

# City of Tualatin

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Diversity, Equity,  
Inclusion, & Belonging  
Status Report

TsaiComms



*City of Tualatin*

# Who are we?

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**TsaiComms**

**Bridging Difference**

[www.tsaicomms.com](http://www.tsaicomms.com)

**DEI org assessments, consulting, coaching,  
facilitation, team interventions, training**

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# Where We Started – Phase I – Organization Assessment

## 1. Gather Input: July – September, 2021

- All-staff survey
- 3 Focus groups
- 21 one-on-one interviews

## 2. Analysis and Report Out: October – December, 2021

- Quantitative
- Qualitative
- Executive Summary
- Themes, findings, recommendations



# Executive Summary

- Strong appreciation for leadership's commitment to and communication about DEI
- Employees love working at COT, feel included and respected
- Appreciation for mission, service to community
- Action on equity concerns lags even after needs are identified

# Executive Summary, cont'd

- Some innovative programs and proactive conversations
- Core group of dedicated DEI “Champions”
- Good start on DEI training and engagement, but need more strategic training approach focused on:
  - ✓ Level-setting
  - ✓ Closing gaps
  - ✓ Implementing actionable strategies to move DEI forward

# Themes/Findings about the State of DEIB

1. Leadership & Communication
2. Policies & Practices
3. Bias, Microaggressions, Disparities, & Equities
4. Professional Development, Recruitment, & Other DEI Concerns

# Recommended Short Term Next Steps

1. Develop and communicate DEI Strategic Action Plan to identify goals, strategies, KPIs, owners
2. Create and apply an Equity Lens to all decision-making
3. Consider ERGs, e.g., LGBTQ+, women's leadership
4. Conduct trainings on:
  - ✓ *Leading Across Difference* for managers, supervisors, leadership
  - ✓ DEI Foundational workshop *Working Across Difference* for all staff
  - ✓ History of racism and xenophobia
  - ✓ Unconscious Bias and Microaggressions & how to respond

# Long-Term/Ongoing Recommendations Starting Now: Institutionalizing DEI

1. **Ensure COT staff understand DEI vision, mission and goals** for COT and what it means for everyone going forward
2. **Embed DEI into Strategic Plan (DEI Strategic Plan)**
3. **Communicate DEI Commitment** internally and externally with coordinated, strategic communications plan
4. **Instill “shared accountability”** in owning, thinking, and designing an inclusive and equitable culture, where DEI is second nature: everyone belongs—everyone is heard, supported and included
5. **Embed DEI into employee lifecycle policies & practices** w/metrics to support understanding of where you are on the journey, rather than indicators of achievement



# Long-Term Recommendations Starting Now: Institutionalizing DEI, cont'd

- 6. Develop mindful DEI leadership:** All leadership & managing staff commit to ongoing personal development and DEI accountability
- 7. Clarify / review policies, processes with Equity Lens:** Use metrics to establish where you are & to set goals (HR, Professional Development, etc.), then ensure policies are reviewed regularly by cross-level teams to identify equity concerns / solutions; DEI not static but iterative
- 8. Strategically support DEI through external relationships, outreach, collaborations, networking** (more relationship building / understanding with AAPIs, Native Americans, Blacks, low-income population)

# Where We Are – Phase II – DEI Strategic Action Planning

1. Formed DEI Action Plan Core Team:
  - 3 Dept. Heads/Asst. CM
  - 3 mixed levels
2. Drafted DEI Vision Statement
3. Drafting DEI Mission Statement
4. Outcome: Strategic Action Plan draft (internally focused initially)

22h  
on, Mission, Goal  
DEI Action Planning Team

for  
4,

What is our Vision for DEI? Group 2 (Feb4, 2022)

DRAFT VISION STATEMENT (Feb 16, 2022)

DEIB PHASE (Feb9, 2022)

Where are we now re: DEIB? (refer to Harvard Toolkit page 4 & 5) (Feb16, 2022)

We're Growing, but with a few forays toward Mature

Communication is where we're not quite there yet - ensuring we're communicating down that we're talking about it, what we're thinking and planning, we haven't done. An update on this process will be good to get to rest of COT. Hasn't formally communicated DEI at all employee meetings. Can incorporate into what Sherilyn's doing via Don in 1:1. Fundings are made but more work needs to be done.

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n their

"Ongoing commitment to"

Explicitly naming that this is for community members and staff

\*\*We envision a diverse, empowered, and thriving community where everyone feels a sense of belonging, is respected, and free to embrace their identity.

"Inclusive community"

We envision a community where everyone is empowered to live their identity, respect is cultivated, belonging is fostered, diversity is reflected, and everyone thrives.

Dignity / fostering a culture of respect

We envision a local government and City staff that reflects the true diversity of our community, and works actively to foster a strong sense of belonging.

All individuals, regardless of their identity will thrive / experience a high quality of life

Strength / cohesion across difference

Welcoming environment where all are accepted / we adapt to each other

We envision a community in which City staff and leadership cultivate respect for differences, nurture the dignity of individuals so that community members and future generations can thrive.

We envision a community in which we cultivate respect and nurture dignity so everyone thrives. (JT)

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Activating Change: Transitional Phase.

Starting to have accountabilities and systems to activate change (e.g. DEI Committee, Action Planning Committee, Community Outreach \$); in-between start up and transitional for activating change.

Allocation of Resources: Transitional Phase, Aspiring towards Maturity

DEI resources are limited but not a standard yet in all budgets. Focusing on DEI more in projects with some \$. Need to identify how much more we need in departments, dedicated to specific initiatives and not applied as a general pot of \$. Include sub-line items in the budget for DEI work, e.g. staff training is identified in each department's budget. Continue

# Summary

- Plans and strategies to address challenges require 100% short and long-term commitment by everyone
- Equitable and inclusive structures, systems, policies, and practices need to be in place to support communication, COT culture, recruitment, & retention

# Questions?

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