



WHEREAS, the City of Happy Valley is becoming increasingly diverse; more than one in every four residents identifies as a race other than, or in addition to, white; and

WHEREAS, diverse and vibrant backgrounds, perspectives, and abilities contribute to the health, welfare, and economy of Happy Valley; and

WHEREAS, the City is improved when all residents have access a opportunity to equitably participate i economic fabric of th

DIVERSITY & EQUITY INCLUSION

community leaders initiated Happy Valley a mor community ongoing community dialogue and learning

DRAFT STRATEGIC ACTION PLAN 2021 - 2024

Our mission: "We strive to build a community where all people are welcome. Our strength lies in the diversity of race, gender, sexual orientation, age, religion, differing ability and cultures of our residents. We seek to create a safe and kind community where we all live and learn together respectfully."

NOW THEREFORE, we, the City of Happy Valley do hereby proclaim the City celebrates and honors the spirit of community is bringing neighbors together and making our community the kind of place feels valued.



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ABOUT TEAM HAPPY VALLEY

The City of Happy Valley incorporated in 1965, growing from a rural area of about 300 people to a thriving community of 21,700 neighbors. Surprising to some, Happy Valley is one of the most diverse cities in Oregon! Many residents identify as Asian (22.7 percent), of two or more races (5.9 percent), and/or Hispanic or Latinx (4.4 percent). Moreover, our beautiful parks and trails, safe neighborhoods, and vibrant business community contribute to making Happy Valley a wonderful place to call home. Together, we celebrate and honor the spirit of unity bringing people together and making our Happy Valley the kind of place where everyone feels valued. Want to learn more? Click the icons below and follow the City of Happy Valley online!



ACKNOWLEDGEMENTS



Diversity, Equity, and Inclusion Task Force

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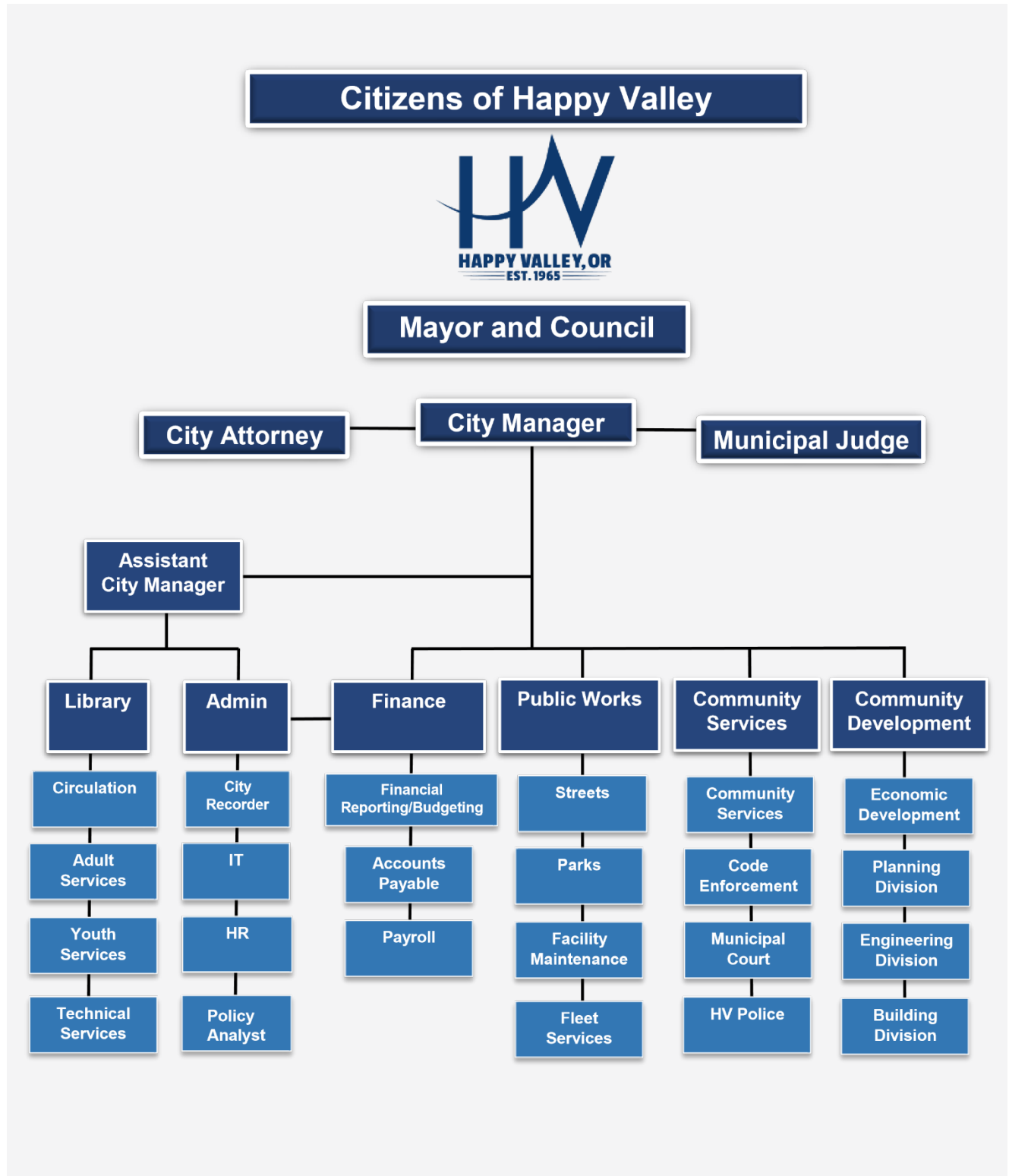
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ORGANIZATIONAL CHART



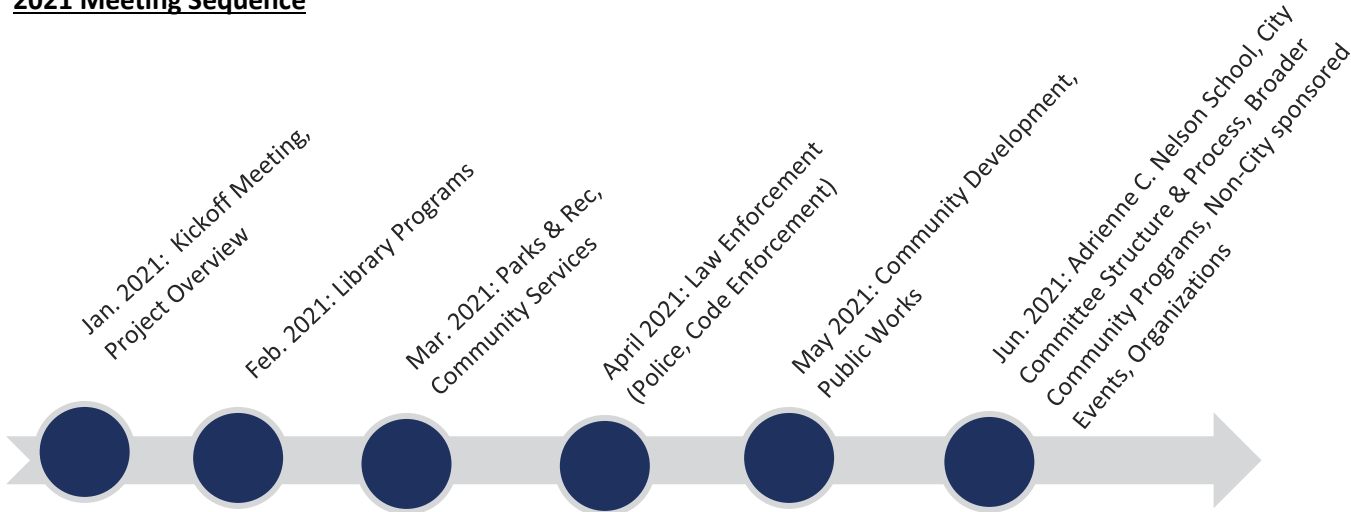
PROCESS

In March of 2019, the City of Happy Valley issued a [resolution](#) condemning racism, supporting justice and equity, and authorizing the creation of a Diversity, Equity, and Inclusion Task Force. This resolution called on the City of Happy Valley to acknowledge the role of diversity, equity, and inclusion (DEI) in the City’s success and viability as an organization dedicated to the livability of its community. The process that followed this resolution led the City to critically examine its policies and practices to identify ways to address individual and structural inequalities.

Over the last year, the City, with help from the DEI consultant firm Tangible Development, has engaged in a multi-phased process to create measurable goals to address DEI internally as an employer, and externally in the work to provide equitable and inclusive programs and services for all residents of Happy Valley.

Key to the construction of these goals was community involvement through the creation of the DEI Task Force. Applications were opened in the fall of 2020 and the DEI Task Force Committee selected 18 people to serve as a diverse, cross-section of community stakeholders. In addition, the DEI Task Force was joined by two liaisons from the City Council, City Manager, Assistant City Manager, and Human Resources Director. Meetings commenced in December of 2020 and have continued into 2021. Every month a City department or program attended the DEI Task Force meeting to update Task Force members on the work done in each department to address DEI and hear feedback and suggestions from Task Force members on how to evolve in DEI work that meets the needs of the residents. Below is a list of the dates and focus of each meeting.

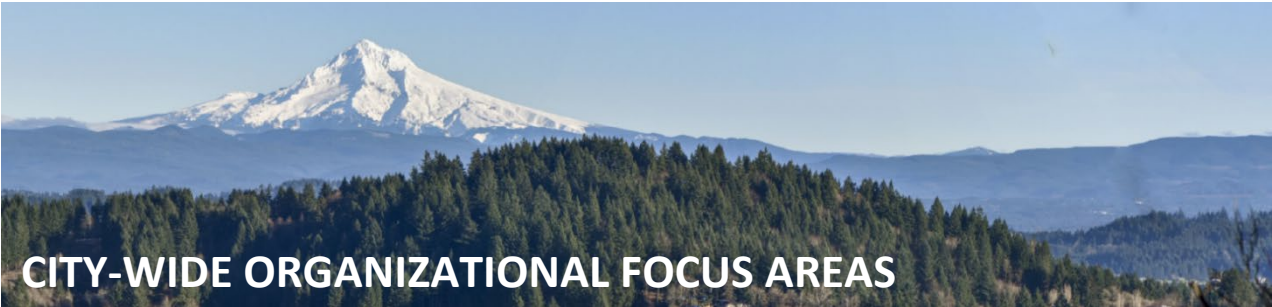
2021 Meeting Sequence



GOALS

From those meetings, City staff and Tangible Development constructed the DEI Strategic Action Plan. This comprehensive plan includes three city-wide organizational focus areas with multiple goals under each focus area. Departmental focus areas follow the city-wide organizational focus areas. Collectively, these goals take a comprehensive approach to addressing diversity, equity, and inclusion at the City of Happy Valley. Each goal has an estimated timeline for completion/implementation and City staff member responsible for seeing the goal through. The DEI work is spread across every department and layer at the City with the goal of creating a strong, cross-functional approach to organizational change at the City of Happy Valley. Implementation for the actions and strategies contained in this plan are expected to take place between 2021 and 2024. During that time, this plan is intended to be a living document that will be continually revisited.

FOCUS AREAS



CITY-WIDE ORGANIZATIONAL FOCUS AREAS

1 CITY-WIDE ORGANIZATIONAL FOCUS AREA 1: REFLECTING THE DIVERSITY OF OUR CITY

Goal 1.A The diversity of City staff & committees mirror the demographics of the city of Happy Valley		
Strategy	City of Happy Valley Staff Responsible	Target Implementation Date
Develop an infrastructure to track compositional diversity of recruitment efforts, hiring pools, and new hires.	Human Resources	Fall 2021
Develop an infrastructure to track compositional diversity of volunteer committee applicants and participants in city programs (i.e., recreational programs, library programs, etc.).	Administration, Community Services, and Library Departments	Fall 2021

Develop a formal recruitment strategy to diversify candidate pools for advisory committees, with a target of 5% increase in racial diversity of applications each year over 3 years until the percentage mirrors city demographics. Include a question on the application seeking candidate experience working with diverse groups.	Administration	Fall 2021
Develop guidance & training for hiring authorities that focuses on addressing bias in the hiring process.	Human Resources with support from an ad hoc cross-departmental committee	Fall 2021
Review and write standard interview questions, with attention to eliminating bias.	Human Resources with support from an ad hoc cross-departmental committee	Winter 2021
Develop a formal recruitment strategy to diversify candidate pools for city staff, with a target of 5% increase in racial diversity of applications each year over 3 years until the percentage mirrors city demographics.	Human Resources with support from interested staff members	Winter 2021
Research and invest in increased translation services for all City documents, programs and services, both online and in person.	Communications Team & City Manager	Spring 2022

2 CITY-WIDE ORGANIZATIONAL FOCUS AREA 2: STAFF CULTURE, CLIMATE, & TRAINING

Goal 2.A Develop a Learning & Development plan for all staff around building a culture of accountability, with a particular focus on healthy conflict resolution, DEI, and anti-racism.		
Strategy	City of Happy Valley Staff Responsible	Target Implementation Date
Create a formal training program for staff consisting of new and existing training opportunities, including cultural awareness/competency.	City Manager, Assistant City Manager, Human Resources	Spring 2022

Goal 2.B Establish a common language for DEI across the organization, with a specific focus on integrating the City's racial justice statement into practice at the City.

Strategy	City of Happy Valley Staff Responsible	Target Implementation Date
Integrate DEI language into HV Staff Handbook, evolve language from compliance language to strategic, including the City's adopted racial justice statement.	Human Resources	Spring 2022
Develop/improve mechanisms for staff who need more support after a workplace bias incident to request and receive further support.	Human Resources & Administrative Team	Spring 2022

Goal 2.C Integrate DEI work into all City staff roles and responsibilities.

Strategy	City of Happy Valley Staff Responsible	Target Implementation Date
Integrate DEI language into job descriptions specific to role and function across the organization.	City Manager, Assistant City Manager, Supervisors, Human Resources	Spring 2022
Integrate training requirements into performance evaluations.	City Manager, Assistant City Manager, Supervisors, Human Resources	Spring 2022

Goal 2.D Evaluate and explore shifting/editing city-recognized holidays to recognize personal, religious or culturally significant holidays of City staff.

Strategy	City of Happy Valley Staff Responsible	Target Implementation Date
Evaluate the personal, religious or cultural needs of City staff to recognize.	City Manager, Assistant City Manager, Supervisors, Human Resources	Calendar Year 2022
Research legal or legislative requirements regarding federal/state/local holidays.	City Manager, Assistant City Manager, Supervisors, Human Resources	Calendar Year 2022
Incorporate a floating holiday for employees to use to honor an important religious or cultural day of importance.	City Manager, Assistant City Manager, Supervisors, Human Resources	Calendar Year 2022

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CITY-WIDE ORGANIZATIONAL FOCUS AREA 3: ACCOUNTABILITY TO CITY RESIDENTS

<p>Goal 3.A Provide quarterly updates to the DEI Task Force on progress of the strategic diversity plan.</p>		
<p>Strategy</p>	<p>City of Happy Valley Staff Responsible</p>	<p>Target Implementation Date</p>
<p>Schedule DEI Task Force meetings for quarterly updates.</p>	<p>Assistant City Manager</p>	<p>Fall 2021</p>
<p>Goal 3.B Explore the need and purpose of the DEI Task Force long-term.</p>		
<p>Strategy</p>	<p>City of Happy Valley Staff Responsible</p>	<p>Target Implementation Date</p>
<p>Explore the need and purpose of the DEI Task Force long-term.</p>	<p>Assistant City Manager</p>	<p>Summer 2022</p>
<p>Goal 3.C Conduct community surveys and life stories to inform citywide goals and priorities every 2-3 years.</p>		
<p>Strategy</p>	<p>City of Happy Valley Staff Responsible</p>	<p>Target Implementation Date</p>
<p>Conduct community surveys and life stories to inform citywide goals and priorities every 2-3 years.</p>	<p>Assistant City Manager</p>	<p>Summer 2023</p>
<p>Goal 3.D Provide ADA accommodation form on the website, update all materials to include accommodations form, communicate/awareness campaign about accommodations process.</p>		
<p>Strategy</p>	<p>City of Happy Valley Staff Responsible</p>	<p>Target Implementation Date</p>
<p>Provide ADA accommodations form through the website, update all materials to include accommodations form, communicate/awareness campaign about accommodations process.</p>	<p>Assistant City Manager & Human Resources</p>	<p>Fall 2021</p>

Goal 3.E Be a community convener by bringing various groups together (i.e., United Community Alliance, Schools, Business Leaders, Cultural Leaders, etc.) on an as needed basis to support DEI efforts and partnerships.

Strategy	City of Happy Valley Staff Responsible	Target Implementation Date
Host public forums.	Administration & Community Services	Fall 2022
Meet quarterly with school principals.	Administration & Community Services	Fall 2022
Engage with the United Community Alliance annually, at a minimum to explore partnership opportunities.	Administration & Community Services	Fall 2022

Goal 3.F Support and participate in the Diversity, Equity, and Inclusion efforts of Clackamas County.

Strategy	City of Happy Valley Staff Responsible	Target Implementation Date
Fund the development of building a list of community resources.	Administration	Fall 2022
Attend meetings.	Administration	Fall 2022
Provide connections between residents of Happy Valley and DEI leaders at Clackamas County.	Administration	Fall 2022

Goal 3.G Engage historically marginalized groups in public art opportunities and programming.

Strategy	City of Happy Valley Staff Responsible	Target Implementation Date
Engage a diverse set of community members in the advertisement for, selection, and production of new public art.	Administration	Spring 2023
Support opportunities for culturally significant art programming	Administration	Summer 2022



DEPARTMENTAL DEI FOCUS AREAS



COMMUNITY SERVICES DEPARTMENT FOCUS AREAS

COMMUNICATIONS

Goals		
<ol style="list-style-type: none"> 1. Consistently publicly engage around social justice and community events/issues. 2. Ensure all groups and individuals are represented in City communications. 3. Provide communication that effectively meets the needs of our diverse community. 		
Strategy	City of Happy Valley Staff Responsible	Target Implementation Date
Create policy and procedure to determine what social, cultural, community issues and areas to engage.	Core Communications Group & City Manager	Winter 2021/22
Determine what to share, where, and how frequently from partner organizations.	Core Communications Group & City Manager	Winter 2021/22
Determine when organizational statements should be made.	Core Communications Group & City Manager	Winter 2021/22
Develop a calendar to track comprehensive cultural and religious events.	Core Communications Group & City Manager	Winter 2021/22
Develop a mechanism for soliciting proactive staff and community inclusion regarding organizational communication and City-sponsored programs.	Core Communications Group & City Manager	Winter 2021/22
Continue to explore new and/or different communication tools to reach a broad audience.	Core Communications Group & City Manager	Winter 2021/22

RECREATION PROGRAMS AND CITY EVENTS

Goals		
<ol style="list-style-type: none"> 1. Ensure city programs and events are culturally relevant, accessible, and reflective of the diversity in the community. 2. Increase participation and engagement of underrepresented communities in the City. 		
Strategy	City of Happy Valley Staff Responsible	Target Implementation Date
Assess, on a yearly basis, program locations to ensure residents of all abilities can access services and program content.	Community Services Department	Spring/Summer 2022
Create more consistent resident input and feedback opportunities.	Community Services Department	Spring/Summer 2022
Provide programs and/or activities at city events for people with special needs.	Community Services Department	Spring/Summer 2022
Engage cultural and other underrepresented groups in the community through one-on-one meetings and/or surveys to explore the addition of programs that are representative and reflective of the diversity of the City.	Community Services Department	Spring/Summer 2022
Seek out diverse vendors, entertainment providers, and program partners that are reflective of our community composition.	Community Services Department	Spring/Summer 2022





PUBLIC SAFETY (CONTRACT POLICE, COMMUNITY SERVICE OFFICERS, MUNICIPAL COURT) FOCUS AREAS

Goals		
<ol style="list-style-type: none"> 1. Developing a safe and inclusive environment for BIPOC staff and community members. 2. Continue to ensure Public Safety Officers are current in best practices with support for mental health issues. 3. Focus on a community policing model that supports community connection and neighborhood safety. 		
Strategy	City of Happy Valley Staff Responsible	Target Implementation Date
Continue partnership with Clackamas County Sheriff's Office to support: <ul style="list-style-type: none"> • Ongoing training on diversity for Public Safety Officers • Ongoing training on and evaluation of de-escalation best practices • Mental health resources for HV police officers • Implementation of body cameras • Engagement with youth that focuses on positive interactions in schools via a School Resource Officer • The restorative justice program for youth 	Public Safety Department	Fall 2021
Provide similar DEI related training for Community Service Officers.	Public Safety Department	Fall 2021
Ensure Traffic and Public Safety Committee receives updates on reports of bias incidents, equity training programs, and diversity efforts.	Public Safety Department	Fall 2021
Collect and analyze demographic information regarding citations and judgements to track any disparities.	Public Safety Department	Fall 2021
Invite community feedback and find ways to encourage more voices to join discussions on local public safety efforts.	Public Safety Department	Fall 2021
Continue to have public safety personnel engage with residents during community events to build trust.	Public Safety Department	Fall 2021
Review and implement new requirements on police reform based on the 2021 Legislative Session. Communicate to City Leaders implementation steps.	Public Safety Department	Fall 2021





LIBRARY FOCUS AREAS

Goal Residents will have access to materials in various languages, programs celebrating different cultures, and service provided by trained staff members.		
Strategy	City of Happy Valley Staff Responsible	Target Implementation Date
Identify community partners to help develop culturally appropriate programming that reflects the diversity of our community. <ul style="list-style-type: none"> ● <i>Proactively develop a list of partners and advisers to assist with the implementation of this objective.</i> ● <i>Investigate programming that would provide insights to other cultures.</i> ● <i>Offer community DEI themed programs</i> ● <i>Offer anti-bullying programs</i> 	Library Department	Fall 2021
Investigate and implement ways to acknowledge and celebrate holidays and significant dates of diverse cultures. <ul style="list-style-type: none"> ● <i>Work with community partners and members to identify opportunities</i> ● <i>Develop programs with the help and advice of appropriate community members</i> ● <i>With the success of the Lunar New Year program, add two more in the next five years</i> 	Library Department	Fall 2021
Expand materials and classes provided in various languages. <ul style="list-style-type: none"> ● <i>Based on survey results, school statistics, and patron requests, expand current collections and, if called for, develop new collections in an unrepresented language. Analyze new census data</i> ● <i>Investigate ESL programming</i> 	Library Department	Fall 2021
Share and promote diverse lists of library materials on city website and social media. <ul style="list-style-type: none"> ● <i>Expand reach of social media platforms</i> ● <i>Continue website blog posts highlighting resources and materials for a diverse audience</i> ● <i>Add book recommendations on various DEI topics to city website</i> 	Library Department	Fall 2021

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PUBLIC WORKS FOCUS AREAS

<u>Goal</u> Ensure all facilities, parks, streets, and other city-owned assets are available and welcoming for everyone in the community.		
Strategy	City of Happy Valley Staff Responsible	Target Implementation Date
Maintain all city-owned facilities to high standards so they are accessible and welcoming for all.	Public Works Department	Winter 2021/22
Engage a diverse set of community members in the planning of future facilities through targeted surveys, open houses, etc.	Public Works Department	Winter 2021/22
Research contract processes in other government agencies to evaluate options for providing preference points to women and minority owned businesses for City contracts.	Public Works Department	Winter 2021/22
Develop and offer an educational workshop to assist women and minority owned businesses through the contract bid process.	Public Works Department	Winter 2021/22
Conduct outreach to the ADA community on park and facility improvements.	Public Works Department	Winter 2021/22
Include gender neutral restrooms in all new parks and new city facilities.	Public Works Department	Winter 2021/22

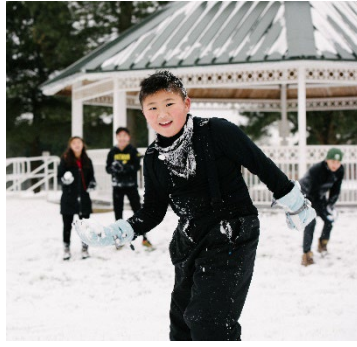




COMMUNITY DEVELOPMENT FOCUS AREAS

Goal Plan for an inclusive City that is welcoming to all and built to last.		
Strategy	City of Happy Valley Staff Responsible	Target Implementation Date
Create opportunities for more consistent resident input and feedback, seeking out audiences of people who don't historically participate.	Community Development Department	Spring 2022
Reach out to minority owned businesses already in the community to establish a connection.	Community Development Department	Spring 2022
Provide housing diversity across the City to attract residents at all income levels.	Community Development Department	Spring 2022





HAPPY VALLEY FOR EVERYONE
DIVERSITY EQUITY & INCLUSION