.
- Utilize an external vendor to administrate the survey to maintain a high level of anonymity and confidentiality.

## City of Gresham DEI Staff Survey Results March 15, 2021

### Subscale Reliability and Mean

	Cronbach's alpha	Number of Items	Mean	Standard Deviation
Knowledge	.912	10	2.76	.631
Outreach	.889	9	2.37	.711
Policy & Procedure (P&P)	.870	10	1.64*	.482
Engagement & Resources**	.856	11	2.35	.702
Customer Service	.852	4	2.29*	.028
Staffing & Engagement	.762	7	2.21	.526
<b>Subscale Mean Total (all)</b>			<b>2.31</b>	<b>.526</b>

\* Items falling below the respondent's average subscale score.

\*\* The Item of feeling frustration with language needs to interpret with caution P&P subscale and Staffing & Engagement (1 to 3); All other subscales (1 to 4)

### Survey Questions by Subscale

#### **Knowledge - How well are you able to:**

1. Describe the culturally diverse populations that reside in your service area
2. Describe the cultural strengths of the culturally diverse groups in your service area
3. Describe the social problems or vulnerabilities of the cultural groups in your service area
4. Know how historical oppression, socioeconomic status, and public services and institutions impact lives
5. Use identity to leverage opportunities
6. Understand the value of diversity in the workforce
7. Know the current and projected demographics for the City of Gresham
8. Interact with culturally diverse customers
9. Interact with culturally diverse co-workers
10. Trained or prepared to work with culturally diverse clients and communities

#### **Outreach - To what extent do you attend, interact with or reach out to:**

1. Department conducts targeted outreach activities to culturally diverse communities

2. Culturally diverse groups represented on City of Gresham brochures or media
3. Department information presented in the top 5 languages spoken in the City of Gresham
4. City of Gresham reach out to: Churches and other places of worship
5. City of Gresham reach out to: Medicine men or women, health clinics, doctors
6. City of Gresham reach out to: Ethnic publishers, radio, or television stations or personalities, or other ethnic media sources
7. City of Gresham reach out to: Welfare offices, employment offices, child welfare and juvenile justice agencies, or other formal entities that provide services to culturally diverse people
8. City of Gresham reach out to: Tribal or cultural organizations, or other entities where diverse people are likely to describe problems or voice complaints
9. City of Gresham reach out to: Barbers/ cosmetologists, restaurateurs, bar/ tavern owners, social clubs, or other social/ informational contacts in culturally diverse communities

**Policy and Procedure - Does your department or the City have policies regarding:**

1. Culture-specific service delivery approaches
2. Community empowerment as a service delivery goal
3. Review outcome data and assess customer satisfaction with services
4. To consider culture in service plans
5. Require outreach to community-based organizations
6. Take employee referrals from non-traditional sources
7. Translate hiring materials into diverse languages
8. Solicit diverse community input with respect to facility design and location
9. Advocate re: quality of life issues
10. Offer services during evenings or on weekends

**Engagement and Resources - Do City of Gresham staff and those in your department:**

1. Attend cultural or ceremonial functions
2. Get an opportunity to socially interact with culturally diverse individuals and groups
3. Find it difficult or frustrating when people live in the United States and speak languages other than English
4. Department purchase goods or services from culturally diverse or female vendors
5. City of Gresham convene open house type events to engage culturally diverse clients and communities
6. Department collaborate with culturally diverse community-based organizations
7. Department ensure you have social or professional contacts that help you understand clients and co-workers from culturally diverse backgrounds
8. Department reach out to culturally diverse community leaders
9. Department has resource materials that specifically inform diverse communities about services your agency provides
10. City of Gresham convene workshops or staff development activities that help you understand how to adapt services
11. City of Gresham ensure its facilities have signage in diverse languages

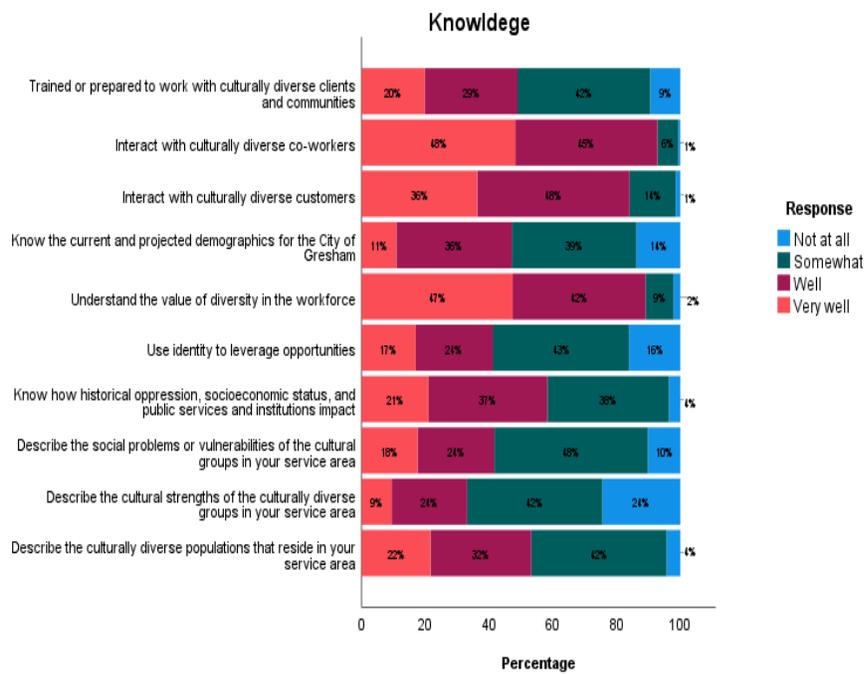
**Customer Service - How well do City of Gresham staff and those in your department:**

1. Staff prepared to use service delivery approaches designed for diverse communities
2. City of Gresham collect racial, ethnic, and language preference data for all customers
3. Staff use community-based resources to augment City of Gresham services provided to diverse communities
4. Staff advocate for culturally diverse customers and communities regarding quality of life and equity issues

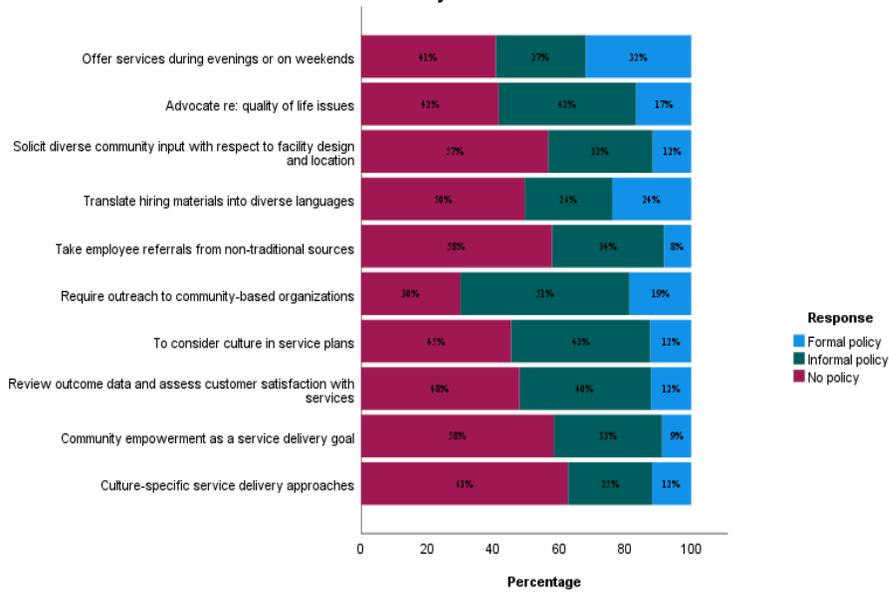
**Staffing and Engagement - How well does City of Gresham leadership:**

1. Utilize volunteers or other non-paid staff from diverse communities
2. Hire culturally diverse students or interns
3. Conduct outreach to culturally or racially diverse communities
4. Hire bilingual staff
5. Utilize diverse individuals on advisory boards
6. Utilize diverse individuals as consultants
7. Utilize diverse individuals in policymaking

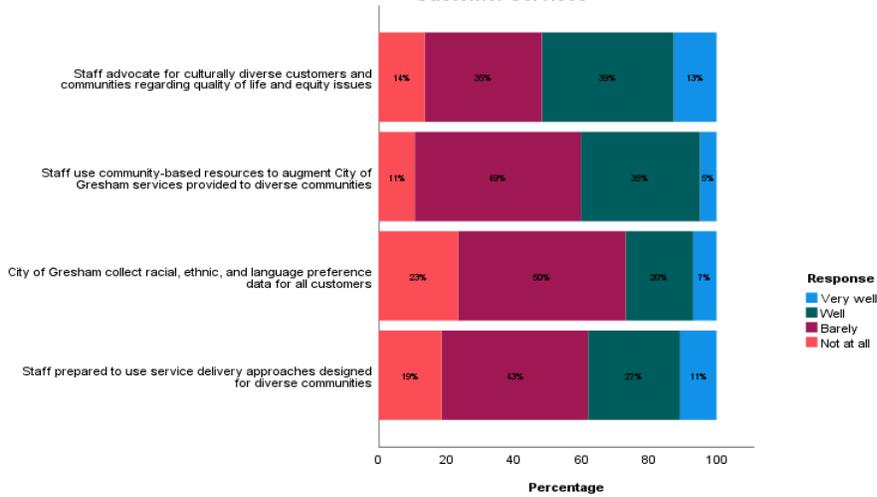
**Survey Data by Subscale**

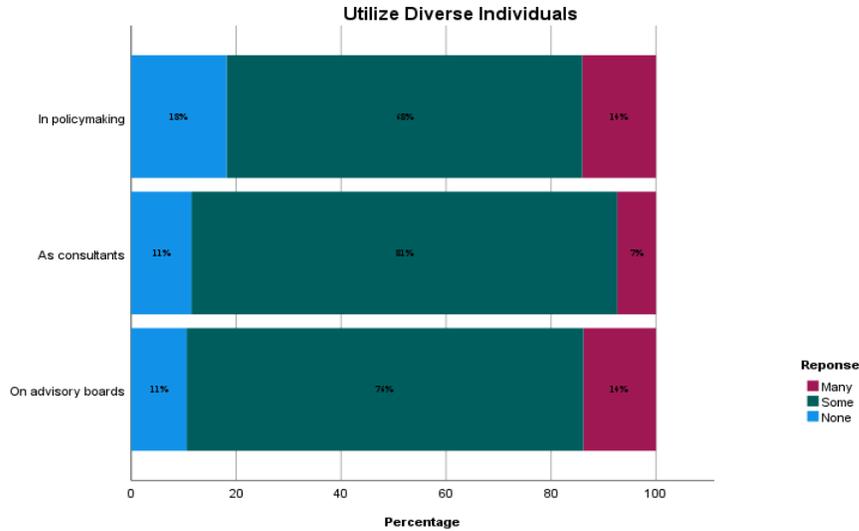


### Policy & Procedures



### Customer Services





## Survey Demographics

Gender		
Male	Female	Non-binary
72	54	7
54%	41%	5%

Ethnicity	
Not Hispanic or Latino	Hispanic or Latino
118	6
95%	5%

Race				
American Indian or Alaska Native	Asian	Black or African American	Native Hawaiian or Other Pacific Islander	White
4	3	1	1	113
3%	2%	>1%	>1%	93%

Level of Education		
High school diploma or GED	2	1%
Business or trade school	3	2%
Some college	17	1%
College degree	77	57%
Some graduate school	9	7%
Graduate degree	27	20%

# SECTION V: DEI RESOURCES

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