

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

Our goals address:

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

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A Message from City of Eugene Executive Team



The Executive Management Team is pleased to present the third annual report of activities on the implementation of the City of Eugene's Diversity and Equity Strategic Plan (DESP). It has been rewarding to participate in the achievement of department, organization and community goals, as we continue to deepen our understanding and demonstrate our commitment to a framework of diversity, equity and human rights.



The action items outlined in this report affirm our collaborative efforts to refine the way our organization approaches work plans, employee culture and the services and access we provide to the community.



As the City of Eugene prepares to move into year four of this five-year plan, we will evaluate how best to continue this important effort throughout the organization. With the tough economic climate, we will continue to seek efficiencies while sustaining a balanced approach to decision-making that takes into consideration Triple Bottom Line principles of social equity, economic vitality and environmental health. We welcome your feedback and participation in the coming year, as we determine how to continue this commitment in future years, and what that will look like for the organization.



We greatly appreciate all of the efforts put forth by Equity and Human Rights Manager Raquel Wells, staff at the Equity and Human Rights Office, members of the Equity and Human Rights Board and Resource Groups, as well as community participants on the Human Rights Commission and project facilitators from University of Oregon's Community Planning Workshop. Without all of these partners, the achievements of the DESP would not be possible.



Other champions throughout the organization also provide support and assistance in moving action items forward with a high level of integrity, stewardship and spirit of inclusion. It takes all of us working together to foster and improve organizational and community culture, and to follow through on these commitments.



We sincerely appreciate all of the employees whose dedication resulted in the stories included here.



Executive Team Members:

Jon Ruiz, City Manager

Sarah Medary, Assistant City Manager and Planning & Development

Glenn Klein, City Attorney

Kristie Hammitt, Central Services

Chief Randy Groves, Fire and EMS

Renee Grube, Library, Recreation and Cultural Services

Chief Pete Kerns, Police

Kurt Corey, Public Works



Department-Level Progress

Central Services

Two years ago, the City of Eugene, in partnership with Lane County, embarked on a unique journey to create an updated required class that focused on our core messages around diversity, equity and human rights.

Goal: Workforce and Work Environment

Working Better Together

At the City of Eugene, the work of diversity, equity and human rights has transitioned over the past 15 years. We found that the content of “Respectful Work Environment,” a required class, was not reflecting the organization’s efforts. Two years ago, the City of Eugene, in partnership with Lane County, embarked on a unique journey to update the class to reflect our current path and help us grow in new directions.

This six-hour, custom-designed program helps employees explore cultural competency and effective communication, while learning more about the concepts that help us function better as an organization in the daily work we do together, and also with our community. We are training co-facilitators from around the organization to facilitate these classes, which allows us to further build our capacity in new and exciting ways.

Goal: Communication and Engagement

Neighborhood Engagement

Through training, direct staff support and the development of tools and resources, Neighborhood Services has focused resources on building the capacity of neighborhood associations to engage more voices and perspectives. Through a Strategic Neighborhood Assessment and Planning (SNAP) process, Centro Latino Americano applied for assistance to assess the status and needs of Latino businesses in the Blair Boulevard area of Whiteaker and Jefferson Westside neighborhoods. The project identified ways to strengthen connections between Latino businesses and non-Latino businesses in the area and ways to create more connections among Latino businesses and neighborhood associations and groups in the area.

A fall training series engaged 17 different neighborhood associations in hands-on learning about the why, where and how of getting more, and new, people and perspectives involved. Participants learned about what makes outreach successful, how to create an outreach plan, and how to use new technologies for building and maintaining contacts. Participants were also challenged to reflect on their own biases and how these may influence efforts to involve others.

Finally, Neighborhood Services collaborated with City staff from across the organization and neighborhood association leaders to develop the 2011 Neighborhood Analysis. This resource provides City staff, neighborhood organizations and the public access to 2010 Census and local and regional GIS

data on neighborhood amenities, infrastructure, travel modes and crime to inform organizing and outreach efforts and the development of plans, programs and policies that reflect community needs.

Goal: Service Delivery

Pilot Human Resources Outreach Project to Latino Community

Partnering with Lane County, the City of Springfield, Library, Recreation and Cultural Services, and Public Works, Human Resources conducted two community outreach forums to Latino community members, providing coaching and information about hiring processes and job opportunities.



Ajamu Baraka, Human Rights Speaker at Willamette High in December, 2011



Ajamu Baraka speaks to a group in the City Council Chamber

Fire and Emergency Medical Services

Goal: Leadership

During the summer of 2011, Eugene Fire & EMS and Springfield Fire & Life Safety invited 15 women between the ages of 15 and 19 years old to participate in the first annual *Confidence and Leadership Fire Camp for Young Women*. The goals of the camp were to introduce young women to fire and emergency medical services in a safe environment, and teach leadership, confidence and team-building skills with

instruction and hands-on drills in rope rappelling, live fire burns, physical fitness training, and emergency medical treatment. Camp participants also heard from a wide variety of local community leaders and department personnel, who spoke on the topics of confidence and leadership.

While fire departments in the United States have a long history of being predominantly white male, the camp is part of ongoing efforts to engage under-represented populations to consider careers in fire and emergency medical services. Captain Jean

Woodrich, the first female Captain at Eugene Fire & EMS, was the impetus behind the successful implementation, and brought the framework for this camp from a national women's firefighter conference she attended. It was through her vision, hard work, and leadership skills that this event turned out to be so successful for the 15 campers and associated staff.

This event exposed participants to a non-traditional career choice, and exceeded everyone's expectations. Campers grew in self-confidence, enthusiasm, and new skills, and were able to see and interact with successful female role models.

Looking Ahead

The Eugene Fire & EMS Department will continue to embed human rights, cultural awareness and competency components into the promotional process curriculum for Shift Operations personnel in 2013. In addition, the department will continue to participate in annual community events, as staffing permits. The department is continually looking to the future to ensure that there is a focused successorship program for future generations. In 2013, the department will continue to provide ways to engage underrepresented populations in the fire industry. The Young Women's Fire Camp, High School Career Day and various job fair events will continue throughout the fiscal year. The department will also continue to encourage qualified personnel to participate in the Engineer and Officer Development Programs as well as the Chief Development Program.



Participants and instructors of the Confidence and Leadership Fire Camp for Young Women.



Eugene Fire & EMS Department and Springfield Fire and Life Safety working together during the Vigilant Guard multijurisdictional drill.

Library, Recreation and Cultural Services

Goal: Workforce and Work Environment

Recognizing Employee's Efforts toward Human Rights and Equity Library, Recreation and Cultural Services (LRCS) created a human rights and equity recognition award to honor an employee who demonstrates exemplary use and support of the equity and human rights goals on a daily basis; encourages fellow employees to understand, accept, and support these goals; and conveys an attitude and shows efforts related to equity, human rights and cultural competence consistently help to further LRCS's vision and programs.



Executive Director Renee Grube presents the LRCS Human Rights and Equity Recognition Award to Kristynn Johnson.

Kristynn Johnson was the recipient of the award in 2011. Kristynn's life is immersed in the concepts of diversity and equity for everyone; the principles and values of equity are expressions of her true heart, not just her mind. She, without fail, models the way on a daily basis, and often engages fellow employees in a discussion of the most culturally competent way to speak about or act on an issue.

Goal: Service Delivery Making Performances Even More Accessible

The Hult Center for the Performing Arts has long accommodated people with hearing loss by offering assistive-listening devices that amplify the sound.

Now, the Hult, along with guidance and support from members of the Oregon Communication Access Project and Hearing Loss Association of Lane, has begun to offer open captioning for selected concerts and shows in Silva Concert Hall.

The captions are projected above the stage and act as "supertitles" which appear while the dialogue or singing happens on stage. Some Hult Center Resident Companies have used supertitles for many years when their presentations have been in foreign languages, so the idea is not new but is being expanded to provide access to people who are hearing impaired. Some events are captioned in "real time" when a professional captioning recorder enters what they hear into a program that is then projected onto the screen. Captioning for other shows is prepared from a script in advance.



Comedian Bill Cosby entertains an audience at the Hult Center while open captioning displays his comments overhead for people with hearing loss.

Goal: Communication and Engagement Advocating for Social Equity through Triple Bottom Line Analysis

LRCS uses a Triple Bottom Line (TBL) analysis to assess sustainability from the perspectives of economic prosperity, environmental health, and social equity. This assessment has helped the department better ensure that policy modifications, such as changing the distribution of the Recreation Guide, continue to provide access to all.

This year, LRCS took the TBL message to the members of the National Recreation and Parks Association at the organization's national conference. Presenters Craig Smith, Peter Chavannes, and Aimee Goglia observed that although many park and recreation agencies have made tough decisions concerning financial stability and have made necessary changes to become greener, the same effort may not have been made to consider the impact of decisions on social equity. Conference attendees learned that the core mission of services can be affected without a triple bottom line assessment. Looking ahead in FY 2013, the Library, Recreation and Cultural Services Department will ask patrons and community partners to assess the services it offers, and how and where they are delivered, in the context of diversity, equity, and human rights. Through a contract with the University of Oregon's Community Planning Workshop, LRCS will conduct the first of what will be an annual assessment of the cultural sensitivity of department programs. Patrons and community partner organizations will be asked to participate in focus groups, and intercept



and telephone surveys to identify what is working and areas in which programs and service delivery are falling short of our goals for inclusion and access. LRCS staff will use the feedback to develop a strategy to correct and improve service delivery.

Also in FY 2013, LRCS will complete the second year of an environmentally inclusive self-assessment of its facilities. By the end of the year, 13 of the department's 20 facilities – including the main and two branch Libraries, six community centers, three swimming pools, Cuthbert Amphitheater, and Washington Park Center – will have been assessed to determine whether they are accessible, inclusive and equitably provided. The physical environment says a lot about what an organization values and how it operates. This aspect of the Diversity and Equity Strategy Plan is especially important to LRCS because we invite the public into our facilities more than any other City department.

A triple-bottom line analysis ensures consideration of social, environmental and economic issues for even relatively minor decisions, such as desk heights (above right).



Planning and Development

Goals: Leadership, Communication and Engagement and Service Delivery

Blair Boulevard Project

The City of Eugene, in coordination with Wells Fargo, NEDCO (Neighborhood Economic Development Corporation), and eDev entrepreneurial services, implemented the Blair Boulevard Small Business Renovation Project. The program's intent was to fully leverage Wells Fargo's \$10,000 in grant money for the improvement of interiors and exteriors of small businesses near Blair Boulevard with the added benefit of University of Oregon student and professional designers. The Blair Boulevard district first gained attention of Wells Fargo through a Neighborhood Services Strategic Neighborhood Assessment Planning (SNAP) Project initiated by the nonprofit Centro LatinoAmericano to determine ways to better serve and support Latino businesses. There was a concerted effort from the beginning to use findings and recommendations from that project in planning outreach to small businesses.

The initial Wells Fargo grant application was scrutinized for requirements that could be seen as discouraging to Latino applicants before being translated into Spanish by City staff. Besides mailings and press releases announcing the project, City staff also went door-to-door to all businesses, encouraging them to apply and explaining the process.

In the end, three businesses were selected and awarded \$3,000 each for materials. Teams of students and professional designers consulted with businesses, eDev gave free training to business owners, and Wells Fargo employees volunteered their time in building out the designs. One Latino business owner, who during the SNAP process had expressed concern about street lighting and bicycle parking, received new lights for the exterior of her business, bike racks, and an additional \$500 for the best improvement.



Blair Boulevard Renovation Project in progress



Patron using new lights and outdoor seating area on weekday evening at Mi Tierra Taqueria

On-Line Tools for Planning and Permitting

Planning staff has recently begun using new on-line tools to share information and reach a wider cross-section of people in the community. The Envision Eugene online open house features videos, maps, information, and comment forms about our 20-year growth plan. It contains explanations of the key factors affecting our land need for housing and businesses, while attempting to keep the language accessible to the general public. Planning for the next 20 years is about where we live, work, shop, play, go to school, and how we get around. The city's goal is for the plan to reflect community-identified values and priorities, and effective public engagement methods are really critical. Feedback on the on-line open house has been encouraging – people find it convenient to access information on their own time, and without having to come somewhere for a meeting. The on-line tools supplement the in-person meetings we still use to gather community input on important projects.

Current planning work in the South Willamette area also utilizes on-line displays, videos, and surveys. Recently, more than 300 people filled out an on-line survey related to the future character of South Willamette Street and the South Willamette District.

The City of Eugene began participation in the State of Oregon ePermitting system in 2006 with a goal of expanding access to our services. The online system allows users to immediately purchase an authorization to begin electrical, plumbing, and mechanical work. This service is promoted by the City as a method of saving time, resources and a trip downtown for permitting. The service is available all hours of every day. During the past year, Eugene sold 3,469 online permits and has consistently sold more authorizations through this system than any other jurisdiction in the state. Making permits easier and faster to get helps remove barriers to safe and permitted work by local contractors.

On-line tools supplement the in-person meetings we still use to gather community input and feedback on important projects. Current planning work in the South Willamette area also utilizes on-line displays, videos, and surveys.



Police



Eugene bicycle officer speaking with citizen.

Goal: Communication and Engagement

The Eugene Police Department has conducted listening sessions with different community stakeholders in recent years. Listening sessions occur in a controlled environment to help all involved feel comfortable sharing their opinions and beliefs. Community member groups who have been involved have included; Communities of Color, Veterans, Media, and Homeless. Some of these groups have spanned several sessions. The meetings allow the Police Department to better understand the community, and for community members to better understand the Police Department as it is today. Great communication, understanding, and ongoing relationships have been built through these listening sessions and the Police Department looks forward to fostering relationships in order to work with community leaders regarding issues that impact them.

Goal: Measurement and Accountability

The Eugene Police Commission partnered with Advanced Marketing Research to conduct a public opinion survey. The statistically valid survey was conducted by telephone. Demographic data will help EPD understand how factors such as income, age, and race/ethnicity affect perceptions and trust with EPD. The results from this survey were positive and will help the Police Department better understand the level of satisfaction and trust that the population has in the EPD. This information will be able to help EPD understand where we need to improve our services and community outreach.

Looking Ahead

The “Occupy” movement, a national and worldwide trend with participants from many walks of life, came to Eugene. The City of Eugene and Eugene Police have reached out to organizers to help them safely engage in constitutionally protected free speech while enforcing laws and protecting the safety and freedom of others. Police staff has attempted to minimize community disruption and impacts to public resources. We recognize that it is important to work with community members, and look forward to continuing this work.



Occupy Eugene Movement

Public Works

Goal: Workforce and Work Environment

Learning to Connect/Connecting to Learn

Two spring workshops encouraged Public Works employees to experience diversity concepts in a fresh way, and also mixed employees from all divisions and job types in an informal learning environment.

The City of Eugene's Diversity and Equity Strategic Plan (DESP) sets practical guidelines to support a broad range of City efforts to meet the needs of a diverse and changing organization and community. The Public Works Equity and Human Rights Action Plan identified the department's plan to integrate diversity and equity strategic goals. One of the six goals is: Workforce and Work Environment – achieve and maintain a workforce that reflects our community, and create a work environment that supports all employees. Action Item 3.3 in the Public Works Equity and Human Rights Action Plan addresses this goal: Develop initiatives for encouraging communication, team building and information sharing between workgroups to increase knowledge of resources, share ideas and innovations, and reduce isolation.

The Public Works Diversity Committee (PWDC), with the assistance of the Recreation Division, offered the “Learning to Connect/Connecting to Learn” workshop to all Public Works employees to encourage development in this area.



The workshop encouraged employees to experience diversity concepts in a fresh way, and also mixed employees from all divisions and job types in an informal learning environment. The “Learning to Connect” workshop utilized concepts taken from the “Power of Words” training and the “Challenge Course” offered by Recreation Services. Recognizing that effective interpersonal communication is a requirement for success on any job, the updated training was designed to refresh employee skills in communication and focus on the role of the speaker, the role of the listener, and a review of tools to do both effectively. The training challenged and empowered individuals to learn, grow, and explore solutions to daily life. Employees were guided to make connections from the training to their daily lives, so that insights, strategies, and lessons can be applied to “real life” and create a work environment that supports all employees and customers.



Two spring workshops encouraged Public works employees to experience diversity concepts in a fresh way, and also mixed employees from all divisions and job types in an informal learning environment.

Feedback from participants included: “great tangible outcome of planning and hard work to pull this off,” and support for “positive working relationships,” “collaboration,” “teamwork,” “listening,” “every person can contribute,” “learning,” and “clear communication.”

Goal: Capacity

Internal website updates

The Public Works Diversity Committee updated its internal website that focuses on diversity, equity, and human rights at the department level. The website is a resource for employees and features the following:

- Calendar promoting internal diversity trainings and community events.
- Publication list containing past issues of Kaleidoscope, a newsletter focusing on diversity in Public Works.
- Documents of interest including Learning Circles articles, City of Eugene and Public Works-specific Diversity and Equity Strategic Plans and work plans.
- Agendas and minutes of department diversity committee meetings.
- Mission and goals of the Public Works diversity committee.
- Diversity topics links providing resources for employee training opportunities through the use of video and internet media.

There are direct links to other diversity websites, both internal and external. The website is just one component of a comprehensive approach to increase our capacity to becoming a more culturally competent organization and community.

The Airport participated in the Inclusive Environmental Self Assessment, part of a city-wide effort to re-examine space, furnishings, and layout of facilities.



Goal: Service Delivery

Inclusive Environment Self-Assessment

Goal 4 of the Diversity and Equity Strategic Plan states: Ensure that City services are accessible, inclusive and equitably provided. Directly related to this goal, the City developed an Inclusive Environment Self-Assessment tool.

The self-assessment uses 16 inclusivity dimensions to evaluate how the physical environment of City spaces affects patrons and employees and to develop recommendations to meet the needs of current and potential users. In fiscal year 2013, Public Works will evaluate the Parks and Open Space and the Wastewater administration buildings.

An “Inclusive Environment Self-Assessment” was performed at the Eugene Airport. The Eugene Airport serves 1.5 million travelers and greeters annually. The Airport’s participation was part of a citywide effort to re-examine space, furnishing, and layout of facilities. The Airport recognizes that important messages are communicated through the physical environment about what an organization values and how it operates. Recommendations from the assessment include adding multi-language signs and providing informational handouts in multiple languages.



Public Works Day supports community education and provides an opportunity to discover diversity in Public Works as participants meet many of the people who work and help care for the community every day.

Goal: Communication and Engagement

Public Works Day

Public Works Day continues as an effective outreach venue for the community. The event encourages community education and provides an opportunity to discover diversity in Public Works as participants meet many of the people who work and help care for the community every day. Public Works Day 2012 was held on May 17 and was a success by any number of measures. The weather was great. The turnout was just right – an estimated 1,500 school kids, at least 400 adult visitors, and plenty of staff from Public Works and other departments. Public Works Day included a cartoon video highlighting the “Lovable Differences” in all of us. A brief discussion followed the video and acknowledged the many different jobs in Public Works, that it takes all of our differences to complete everything we do in Public Works, that we all share “lovable differences” whether we are at work, at play, or at home; and that the school kids, too, have lovable differences that make them special.

Looking Ahead

Public Works continues its strong leadership and organizational commitment to diversity and equity. The Public Works Management Team and supervisors encourage and support employees attending training related to diversity, equity and human rights. They model the value by attending relating training and sharing experiences. Manager, supervisor, and crew meetings include diversity, equity, and human rights discussions on the agenda. In fiscal year 2013, Public Works will continue enhancing an optimum and respectful workplace, one that can attract and retain a diverse workforce, allowing us to serve the community more effectively while making lives better through the services we provide each day.

Further strategies addressing service delivery include identifying staff and compiling an inventory of internal and external resources to communicate effectively with members of the public who have hearing and vision impairments. The evaluation will consider websites, printed materials, signage, public meetings, project planning and development, field contacts, and other areas.

Equity and Human Rights Center and Human Rights Commission

The City of Eugene participated in the 2011 World Human Rights Cities Forum held in Gwangju, South Korea, in May 2011. Eugene was one of only 15 municipalities worldwide from outside of South Korea invited to participate.

This invitation reflects the growing national and international reputation of Eugene as a city committed to human rights. The city was represented by Ken Neubeck of the Eugene Human Rights Commission. Ken was asked to serve on an international panel of city representatives and discussed progress toward Eugene's becoming a Human Rights City (see <http://www.humanrightscity.com/history.html>). He also participated in a consultation with Gwangju city officials seeking advice on their own human rights city plans.

This first World Human Rights Cities Forum, with a theme of "Globalizing Human Rights from Below," brought together more than 200 participants to discuss implementation of universal human rights by local municipal governments. Those attending included representatives of city governments and commissions, academic institutions, and international organizations.

The event was presented by the Gwangju Metropolitan City Government and Gwangju's May 18 Memorial Foundation. Co-sponsors included the United Nations High Commissioner on Human Rights and other international and South Korean organizations.



Ken Neubeck, Vice Chair of the Eugene Human Rights Commission, represented Eugene at the 2011 World Human Rights Cities Forum held in Gwangju, South Korea.

DESP Report Card: July 2011–June 2012

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

DESP items carried over from year 2 to year 3

Goals/Initiatives	Status at End of Year 2	Current Progress/Status	
2.2: Develop an accessibility coordination plan and identify an Accessibility Coordinator to focus on American's with Disability Act (ADA) compliance and internal and external universal access issues.	Moved to next year due to staff changes. We will be hiring in the fall to help with this plan development.	Completed. In June of 2012 a new City of Eugene's Accessibility Advisory Committee was created.	
2.3: Infuse strong leadership message on diversity and equity into new employee orientation.	New Employee Orientation is currently being redesigned and will be updated in Year 3.	Completed. Strong messages included in both new employee orientation and within the baseline required equity and human rights training	
2.4 – Integrate cultural competence into standard City trainings.	Review of curriculum completed in fall 2010. Research of other agency's standards are currently underway. In year 3 we will establish competency guidelines.	In progress/ongoing. As employee training is evaluated and updated cultural competency goals are a prime consideration.	
2.5: Increase City-wide language access and interpretation resources.	Due to resource issues we are contracting with CPW to lead this project.	Completed/partnership. Significant baseline assessment work was completed in the last year with the help of UO community planning workshop program. Seven recommendations are in the process of being scoped for implementation.	 
3.6: Provide mandatory supervisor training on recruitment and selection, which incorporates conceptual and practical information supporting diversity goals.	Redesigned processes, added resources and Ceshare sites. With updated foundation, comprehensive rollout and training in FY12.	Completed/partnership. Diversity, equity, and fair hiring practices are a big part of new supervisor orientation and a core competency of supervision in the organization.	 
4.2: Ensure that complaints from community members regarding discrimination and harassment are accepted and responded to.	CMO & HRC to begin a six month community engagement process to address this issue. Feedback may result in ordinances and organizational structure changes. Recommendations to City Council in Fall 2011.	Completed/partnership. The Equity and Human Rights Office recently implemented the Rights Assistance Program, which helps staff address discrimination and harassment complaints. The Human rights Commission's Hate and Bias workgroup is also working with City staff on ways to track, report and respond to hate and bias complaints. The City's new website also allows community members to electronically submit hate, bias, discrimination and harassment complaints and concerns to City staff or request assistance with these issues.	 

Goals/Initiatives	Status at End of Year 2	Current Progress/Status	
5.4: Expand public information role to develop and implement an effective, culturally competent media and public information plan, incorporating accessibility, cultural and linguistic competency and a community relations focus.	The plan is now moving into the next phase of developing strategies and priority actions.	In progress/ partnership. The strategic communication plan that addresses media and public outreach, cultural competency and community relations is nearly complete. The Equity and Human Rights Board and the Human Rights Commission will review the draft prior to its finalization.	 
5.5: Invest in new and emerging technologies to effectively enhance communications with our diverse populations.		This item was delayed during the City website project. Staff are working with a consultant on accessibility needs in the community. Library continues to invest in new technologies to provide access to services, technology and various forms of information.	
6.1: Assess the effectiveness and capacity of the current diversity system structures (Equity and Human Rights Board, department Diversity Committees, and training) to support the implementation of the Diversity and Equity Strategic Plan.	Develop benchmarks and collect associated data to determine the impact of plan implementation.	Ongoing progress/partnerships. City of Eugene has contracted with University of Oregon Community Planning workshop to evaluate the DESP and structures as a way to measure successes and continues to hold organization accountable to progress. Evaluation will be completed by June 2013.	 



A volunteer from the Human Rights Commission and a Community Service Officer from the Police Department at the City's Asian Celebration booth

DESP Report Card: July 2011–June 2012

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

DESP action items for current year

Goals/Initiatives	Current Progress/Status	
3.1 Explore more flexible benefits plan that includes: childcare, flexible schedules, etc.	Completed. The Benefits Study Group worked on this action item throughout FY11 and reported recommendations to JEDM, HRB and Unions in May 2011.	
3.2 Create short, medium and long-term plans at department and division levels for developing internal and external “pipelines” for representative applicant pools that will lead to a well-rounded, qualified workforce.	Completed: Departments continue to make significant ongoing efforts to develop representative applicant pools. These include individual department initiatives coordinated and spearheaded by Central Human Resources. The 2010-2011 Affirmative Action Plan reflects these efforts and it is anticipated that the 2012-2013 plan will continue to reflect appropriate efforts.	
3.3 Clarify and communicate internal process to manage employee conflict and complaints.	Complete. Comprehensive efforts have resulted in an updated New Employee Handbook, updates to the Respectful Workplace Environment Policy, and Complaint Process in the APM. This information has been widely shared so that all employees have clarity and access to the process. A new on-line Preventing Workplace Harassment module is being rolled out to new employees and employees who have not completed the training requirement.	
3.4 Develop and implement an effective, culturally competent, internal communication plan.	Slow/ongoing Progress. The City has implemented CEShare, an internal “intranet” platform which allows staff from all departments to stay informed about job opportunities, organizational, staff and program changes. A new internal email staff news bulletin highlights some of these same internal news items. Additionally, staff teams are near completion of a City-wide Strategic Communications Plan, which will provide comprehensive and culturally-inclusive guidelines on effective communications for both external and internal audiences.	
3.5 Provide training to supervisors to ensure that employees have opportunities to make meaningful contributions to decision making.	Status: Slow progress. Move to next year. The Equity and Human Rights Board will be re-evaluating the best way to achieve this goal in the current organizational structure.	 
3.6 Provide mandatory supervisor training on recruitment and selection, which incorporates conceptual and practical information supporting diversity goals.	Status: Complete. A comprehensive Recruitment and Selection CEShare site designed to provide training, guides, tools and resources for supervisors is complete and being used throughout the organization. This information includes comprehensive information and guides for supporting the organizational equity goals and equal employment opportunity guidelines. In addition, New Supervisor Orientation has been updated to incorporate Equity and Human Rights concepts with Recruitment and Selection training and is jointly delivered by managers of both sections. Additional on-line and hands-on training is currently being developed to supplement those efforts.	

Goals/Initiatives	Current Progress/Status	
3.7 Develop a protocol and the support system to let managers know how to explore strategies to keep valuable employees when offered employment elsewhere.	Complete. HR and the Human Resources Board worked collaboratively to develop overall employee retention strategies. The development of a “stay interview” system is currently being developed. The organization has also implemented a new employee survey and is updating an exit survey to help capture this data. The recommendation of the DESP Workforce and Work Environment Team and Human resources Board has been to expand this goal to a broader, more proactive employee retention goal to yield the desired result.	
4.1 Re-structure Department Diversity Committees to ensure all department services and programs have cultural-specific knowledge that makes service and programs more effective.	Complete. All Departments have a work plan and groups have been tasked with leadership in this area.	
4.2 Ensure that complaints from community members regarding discrimination and harassment are accepted and responded to.	Status: Complete At the end of Year 3, a new website for the City was launched. This site has a community concern tracker function. This function is being refined for discrimination concerns and plans are to have a system available for users by June 2013.	
4.4 Re-examine space, furnishings, layout, etc., of City facilities to ensure they are accessible and culturally inclusive.	On-going progress/Partnerships Facilities staff and the Facility Board worked with the Equity and Human Rights staff and University of Oregon Community Planning Workshop to develop and Inclusive Environment assessment tool for use by City departments. Development of the tool was completed in December, 2012. Facility Board members and department staff were trained in its use. Assessments completed in FY 12 include: Downtown Library, Sheldon Community Center, Campbell Center, Amazon Center, Petersen Barn Center, River House Center A work plan has been developed to complete the remaining City facilities by the end of FY14.	 

Universal Declaration of Human Rights

In 1948, the United Nations General Assembly proclaimed this Universal Declaration of Human Rights (UDHR) a common standard of achievement for all people and all nations. The Universal Declaration of Human Rights states in clear and simple terms the rights that belong equally to every person.

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

Get Involved



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

541.682.5177
ehrcenter@ci.eugene.or.us

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

541.682.5177
ehrcenter@ci.eugene.or.us

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

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

541.682.5010
mayorandcc@ci.eugene.or.us

- ◆ Get involved with your Neighborhood Association.

541.682.5009
neighborhoods@ci.eugene.or.us

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

541.682.5177
ehrcenter@ci.eugene.or.us
www.eugene-or.gov/diversity





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