

Library, Recreation and Cultural Services Equity & Human Rights Action Plan

Department Plans to Integrate Diversity
and Equity Strategic Plan Goals



City of Eugene
777 Pearl Street, Eugene, Oregon 97401
541-682-5010

Library, Recreation and Cultural Services

Department Mission and Guiding Principals

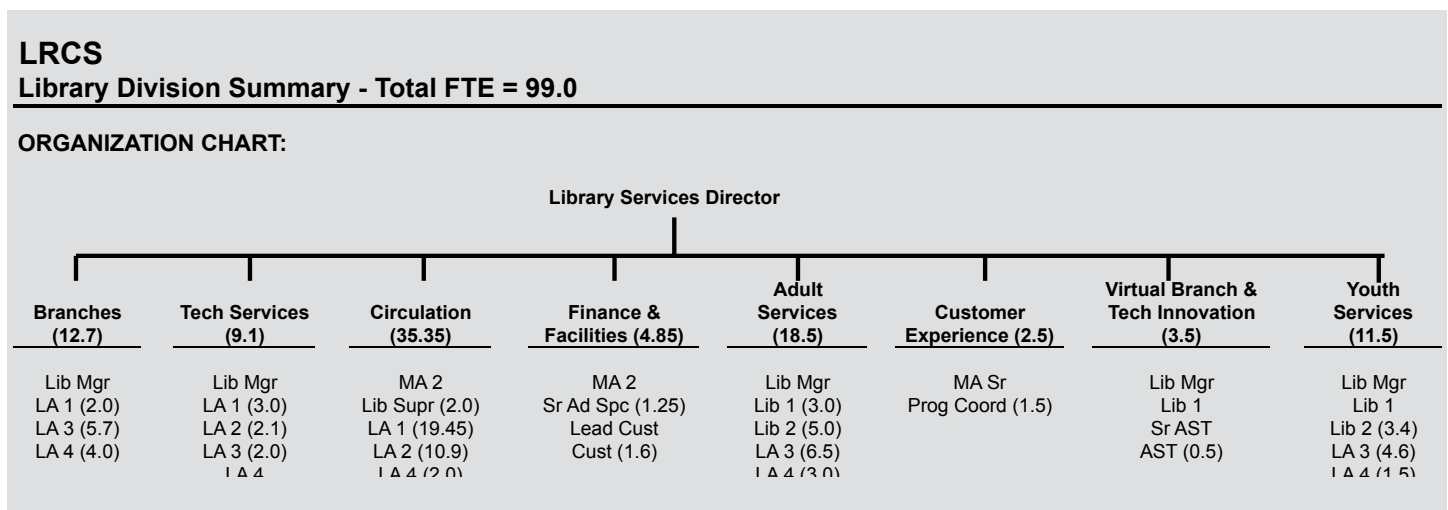
LRCS Mission Statement

The Library, Recreation, and Cultural Services Department (LRCS) contributes to an economically healthy, socially vibrant community by providing all residents access to a diverse range of services and experiences that foster lifelong learning and whole person development.

LRCS Planning - Key Guidelines:

- Lifelong learning and personal development
- Broad array of offerings for a diverse populace
- Collaboration and community partnership
- A sense of place
- Professional management and fiscal responsibility
- Accessibility and equity
- Outreach and communication
- Resource development
- Customer service & customer driven service development
- Emphasis on services to youth

LRCS Organizational Structure

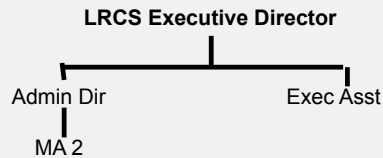


Library, Recreation and Cultural Services

LRCS

Administration Division Summary - Total FTE = 4.0

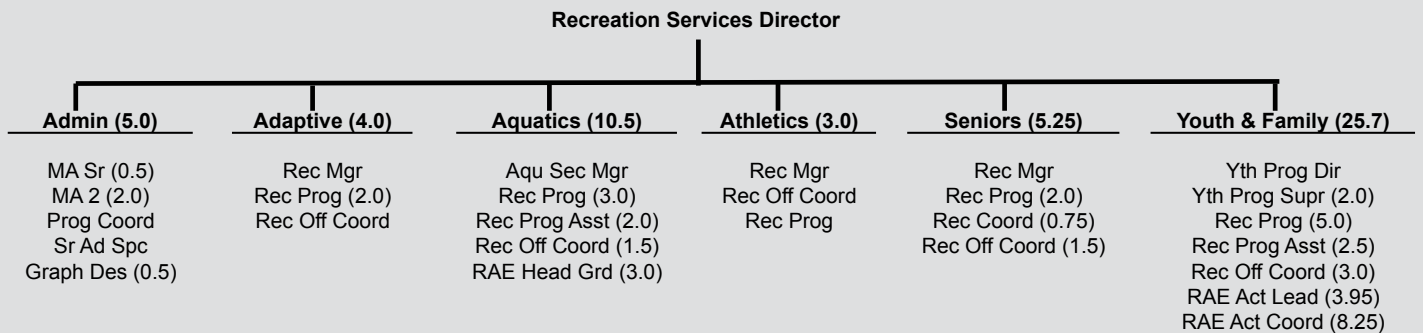
ORGANIZATION CHART:



LRCS

Recreation Services Division Summary - Total FTE = 54.45

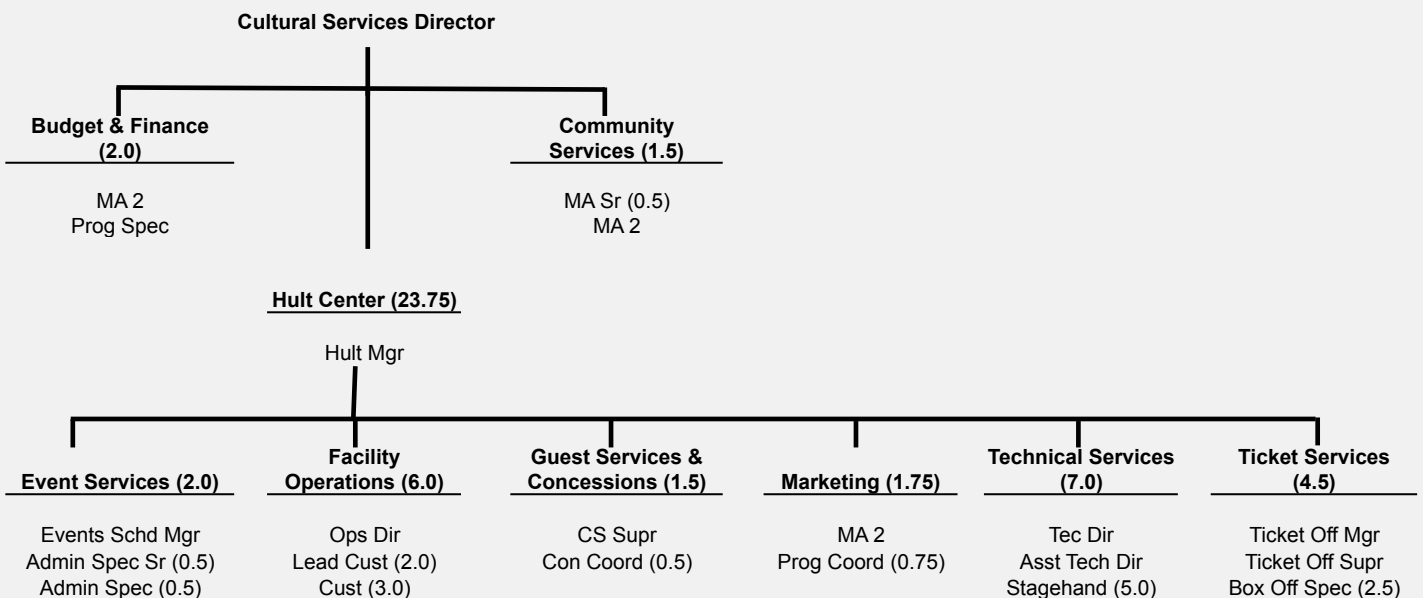
ORGANIZATION CHART:



LRCS

Cultural Services Division Summary - Total FTE = 28.25

ORGANIZATION CHART:



Library, Recreation and Cultural Services

History of Diversity, Equity, and Human Rights Efforts in LRCS

The first LRCS diversity committee was established in 1996 and was comprised of staff at every level within the department. Prior to there being a City-wide diversity committee, work focused on the following: “The goal of the diversity effort is to get the department to a place where its work force generally matches the community it serves, so it can more effectively serve the community.”

As diversity efforts expanded at the City level, so did the efforts of the department. The City’s Diversity Advisory Committee laid out the following goals and objectives:

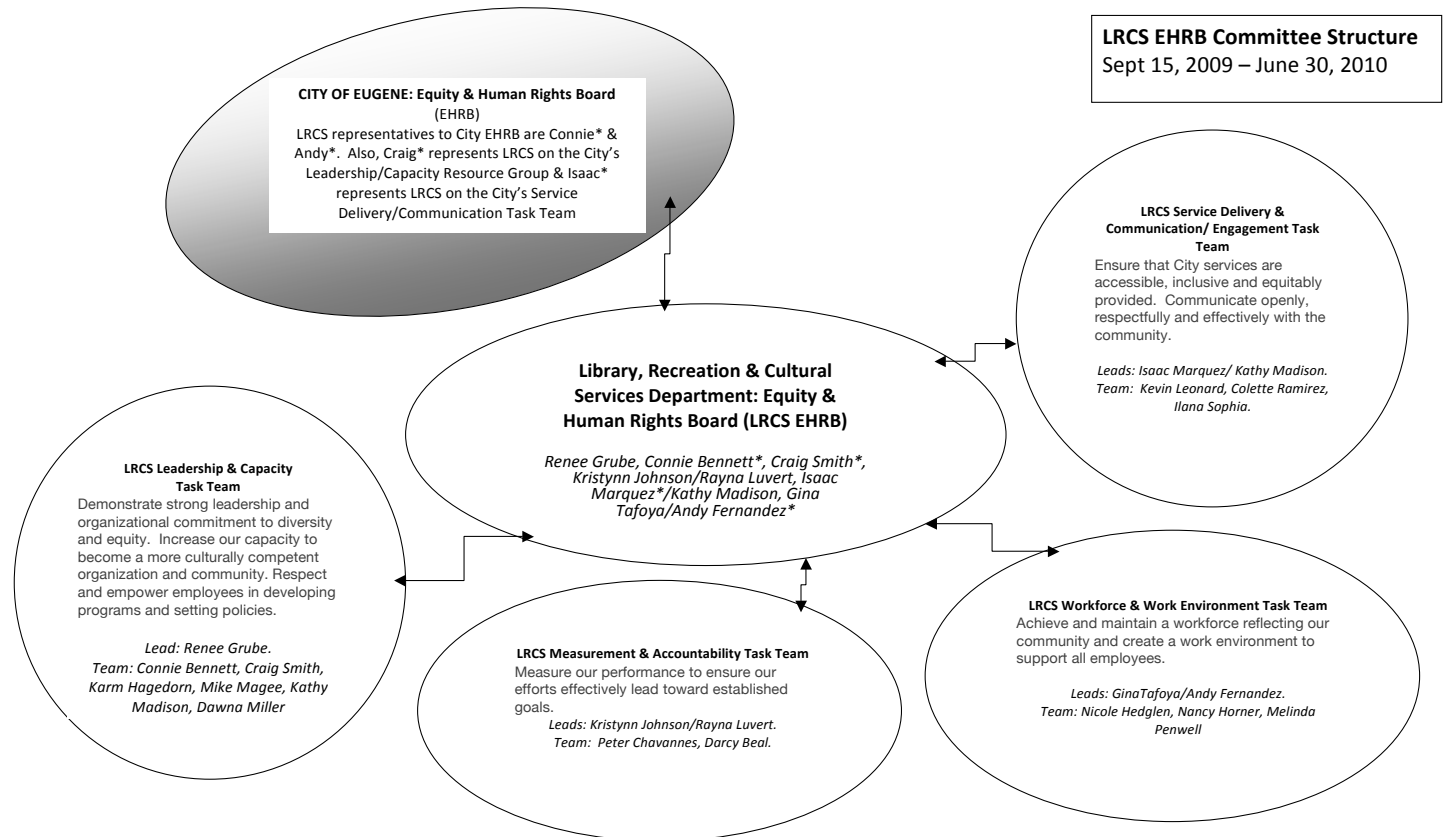
- Demonstrate strong leadership and organizational commitment to diversity.
- Increase our capacity to become a more culturally competent organization and community.
- Respect and empower community members and employees in developing programs and setting policies.
- Communicate openly, respectfully, and effectively with the organization and the community.
- Ensure that City services are accessible, inclusive and equitably provided.
- Achieve and maintain a workforce reflecting our community.
- Measure our performance to ensure our efforts effectively lead toward established goals. To that end, LRCS responded accordingly.
- Resources were dedicated to signage upgrades and accessibility improvements that included the acquisition of ADA equipment at the Library, listening devices, remodeled restrooms, and accessible lifts at the Hult Center.
- Training mandates toward the City goal of a “respectful work environment” were fulfilled and employees were encouraged to take advantage of new course offerings which included “Valuing Diversity,” “Diversity: Food for Thought,” Diversity: the Color of Fear,” and “Concepts of Class.”
- Affirmative action and outreach became priorities.
- The department developed and expanded community partnerships.
- A Strategic Plan was developed in 2007, a key component of which is to incorporate diversity and equity principles into our daily work.

Resources, Measurement and Accountability

LRCS Leadership is dedicated to the success of the department’s efforts strengthening equity, human rights and diversity. To that end, the LRCS Leadership Team will identify appropriate financial and staff resources to meet established goals. Further, in this plan, LRCS Leadership will develop appropriate and measurable outcomes to verify and report gaps in goal attainment to management and the community.

Library, Recreation and Cultural Services

Plan Development Process and Committee Description



LRCS Value Statement and Definition of Equity and Human Rights

LRCS values an economically healthy, socially vibrant community in which all residents have access to a diverse range of services and experiences that foster lifelong learning and whole person development.

LRCS embraces and reflects the principles of equity and human rights espoused in the Universal Declaration of Human Rights when providing programs and services, as well as in staff's interaction with participants. In particular, these are: the right of all people to life, liberty and security; freedom of thought, conscience and religion; freedom of peaceful assembly and association; freedom of opinion and expression; the right to a standard of living for their health and well-being; the right to security in the event of unemployment, sickness, disability, widowhood, or old age; the right of all children, regardless of social background, to enjoy the equal social protections; the right to education; the right to participate in the cultural life of the community, to enjoy the arts; and the right to the free and full development of an individual's personality.

LRCS also endorses the City of Eugene's Diversity and Equity Strategic Plan goals, and has created the following five-year plan to move our department towards these goals.

Diversity and Equity Strategic Plan Goals

The DESP contains specific Action Items, Assigned Leads (City groups who are responsible for handling and reporting on specific Action Items) and Measurements to address the following six Goals:

Leadership

Demonstrate strong leadership and organizational commitment to diversity and equity.

Capacity

Increase our capacity to become a more culturally competent organization and community. Respect and empower employees in developing programs and setting policies.

Workforce and Work Environment

Achieve and maintain a workforce reflecting our community and create a work environment to support all employees.

Service Delivery

Ensure that City services are accessible, inclusive and equitably provided.

Communication and Engagement

Communicate openly, respectfully and effectively with the community.

Measurement and Accountability

Measure our performance to ensure our efforts effectively lead toward established goals.

Leadership

Demonstrate strong leadership and organizational commitment to diversity and equity.

Department Relevance

What This Focal Area Means to LRCS

The LRCS Leadership Team and Equity & Human Rights Board are responsible for leading the department's strong commitment to the human rights and equity of the community we serve and in the services we offer. In addition, it is imperative that LRCS services:

- Are accessible to all members of our community.
- Show no discrimination in any program, facility, or with our staff. As the leaders within our department, each member of the LRCS Leadership Team and the EHR Board are personally committed to modeling these principles in our own work and lives.
- Respond to the needs of all members of our community.
- Seek out ways to balance the diverse needs in providing services to our community.
- Plan ahead, with equity and human rights principles in mind, rather than reacting.
- Recognize that these principles are a priority for LRCS; they are part of our core decision-making and thought processes.

What LRCS has Learned About This Focal Area

The LRCS EHRB is aware that the commitment to equity and human rights starts with strong leadership must be maintained by dedicated and trained staff at all levels, and must be evaluated by the community we serve through their experiences with our services. It is critical that LRCS staff:

- Understands the department mission as it pertains to the diverse needs of our community.
- Is in touch with community needs, and that our services reflect those needs.
- Is aware of the high value LRCS places on responding to the diverse needs of the community.
- Have the resources and training to perform our services with the highest standards in equity, diversity and human rights.

LRCS's Strengths and Challenges in This Area

Strengths:

- The LRCS mission and operational guidelines define a clear path to providing equitable access to services to the Eugene community. The guidelines specifically refer to individual growth, community partnerships and collaborations, accessibility and equity, variety of services, and an emphasis on youth.

Leadership

Demonstrate strong leadership and organizational commitment to diversity and equity.

- Our relationship with the community is positive because it is based on the services we offer and we continually adjust to address gaps in service to best meet changing community needs.
- Our staff has the skills and abilities, and is highly motivated to serve the needs of the community.
- Our staff has the ability to engage and listen to the community; this continues to be a high priority for LRCS.

Challenges:

- Our divisions have aligned missions, but also have individual strategies that demand collaboration in maintaining similar goals.
- The scope of services is large, and importance in maintaining community partnerships and other collaborations requires consistency and clarity in providing equal access to our resources.
- Our work force requires ongoing training to understand the equity/human rights mission and develop the skills necessary to carry out that mission. Key skills we seek to develop include cultural competence and an opportunity to cultivate developing leaders.

DESP Goal 1: Leadership			
LRCS Action	Measurement	Accountability	Timeline
Action 1: LRCS Leadership consistently and proactively reinforces the value of social equity in our daily work, including speaking out when necessary, modeling appropriate behavior, and regularly placing related discussion topics on LRCS meeting agendas.	Division Manager Reviews should include multiple specific examples cited in Performance evaluations. (DESP 1.2)	LRCS Leadership Team	Beginning June 2010
Action 2: LRCS establishes use of the “Triple Bottom Line” tool as a regular methodology for ensuring equity, consistency, and alignment of decisions and policies within our mission.	Annually count number of times TBL tool is used to determine baseline and staff reviews tool’s usefulness.	Recreation Division Manager	July 2011
Action 3: Regularly review LRCS policies and procedures to ensure consistency through an Equity and Human Rights lens.	Division Manager Reviews should include multiple specific examples cited in performance evaluations.	LRCS Leadership Team	Beginning June 2010

Leadership

Demonstrate strong leadership and organizational commitment to diversity and equity.

DESP Goal 1: Leadership			
LRCS Action	Measurement	Accountability	Timeline
<p>Action 4:</p> <p>4.1 - Research and report on what LRCS is doing already with employee surveys, exit interviews and equity/human rights awards.</p> <p>4.2 - Research and create a 360 degree Equity and Human Rights survey.</p> <p>4.3 - Create distribution process.</p> <p>4.4 - Annually report survey results.</p>	<p>4.1 - Research and reporting is completed.</p> <p>4.2 - Survey is completed and given to employees during their annual evaluation period.</p> <p>4.3 - Distribution process is created.</p> <p>4.4 - Results reported to LRCS EHRB team and employees during LRCS Staff Day and/or annual report. (DESP 6.3)</p>	<p>4.1 - Measurement & Accountability Team.</p> <p>4.2 - Measurement & Accountability Team.</p> <p>4.3 - Measurement & Accountability Team.</p> <p>4.4 - LRCS Leadership Team</p>	<p>4.1 - Beginning September 2010</p> <p>4.2 - Beginning September 2010</p> <p>4.3 - Beginning September 2010</p> <p>4.4 - December 2011</p>
<p>Action 5:</p> <p>5.1 - In conjunction with the citywide EHRB, research National, State and City awards to look toward making our department and/or staff eligible.</p> <p>5.2 - Create Human Rights & Equity Recognition Award.</p>	<p>5.1 - Awards researched and applied to.</p> <p>5.2 - Award created and made available. (DESP 6.2)</p>	<p>5.1 - Measurement & Accountability Team</p> <p>5.2 - LRCS Executive Director</p>	<p>5.1 - Beginning June 2010</p> <p>5.2 - Beginning June 2011</p>

Capacity

Increase our capacity to become a more culturally competent organization and community. Respect and empower employees in developing programs and setting policies.

Department Relevance

What This Focal Area Means to LRCS

This focal area is core to the LRCS mission. As a part of our work, we have the opportunity to interact and engage with the community, and to appropriately model respectful confrontation of prejudice and bias. It is the responsibility of the LRCS Leadership Team to create and provide the structure and capacity for LRCS staff to increase their cultural competence. A staff that is culturally competent is more likely to provide programs and services to enrich the cultural competence of the community, particularly of our youth.

What LRCS has Learned About This Focal Area

- Increasing the capacity for cultural competence begins with the growth of the individual person.
- Creating the environment and opportunities for that growth is the primary challenge.
- A culturally competent staff is essential to providing access to diverse community services, in alignment with our departmental mission.
- It is essential to listen well and partner with the full diversity of our community to understand how best to provide LRCS services.

LRCS's Strengths and Challenges in This Area

Strengths:

- Our reputation with the community, through services, partnerships, and strong working relationships.
- The multiplicity of ways in which we work with community partners to reach common, aligned goals.
- Our staff is highly motivated to understand the needs of the community, and work together to increase livability.
- We create opportunities and programs that build the cultural competence of the community.
- We deliberately include cultural competence assessment during hiring and performance reviews.
- Within the broader context of professional development, we regularly provide cultural competency development opportunities for staff.

Capacity

Increase our capacity to become a more culturally competent organization and community. Respect and empower employees in developing programs and setting policies.

Challenges:

- Equity, and perception of equity, in the ways we engage in collaboration within the community.
- Proactively identifying gaps in community outreach opportunities and addressing them.
- Offering effective, regular equity/human rights trainings for staff.
- Supporting staff at all levels of service to pursue cultural competence.

DESP Goal 2: Capacity			
LRCS Action	Measurement	Accountability	Timeline
Action 1: Regularly review commitments to equity/ human rights training targets and evaluation goals for cultural competency.	Division Manager Reviews should include percentage of staff with current trainings in performance evaluations.	LRCS Leadership Team	Beginning June 2010
Action 2: 2.1 - Complete a gap analysis of LRCS staff's cultural competency capacity and professional development.	2.1 - Gap analysis performed.	2.1 - LRCS Division Managers	2.1 - July 2012
2.2 - Based on Gap Analysis, develop a plan to address identified gaps.	2.2 - Plan developed.	2.2 - LRCS Leadership Team	2.2 - July 2013
2.3 - Based on the developed plan, individual employees will be expected to follow guidelines and developed trainings.	2.3 - Annual review of progress toward plan goals.	2.3 - All LRCS Employees	2.3 - Beginning July 2013
Action 3: Maintain a current database of all staff with language interpreter skills (including ASL) and availability.	Database is completed and up-to-date annually. (DESP 2.5)	LRCS Division Managers	Beginning July 2010

Workforce and Work Environment

Achieve and maintain a workforce that reflects our community, and create a work environment that supports all employees.

Department Relevance

What This Focal Area Means to LRCS

- LRCS is a provider of full-time, part-time, and temp/seasonal position.
- Because of the direct service nature of our facilities, classes and programs, we are uniquely positioned to develop pipelines to recruit, hire, train and promote staff from the populations we serve.
- LRCS has the ability to garner community feedback regarding diversity and human rights issues.

What LRCS has Learned About This Focal Area

- Even though LRCS has a wide range of programs and services aimed at a diverse user group, and a diverse workforce, it hasn't yet realized how to leverage these resources to better meet our goals and improve our support our employees.
- Most of our actions involve either improving our pipelines or utilizing employee resources.

LRCS's Strengths and Challenges in This Area

Strengths:

- Include our direct contact with patrons and users of City services including programs designed to target specialized groups including disabilities, seniors, youth, low-income, culture and race, gender to name a few.
- Also include a strong volunteer base, student practicum and internship opportunities, and a workforce that is open to the benefits of diversity.

Challenges:

- Include a large temp/seasonal workforce and few opportunities for advancement due to low turnover of staff and specialization in some job classifications.

Workforce and Work Environment

Achieve and maintain a workforce that reflects our community, and create a work environment that supports all employees.

DESP Goal 3: Workforce and Work Environment			
LRCS Action	Measurement	Accountability	Timeline
<p>Action 1:</p> <p>1.1 - Identify which demographics LRCS would like to track.</p> <p>1.2 - Determine recruiting goals for the tracked demographic.</p> <p>1.3 - Recommend additional recruitment strategies to bring in a greater diversity of staff and volunteer applicants.</p>	<p>1.1 - Demographics are identified.</p> <p>1.2 - Documentation of recruiting goals.</p> <p>1.3 - Recruitment Resource Guide created and made available to staff.</p>	<p>LRCS EHRB assigns a task team for all actions.</p>	<p>1.1 - June 2011</p> <p>1.2 - June 2012</p> <p>1.3 - June 2013</p>
<p>Action 2:</p> <p>2.1 - Identify best internal and external practices for mentoring and educating the public, volunteers and temporary employees in becoming regular employees.</p> <p>2.2 - Develop and use existing tools to specifically mentor and educate the public, volunteers and temporary employees.</p> <p>2.3 - Implement department mentoring and education plan for the public, volunteers and temporary employees.</p>	<p>2.1 - Best Practices resources are assembled.</p> <p>2.2 - Tools developed (e.g. manuals, workshops, classes etc.) (DESP 3.2 & 5.6)</p> <p>2.3 - Tools are used.</p>	<p>LRCS EHRB assigns a task team for all actions.</p>	<p>2.1 - June 2012</p> <p>2.2 - June 2013</p> <p>2.3 - June 2014</p>
<p>Action 3:</p> <p>Examine and evaluate Multnomah County Library's recruitment and selection strategy as a best practice for initiating a discussion on diversity in our workforce.</p>	<p>Comprehensive information has been gathered about Multnomah efforts. LRCS EHRB is informed of findings. Findings are added to information in goal 3 concerning recruitment goals. (DESP 3.3)</p>	<p>Library Division Manager</p>	<p>June 2011</p>

Workforce and Work Environment

Achieve and maintain a workforce that reflects our community, and create a work environment that supports all employees.

DESP Goal 3: Workforce and Work Environment			
LRCS Action	Measurement	Accountability	Timeline
<p>Action 4:</p> <p>4.1 - Identify a 'stay' survey to gather data on employee's ongoing needs of the current workforce and to gain better knowledge of why our staff remains with us.</p> <p>4.2 - Measurement and Accountability will deliver the tool to employees so that employees can feel comfortable answering the questions.</p> <p>4.3 - Results will be shared at with all employees in appropriate way, e.g. at All Staff Day.</p> <p>4.4 - LRCS Leadership will review and respond to results.</p>	<p>4.1 - Anonymous online stay interview is created.</p> <p>4.2 - 'Stay' survey is made available. It occurs separately from the annual performance evaluation but at the same time.</p> <p>4.3 - Results are compiled and analyzed. Analysis is shared with employees. (DESP 6.3)</p> <p>4.4 - Leadership Team reviews and responds.</p>	<p>4.1 - LRCS EHRB assigns a task team.</p> <p>4.2 - LRCS EHRB assigns a task team.</p> <p>4.3 - LRCS Leadership Team</p> <p>4.4 - LRCS Leadership Team</p>	<p>4.1 - Beginning June 2012</p> <p>4.2 - Beginning June 2012</p> <p>4.3 - Beginning June 2013</p> <p>4.4 - Beginning December 2013</p>
<p>Action 5:</p> <p>5.1 - Evaluate the usefulness of online tools such as CEShare to determine employee skills regarding equity and human rights.</p> <p>5.2 - Inform & educate LRCS staff about uses of CEShare to identify skills and resources that pertain to equity and human rights.</p>	<p>5.1 - Evaluation Completed.</p> <p>5.2 - CEShare education plan complete.</p>	<p>LRCS EHRB assigns a task team for all actions.</p>	<p>5.1 - September 2010</p> <p>5.2 - Beginning September 2010</p>
<p>Action 6:</p> <p>LRCS supervisors participate in on-going equitable development opportunities for hiring and retention.</p>	<p>Reviews should include multiple specific examples cited in performance evaluations. (DESP 2.4 & 3.5)</p>	<p>LRCS Supervisors and Managers</p>	<p>Beginning June 2010</p>

Service Delivery

Ensure that City services are accessible, inclusive and equitably provided.

Department Relevance

What This Focal Area Means to LRCS

LRCS staff are on the front lines delivering services directly to customers, handing them a performance ticket, providing recreation services, checking out their library book, etc. As we do so, we must also create a safe and welcoming environment. Customers experience firsthand how well we deliver services and often, the delivery is almost more important than the service since it can leave a lasting impression. This focal area is directly about relationships with the public, our community partners, and each other.

What LRCS has Learned About This Focal Area

LRCS staff know how important their service delivery is and have processes in place to, for the most part, ensure delivery is friendly, efficient, and culturally competent. There is still work to be done, however, and tracking what we're doing, staying current with cultural changes, and identifying where there are needed improvements is key. LRCS will also benefit by connecting people in the organization who would not otherwise work together through the implementation of the Service Delivery Team.

LRCS's Strengths and Challenges in This Area

Strengths:

LRCS already has practices in place to ensure cultural competency, such as Library's customer service training, Rec's youth service delivery that is based on the 40 Developmental Assets approach, and Cultural Services' practice of reaching out to stakeholders about needed changes. In addition, Recreation provides inclusion services and the department functions as the City's "go to" authority on the ADA.

Challenges:

The department recognizes that being culturally competent is an ongoing process as the customers and their needs are ever changing: people who are homeless use the library more than ever as a refuge; new immigrants and non-English speakers use Recreation services; youth need to be reconnected to nature; an epidemic of obesity required new seating options at the Hult Center. Our challenge is to continuously communicate with our customers to keep our hand on the pulse of change.

Service Delivery

Ensure that City services are accessible, inclusive and equitably provided.

DESP Goal 4: Service Delivery			
LRCS Action	Measurement	Accountability	Timeline
<p>Action 1: Convene an LRCS service delivery team composed of three service delivery supervisors (one from each division) to play a connecting and coordinating role that ensures the department's services are accessible, inclusive and equitably provided.</p>	<p>Creation of the Service Delivery Team (SDT), first organizational meeting held.</p>	<p>LRCS Leadership Team</p>	<p>September 2010</p>
<p>Action 2: 2.1 - Develop a transparent system for collecting and responding to partner feedback.</p> <p>2.2 - Identify staff liaisons to meet and communicate with existing partner organizations. Annually discuss accessible, inclusive and equitable service delivery goals, policies and services with partners.</p> <p>2.3 - Regularly review a list of community partners with LRCS Leadership Team to identify relationships to maintain and identify gaps to be targeted for increased outreach.</p> <p>2.4 - Have regular meetings with leaders of the targeted community partner groups for their input.</p>	<p>2.1 - Feedback mechanism in place Record of meetings with targeted partners. (DESP 5.2)</p> <p>2.2 - Identification of targeted LRCS partners; Identification of staff liaisons to partners; Record of goals discussion. (DESP 5.1)</p> <p>2.3 - List reviewed.</p> <p>2.4 - Record of communication mechanism to target partners. Leadership Team to have a year-end evaluation to determine what goals were achieved.</p>	<p>2.1 - SDT Develops system, LRCS Staff implements and reports back to LRCS Leadership Team.</p> <p>2.2 - SDT works with LRCS Leadership Team; coordinates with liaisons. SDT develops liaison program, key information to be discussed.</p> <p>2.3 - LRCS Leadership Team</p> <p>2.4 - Staff liaisons as identified in 2.2 above.</p>	<p>2.1 - November 2010 to March 2011</p> <p>2.2 - Beginning June 2011</p> <p>2.3 - Beginning June 2011</p> <p>2.4 - Beginning June 2011</p>

Service Delivery

Ensure that City services are accessible, inclusive and equitably provided.

DESP Goal 4: Service Delivery			
LRCS Action	Measurement	Accountability	Timeline
<p>Action 3:</p> <p>3.1 - Evaluate current patron feedback methods in order to determine if they address equity and human rights information.</p> <p>3.2 - Develop effective tools to get feedback from customers and patrons regarding equity and human rights in service delivery.</p> <p>3.3 - Use a variety of methods, both low and high tech, to share community feedback and LRCS response.</p>	<p>3.1 - Feedback evaluated.</p> <p>3.2 - Tools developed and used.</p> <p>3.3 - Record of publicizing.</p>	<p>3.1 - SDT/LRCS Staff</p> <p>3.2 - SDT/LRCS Staff</p> <p>3.3 - SDT/LRCS Staff</p>	<p>3.1 - Beginning June 2010</p> <p>3.2 - July 2011</p> <p>3.3 - Beginning July 2012</p>
<p>Action 4:</p> <p>4.1 - Develop a tool to assess the effectiveness of current practices for creating a safe, welcoming environment.</p> <p>4.2 - During regular review processes, assess current employee's ability to create a safe, welcoming and respectful work environment.</p> <p>4.3 - In quarterly facility safety audits/ inspections, include an assessment for adherence to universal design practices to assure accessible, safe and welcoming facilities.</p>	<p>4.1 - Assessment tool developed.</p> <p>4.2 - Mandatory section in employee evaluations.</p> <p>4.3 - Inclusion of Universal design assessment in facility audits. (DESP 4.4)</p>	<p>4.1 - SDT/LRCS Staff</p> <p>4.2 - LRCS Hiring Supervisors</p> <p>4.3 - LRCS Division Safety Committees</p>	<p>4.1 - July 2014</p> <p>4.2 - Beginning September 2010</p> <p>4.3 - Beginning September 2010</p>
<p>Action 5:</p> <p>5.1- Use community/partner feedback and best practices data to identify service gaps.</p> <p>5.2 - Develop community outreach plans to collect and act upon the service needs of underserved communities.</p>	<p>5.1- Gap analysis completed.</p> <p>5.2 - Outreach plans developed.</p>	<p>5.1 - SDT/LRCS Staff</p> <p>5.2 - SDT/LRCS Staff</p>	<p>5.1 - July 2012</p> <p>5.2 - July 2013</p>

Communication and Engagement

Communicate and engage openly, respectfully and effectively with the community.

Department Relevance

What This Focal Area Means to LRCS

How and what we communicate with the LRCS employees and the public is of the utmost importance. Inconsistent, unclear communication leads to misunderstandings at best and damaged or severed relationships at worst. A consistent culture of openness and direct communication with staff is needed to ensure their communication with the public is likewise open, direct and accurate.

What LRCS has Learned About This Focal Area

Although no such “strategic communication plan” currently exists, staff generally do a good job of representing the department to the public and the media. It helps that the services we provide are ones the public seeks out and desires to attend or participate in. Each of LRCS’ three divisions has a distinct culture of communication. Moreover, physical distance between the divisions (and for Recreation and Library, between program areas or branches) adds to the difficulty of efficiently and effectively communicating down through the ranks and across department divisions.

LRCS’s Strengths and Challenges in This Area

Strengths:

LRCS is reaching out and engaging the public continuously about positive, feel-good services. We have a service-oriented staff that uses trainings, and service-delivery philosophy to communicate effectively with patrons. We are at our best when we collaborate across divisions and in recent years, more of this is occurring.

Challenges:

A challenge for LRCS is ensuring support for staff when they encounter difficult situations. LRCS patrons are often the most vulnerable members of the public, i.e., children, homeless, or culturally displaced, who are under stress and for whom cultural competence is key to clear communication. Additionally, LRCS is challenged to keep pace with the changing needs of our customers, such as greater reliance on technology. Finally, LRCS is challenged to maintain good and constant communication across the differing cultures of our three divisions.

Communication and Engagement

Communicate and engage openly, respectfully and effectively with the community.

DESP Goal 5: Communication and Engagement			
LRCS Action	Measurement	Accountability	Timeline
<p>Action 1:</p> <p>1.1 - Using the citywide Communication and Engagement plan as a base, develop an LRCS plan that addresses cultural competency. This plan would specifically address communities that are currently not being served or are underserved.</p> <p>1.2 - Establish goals and guidelines for culturally competent engagement/communication with the public and employees.</p> <p>1.3 - Educate employees about the LRCS communications plan and their role in implementing it.</p> <p>1.4 - Support employees through ongoing informal coaching to improve cultural competence, especially with regard to customer/patron feedback received via the Service Delivery action items. (Goal 4 action items.</p>	<p>1.1 - Development of plan. (DESP 5.4)</p> <p>1.2 - Plan implementation.</p> <p>1.3 - Employees informed.</p> <p>1.4 - Review contained in annual performance reviews.</p>	<p>1.1 - LRCS Marketing/PI Team</p> <p>1.2 - LRCS Division Managers</p> <p>1.3 - LRCS Division Managers</p> <p>1.4 - LRCS Supervisors & Managers</p>	<p>1.1 - September 2010</p> <p>1.2 - July 2011</p> <p>1.3 - July 2011</p> <p>1.4 - Beginning July 2011</p>
<p>Action 2:</p> <p>Identify new and emerging technologies that will effectively enhance communications with the public as well as their access to LRCS services.</p>	<p>Inventory of technologies complete. (DESP 5.5)</p>	<p>LRCS Leadership Team</p>	<p>Beginning June 2011</p>

Measurement and Accountability

Measure our performance to ensure our efforts effectively lead toward established goals.

Department Action Plans have integrated DESP goal number six, Measurement and Accountability, into each of the other goals.



City of Eugene
777 Pearl Street, Eugene, Oregon 97401
541-682-5010

Equity and Human Rights Action Plan

*Written and Edited by:
LRCS*

*Designed by:
Becky Lubas
Public Works Administration*

June 2010