



Date: September 23, 2025

Honorable Mayor and Council Members:

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Title: **Inclusion, Diversity, Equity and Accessibility (IDEA) Action Plan**

Jen Callaway, Town Manager

Recommended Action:

1. Adopt the Inclusion, Diversity, Equity and Accessibility Action Plan.
2. Direct staff to work on the proposed actions as part of the 2025–2027 Strategic Priorities Workplan.

Discussion:

One of Town Council's strategic focus areas for 2025-2027 is to *enhance communication and public outreach*. In alignment with this goal, Town staff, guided by a Steering Committee with representation from all departments, has developed an Inclusion, Diversity, Equity, and Accessibility (IDEA) Action Plan.

The IDEA Action Plan will be a 5 year guiding document. While some actions are expected to launch within the next two years, many are intended to become ongoing efforts that support long-term community inclusion, accessibility and engagement.

Development and implementation of an IDEA Action Plan aligns with several actions in the 2040 General Plan, including the following:

- Community Character Element Policy CC-4.8: Tribal Consultation.
- Community Character Element Action Item CC-6.A: Public Outreach.
- Community Character Element Policy CC-6.1: Compassionate Leadership.
- Community Character Element Policy CC-6.2: Inclusive Public Participation.
- Community Character Element Policy CC-6.3: Creative Communication.
- Community Character Element Policy CC-6.4: Community Events. Community Character Element Policy CC-6.5: Support Services.
- Community Character Element Policy CC-6.6: Services for Underserved Populations.
- Community Character Element Policy CC-6.7: Support for Seniors.
- Safety and Noise Element Policy SN-6.3: Inclusive Emergency Planning.



Overview

The IDEA Action Plan is organized to provide both context and actionable direction, beginning with an Executive Summary, a Letter from the Town Manager, and a formal Land Acknowledgement. It includes sections that outline the Town's guiding principles such as the IDEA Statement and the Communities of Focus and Evolving Language. It also includes an introduction, along with the Town's current efforts, and a detailed Methodology section, along with the rationale behind the recommended actions. The heart of the plan centers on six focus areas: Community Engagement; Tribal Recognition and Engagement; External Communications; Organizational Structure and Culture; Staff Education around Inclusion, Diversity, Equity, and Accessibility (IDEA); and Equitable Town Processes. The plan concludes with an acknowledgment that this is a continuous and collaborative effort, and four detailed appendices that document outreach efforts, community survey findings, workshop feedback, and staff input used to shape priorities and implementation strategies.

Methodology

Early Assessment and Equity and Wellness Institute (Nov 2023 to Oct 2024)

The development of the IDEA Action Plan began with foundational work led by the Equity and Wellness Institute (EqWI), which supported the Town of Truckee in establishing a clear understanding of existing conditions, challenges, and opportunities related to inclusion, diversity, equity, and accessibility. EqWI conducted an internal assessment by reviewing 25 Town documents, such as the General Plan, 2023 Equal Employment Opportunity (EEO) Survey, internal policies, and communications. They also held over 20 confidential interviews with staff, community-based organizations, and members of the Washoe Tribe. An all-staff survey gathered perspectives from 82 respondents, offering insight into internal IDEA awareness and attitudes.

This phase included an environmental justice analysis in collaboration with the Town's GIS team. Mapping exercises helped visualize social and environmental indicators such as fire risk, flood zones, and proximity to essential services, layered with demographic data. Using a combination of qualitative and quantitative techniques, EqWI coded themes and identified early patterns, which were used to generate draft recommendations. While they did not author the final Action Plan, their work laid an essential foundation for the Town's subsequent planning.

Council received an IDEA Action Plan update, and the Environmental Justice Analysis, in October 2024. The Staff Report from that meeting can be found in Attachment 4.

Community Outreach (Sept 2024 to May 2025)

With the help of the Equity and Wellness Institute, the Town of Truckee has identified communities of focus to help guide our work and ensure inclusive engagement. These include youth, Limited English Proficient individuals, the Hispanic/Latine community, LGBTQIA2S+ individuals, the Washoe Tribe of Nevada and California, senior citizens, people facing financial insecurity, people with disabilities, people experiencing homelessness, and veterans. While not every individual within these groups faces disadvantages, these communities have historically been, or can be, underrepresented in public processes, decision-making, and access to services. By centering these groups in outreach, planning, and programming, we aim to address barriers, amplify underrepresented voices, and build a more inclusive Truckee for all.

We also recognize that language and identity are constantly evolving. The ways communities describe themselves, and the terms that reflect dignity, cultural relevance, and self-determination, may shift over

time. As a Town, we are committed to using the most current, respectful, and inclusive language available, and will continue to listen, learn, and adapt in partnership with those most directly impacted.

Building on this foundation, the Town prioritized community-driven engagement under the leadership of the IDEA Program Analyst II. This included more than 30 one-on-one conversations, in both English and Spanish as appropriate, with stakeholders across healthcare, education, housing, and cultural advocacy. Engagement focused on the Town's identified communities of focus to ensure their perspectives and experiences informed the IDEA Action Plan.

The Town hosted an IDEA Community Workshop, attended by over 30 participants, to gather input for the IDEA Action Plan in a welcoming, inclusive, and accessible setting. Bilingual staff, interpretation services, children's activities, and a free dinner helped reduce barriers to participation. In addition to open discussion, workshop participants reviewed 13 proposed Town actions intended to advance inclusion, diversity, equity, and accessibility. They cast votes and offered detailed feedback on each proposed initiative, contributing valuable insights to help refine and strengthen the overall approach. While the majority of proposed actions were broadly supported, participants also offered specific recommendations for further improvement. In partnership with True North Research, the Town conducted a statistically valid bilingual community survey embedded within the Town's broader Community Satisfaction Survey. With responses from 600 adults, the results showed overwhelming support for IDEA initiatives, especially those enhancing access, engagement, and visibility. Most participants supported outreach to people with disabilities, community workshops, youth leadership, and partnerships with trusted organizations.

Land Acknowledgment

Town staff worked closely with the Washoe Tribe of Nevada and California to develop a formal land acknowledgment that reflects the Tribe's comments and input. The acknowledgment honors the Wašičiw's history, cultural presence, and ongoing stewardship of this region, while affirming the Town's commitment to a strong government-to-government relationship. While included in the IDEA Action Plan, the acknowledgment is also intended for use in other Town documents and initiatives, such as the River Revitalization Steering Committee (R2SC) R3 Playbook, to ensure accuracy, respect, and consistency in recognizing the Wašičiw homelands and the Washoe Tribe.

Staff Survey

A second internal staff survey was conducted to better understand training needs and preferences for internal actions. While results varied by department and role, they underscored the importance of position-specific training and inclusive HR practices. These findings, along with the Steering Committee's recommendations, helped align the internal priorities with the broader goals of the IDEA Action Plan.

Steering Committee Contributions

The Town's internal IDEA Steering Committee, comprised of staff from all Town departments, played a central role throughout. Members helped interpret data, shape outreach, and refine draft actions, drawing on their department-level insights. They participated in professional development, including a Courageous Conversations series, and worked closely with department heads to translate feedback into actionable strategies. Their involvement ensured the plan considered staff perspectives and community expectations.

Council received an IDEA Action Plan update, and the proposed External Actions, in June 2025. The Staff Report from that meeting can be found in Attachment 5.

Focus Areas and Actions

1. Community Engagement

The Town recognizes that inclusive civic engagement must go beyond traditional outreach and one-time consultation. Community members expressed a strong need for long-term, trust-centered relationships rather than one-time outreach efforts, calling for deeper engagement with communities of focus. Equitable participation requires addressing access barriers such as language, transportation, and digital literacy. This focus area outlines coordinated strategies for building relationships, expanding representation, and collaborating with local partners to enhance participation across all Town services and decision-making.

Actions:

- **1.1 Community Engagement Framework**
Develop a strategic engagement framework, collaboratively with the Communications Program Manager, to guide inclusive outreach practices Town-wide, when and where relevant. It will include tailored strategies for communities of focus, guidance for staff training, support for participatory research, and partnerships with local organizations.
- **1.2 Housing Equity Framework**
Adopt a framework that identifies access barriers and informs equitable housing program design, aligning with the Housing Element of the General Plan and focusing on underserved residents. *Note: The Housing Equity Framework was adopted by the Town Council on August 12, 2025.*
- **1.3 Youth Commission**
Establish a youth advisory group to elevate young voices in civic processes, increase youth engagement, and promote early leadership development.
- **1.4 Outreach Partnership Grant Program**
Create a grant program to support Community Based Organizations working with the Town's communities of focus, increasing effectiveness of our outreach strategies.
- **1.5 Transportation Program Outreach**
Explore ways to increase awareness of TART Connect and Dial-a-Ride, especially among first-time users and residents with limited information access.
- **1.6 Veteran Recognition**
Produce a video series celebrating veterans in Truckee, amplifying their contributions and promoting civic pride.
- **1.7 Understand Barriers for Individuals with Disabilities**
Engage organizations and people with disabilities directly to identify challenges and improve Town programs and accessibility efforts.

2. Tribal Recognition and Engagement

This focus area highlights the Town's intention to move beyond consultation and toward meaningful, long-term partnership with the Washoe Tribe of Nevada and California. Engagement with the Tribe will emphasize mutual respect, shared leadership in land stewardship, and more visible recognition of the Tribe's historical and cultural presence in the region.

Action:

- 2.1 Working Relationship with the Washoe Tribe
Expand collaboration with the Tribe through cultural acknowledgements, participation in project planning, and co-creation of policies. Actions include public recognition, website content, and the adoption of a Town Land Acknowledgment approved by the Tribe.

3. External Communications

Equitable communication is central to access and participation. Community feedback indicated that while many are aware of public meetings and services, participation remains low due to language barriers, time constraints, and discomfort with institutional formats. Residents emphasized the need for human-centered, multilingual communication and emphasized the role of trusted messengers and culturally relevant platforms.

Actions:

- 3.1 Language Access Plan
Create a plan to standardize translation, interpretation, and multilingual communications across all departments and public platforms.
- 3.2 Language Access Training
Provide staff training on best practices for engaging Limited English Proficient residents, in conjunction with the Language Access Plan rollout.
- 3.3 Social Media Platforms
Explore use of platforms like WhatsApp for direct outreach, particularly with the Hispanic and J1 communities.
- 3.4 Environmental and Emergency Resources Outreach
Collaborate across departments to simplify and increase accessibility to climate and emergency preparedness materials.
- 3.5 ADA Title II Compliance
Ensure Town web and mobile content align with ADA standards to support digital accessibility for residents with disabilities.
- 3.6 Accessibility Training
Train staff on ADA requirements and inclusive engagement practices to build confidence and consistency across departments.

Future actions (not in the 2025-2027 Strategic Priorities Workplan):

- 3.7 Interpretation and Translation Staffing
Evaluate the feasibility of adding a bilingual position to support in-house Spanish interpretation, translation and outreach coordination.
- 3.8 ADA Self-Evaluation
Reassess the Town's ADA Transition Plan to address remaining programmatic and facility barriers.

4. Organizational Structure and Culture

Sustainable change depends on embedding IDEA values into everyday operations. Some staff expressed an interest in fostering a culture of belonging and collaboration but also identified gaps in

communication and uncertainty around how to apply IDEA concepts in practice. This focus area creates the infrastructure to promote staff voice, build accountability, and coordinate Town-wide progress.

Action:

- 4.1 IDEA Committee
Establish a cross-departmental committee of 6 to 8 volunteer staff members to support ongoing internal IDEA work, including training, recruitment, and action plan implementation.

5. Staff Education around IDEA

Many Town employees want to lead with equity but need guidance on how IDEA applies to their specific roles. This focus area addresses the need for targeted, position-relevant training that empowers staff to build empathy, strengthen relationships with communities of focus, and integrate IDEA practices into day-to-day work.

Action:

- 5.1 Staff Training
Deliver a series of trainings on topics such as language access, ADA compliance, HR policy, cultural competency, and community engagement. Trainings will be tailored by department and may include optional learning sessions and job-specific resources.

6. Equitable Town Processes

To reflect the diversity of the community it serves, the Town must evaluate how its internal systems, from hiring to retention, can support fairness and representation. Staff survey feedback revealed interest in expanding inclusive recruitment, strengthening HR training, and addressing cultural gaps in the workplace. This focus area aims to enhance internal equity through practical, people-centered strategies.

Actions:

- 6.1 Job Recruitment Strategies
Partner with local organizations to advertise positions across diverse channels and develop hiring guidance for managers.
- 6.2 Training for HR Staff
Provide specialized training to HR staff on inclusive practices, empathy-building, and organizational safety.

Future actions (not in the 2025-2027 Strategic Priorities Workplan):

- 6.3 HR Policies Training
Offer refresher trainings for supervisors on protected leave, hiring practices, and compliance.
- 6.4 Workplace Complaints Training
Equip staff with tools to respond appropriately to racism, harassment, and workplace concerns.
- 6.5 Flexible Work Benefits
Encourage leadership and bargaining groups to continue to consider additional flexible, work-from-home, paid family leave, and childcare programs and benefit options.
- 6.6 Bilingual Stipend Evaluation
Review the certification process to improve access to bilingual pay incentives and support Spanish-language service delivery.

The actions identified in the IDEA Action Plan that have been prioritized for the next two years will be included in the Town's 2025–2027 Strategic Priorities Workplan and align with those priorities, as shown in Attachment 2. Actions not prioritized for this two-year cycle will be listed in the “bike rack” section of the Workplan for future consideration. A rationale for prioritization is provided after each action within the IDEA Action Plan.

Next Steps

Once the IDEA Action Plan is approved by Council, it will be professionally formatted and translated into Spanish to ensure broader accessibility. Following this, the finalized plan will be shared with the community through the Town's website and through targeted outreach to local partners and community-based organizations.

Council will receive quarterly updates on the progress of the actions outlined and included in the 2025-2027 Strategic Priorities Work Plan.

Summary: Staff recommend that Town Council adopt the Inclusion, Diversity, Equity, and Accessibility (IDEA) Action Plan and direct staff to begin implementing the proposed actions as part of the 2025–2027 Strategic Priorities Workplan.

Priority:

<input checked="" type="checkbox"/>	Enhanced Communication	<input checked="" type="checkbox"/>	Climate and Greenhouse Gas Reduction	<input checked="" type="checkbox"/>	Housing
<input type="checkbox"/>	Infrastructure Investment	<input checked="" type="checkbox"/>	Emergency and Wildfire Preparedness	<input checked="" type="checkbox"/>	Core Service

Fiscal Impact: There is no new fiscal impact associated with adoption of the Action Plan. The proposed IDEA actions were considered during the development of the adopted Town budget, which reflects anticipated implementation costs. Any future internal IDEA actions requiring funding will be brought to Council through the annual budget or budget amendment process.

Public Communication: As part of the Action Plan development process, IDEA staff conducted individual outreach meetings with more than 30 local stakeholders, held conversations with community-based organizations, and engaged directly with cultural advocates and members of the Town's communities of focus. Additionally, a statistically valid, bilingual town-wide survey gathered input from 600 participants. IDEA staff reports, along with supporting attachments, have been published in Town Council agendas. The IDEA Action Plan's Executive Summary (Attachment 3) and this staff report, as well as the September 23rd meeting agendas, will be translated into Spanish, and Spanish interpretation will be available during that meeting. Once approved and formatted, the IDEA Action Plan and its translated materials will be available on the Town's website

Attachments:

1. IDEA Action Plan
2. IDEA Section of the 2025-2027 Strategic Priorities Workplan
3. IDEA Action Plan's Executive Summary
4. Staff Report from October 22, 2024 available at:
<https://portal.laserfiche.com/Portal/DocView.aspx?id=59746399&repo=r-6a91ddbc>
5. Staff Report from June 24, 2025 available at:
<https://portal.laserfiche.com/Portal/DocView.aspx?id=59845365&repo=r-6a91ddbc>