

2017 DIVERSITY & INCLUSION COMMISSION REPORT TO COUNCIL



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ADDRESS TO CITY COUNCIL

Members of Hamilton City Council,

In a beautiful Midwest City with the authenticity and character of Hamilton, Ohio it is important that we are intentional in our efforts to recognize, value, embrace, and leverage the diversity of our residents and visitors to take our growth even further! In 2015, City Council made a choice to make diversity and inclusion a priority in Hamilton by establishing the Diversity and Inclusion Commission. In 2017, the City made an even further commitment by hiring a Diversity and Inclusion Coordinator to coordinate our diversity programs and initiatives to leverage our resources and build on our work of making Hamilton a more diverse and inclusive place to live, work, and play.

This report from the Diversity and Inclusion Commission to City Council summarizes the work of the Commission over the past year, outlines the new Action Plan document including the recommendations to City Council and Administration, along with the Commission's plan of action for both 2017 and 2018. This report also highlights a variety of efforts across the City that took place this year which support diversity and inclusion. The work we have cut out for us is not something that can happen with the Commission alone. It takes an entire community of people and organizations who support the various aspects of diversity and inclusion to promote, educate, and advocate for everyone. In 2017, Commissioners enacted a number of changes to the way we conduct business to build on the foundations of diversity and inclusion started by the creation of the Commission and bring community partners along on our journey.

It has been my privilege to serve as the Diversity and Inclusion Coordinator and Chair of the Diversity and Inclusion Commission over the past eight months. In the years to come, we plan to take diversity and inclusion full circle by exploring strategies that intentionally immerse inclusion in everything we do. It is important that we make sure everyone understands our vision of inclusion and how embracing inclusion creates more high-quality opportunities for everyone to be part of the major growth taking place in Hamilton. From our recruitment and hiring efforts, to the services we provide, to our interactions with our residents and the community, I look forward to the work we have in store for the future.

A special thanks goes to those City residents, employees, and volunteers who have given countless hours of their time to assist the Commission in reaching its goals. This work would go nowhere without you and there aren't enough words to express my gratitude to you all for your service.

Respectfully submitted,

Boyce Swift
Chair, Diversity & Inclusion Commission

THE COMMISSION

The City of Hamilton's Diversity and Inclusion Commission is comprised of 15 appointed City residents and City staff members who are responsible for advising on the City's diversity and inclusion efforts. The Commission, which meets monthly, serves in an advisory capacity to City Council and Administration by making recommendations regarding various programs and initiatives that look to break down the barriers to diversity and inclusion in Hamilton. The Commission also serves a dual role as activists in the community advocating for more just and harmonious interactions between the City and the community. The following are the names of the 2017 Diversity and Inclusion Commissioners (a full roster is included as **Attachment A**):



(From Left to Right) [First row] Boyce Swift, Robert Harris, Officer Eric Taylor, Rose Haverkos, [Second row] Shaquila Mathews, Dorothy Cash, Edward Wilson, Elizabeth Crehan, James Johns, Letitia Block, Esq., [Third row] Robert McClellan, Alicia Pater, Katherine Becker, Arian Hall, Deputy Fire Chief Mark Mercer, Police Chief Bucheit, Firefighter Trevor Snider

Voting Members: Katherine Becker, Richard Cardwell, Dottie Cash, Elizabeth Crehan, Joel Fink, Arian Hall, Robert Harris, Rose Haverkos (Vice Chair), James Johns, Alicia Pater, Shaquila Mathews, Mark Mercer, Trevor Snider, Eric Taylor, and Ed Wilson

Ex-officio Members: Letitia Block, Craig Bucheit, Marcos Nichols, and Boyce Swift

DIVERSITY AMBASSADORS

At the 2016 Diversity Workshop, which was a partnership between the Commission, Miami University Hamilton, and the Booker T. Washington Community Center, a recommendation from attendees was that the Commission should explore options for allowing individuals who were not residents or employees of the City the opportunity to help carry out the work of the Commission. In a response to this recommendation, the Commission established the Diversity Ambassadors Program. At their September 26, 2016 meeting, the Diversity and Inclusion Commission voted unanimously to amend their rules to allow for participation from individuals who are residents of the City, employed by the City, or who live in Butler County or a neighboring county and have a verified connection to Hamilton. Diversity Ambassadors are considered non-voting Commission members and serve one-year terms. Ambassadors assign their membership to one of the Commission's three subcommittee and are responsible for assisting Commissioners in executing the items outlined in the Action Plan. This rule change was intended to increase volunteer participation in the Commission's goals and enable the commission to foster positive relationships with the community in our efforts to make Hamilton a more diverse and inclusive place to live, work, and play.

Diversity Ambassadors: Matthew Beckman (CECP), Kari Brooke (CECP), Peter Engelhard, Jr. (CECP), Tomika Hedrington (CECP), Robert McClellan (CECP), Deloise Shipmon (IRRP), Paula Sims (MC), and Darris Storms (CECP)

THE ACTION PLAN

The Diversity and Inclusion Commission's 2017-2018 Action Plan sets forth the Commission's strategic plan for the two-year period. The Action Plan was intended to be a less complex document than the original Objectives, Goals, Strategies, and Measures (OGSM) model format that the Commission previously used.

THE MOVE FROM THE OGSM MODEL

In March 2017, in a response to community members' requests to know more about the work of the Commission and its plan to make Hamilton a more diverse and inclusive community, Commissioners voted to adopt a simpler version of their former OGSM document for a more easily digestible Action Plan. While the Action Plan is intended to offer a more easy-to-understand, straightforward version of the OGSM, the plan withholds the original goals outlined in the Commission's former OGSM. The full Action Plan is included in this report as Attachment B.

RECOMMENDATIONS TO CITY COUNCIL & ADMINISTRATION

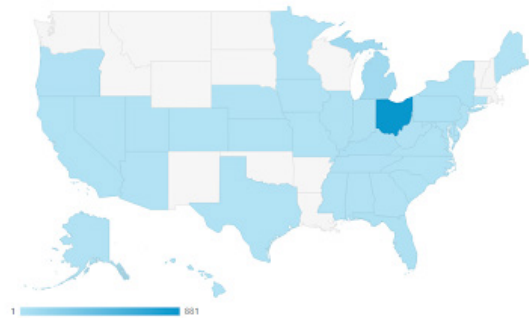
For 2017-2018, the Commission's recommendations to City Council are the following:

- Develop a program to address at least one of the barriers express in the employee survey
- Update the City's Affirmative Action Plan
- Offer diversity and inclusion training to all employees
- Create recruitment and promotion plans in all City Departments
- Create a standardized employee performance evaluation system to ensure fairness in promotions
- Implement the Hamilton Executive Leadership Program (HELP)
- Recruit diverse individuals by standardizing the applications process for all boards, commissions and committees
- Encourage minority and women business enterprise
- Implement the EMBARK Internship Program
- Develop an employment plan for Individuals with Developmental Disabilities
- Develop and implement a recognition program for departments and divisions who make successful diversity and inclusion gains

RECOMMENDATIONS TO CITY COUNCIL & ADMINISTRATION THAT HAVE PROGRESSED

Develop a program to address at least one of the barriers expressed in the employee survey

The Diversity and Inclusion Commission partnered with the Human Resources Department in 2016 to conduct an employee survey regarding employees' perceptions of diversity and inclusion. From the survey, the top three barriers to diversity and inclusion expressed by employees were the following: barriers to diversity and inclusion due to a limited recruitment reach, an overall "color blindness" mindset, and employees' concerns that standards would be lowered for the sake of diversity. Since then, the City has taken measures to address the concern related to the City's recruitment reach.



To help illustrate the City's expanded recruitment reach following the implementation of NeoGov, Marcos Nichols, Civil Service & Personnel Director, offered the image below to Commission members during a July 2017 Action Plan Update presentation.

In July 2017, the Civil Service & Personnel Department converted to NeoGov, a human resource management system. NeoGov offers applicant tracking services that allow the Civil Service & Personnel Department to collect applicant's geographical data among other things. The software offers job applicants increased features including the ability to apply for multiple jobs without re-entering application information, applicants can submit a job interest card to be notified when a position becomes available and receive email correspondence when the applicant's status has changed in the application process. NeoGov expands recruiting efforts by not only posting on the City's job post landing site but also display our available jobs on Governmentjobs.com.

According to NeoGov applicant data analysis reports, as of December 15, 2017 the City received over 800 applications for the 31 job postings posted by the City of Hamilton to NeoGov. The demographic breakdown of applicants are the following: Male (61%), Female (37%), White (74%), Black (13%), Hispanic (3%), Mixed Race (3%).

Update the City's Affirmative Action Plan

The value of an affirmative action plan is that it is not only a quantitative analysis tool that assesses the demographic data of our workforce, but it also evaluates our utilization and requires us to put in place a strategy to address any underutilization that may be revealed in our analysis. This directly relates to the work of the Commission because if we want to be successful in creating a workforce reflective of the community we serve, we must have a clear picture of where we are and where we want to be.

Since March 2017, we have been tracking and reporting our employee demographic data. On the City's OpenHamilton Transparency Portal, you can now view our monthly demographic data reports to see trends in employee demographics. Also with the recent switch to NeoGov, we now have better data collection that allows us to view more characteristics about who are applying to City jobs and where the applications are coming from.

In late December 2017, the City executed a letter of engagement with Taft Law to begin the process of updating our Affirmative Action Plan for 2018. Once a plan has been created, we will be able to better assess our strategies to address any underutilization that may be realized.

Offer diversity and inclusion training to all employees

Everyone has bias. Our biases tend to manifest themselves unconsciously in our interactions with others and the choices we make everyday. Our bias shapes the way we look at world. In a world that is constantly evolving and becoming increasingly more diverse, it is important for our employees to understand how implicit bias affects the way we perceive certain experiences, especially since we are public servants. When we can better understand our implicit bias we have the advantage of challenging those biases to broaden our horizons and provide a better experience for our coworkers and the customers we serve.

In the City's effort to build on the 2015 citywide training sessions on diversity and inclusion led by Dr. Ron Jackson of Cinspire Consulting, the City provided training sessions on the topic of implicit bias. Dr. Jackson recommended the City have recurring training for employees on the concepts related to diversity and inclusion and implicit bias was one concept among many others in the foundations of diversity and inclusion.

The City hired diversity consultants Elaine Hansen and Barbara Dixon of Shared Values-Different Perspectives, a local consulting company focused on promoting diversity and inclusion in non-traditional ways. The City held training sessions across all City departments including both Meldahl and Greenup Hydroelectric Power Plants during the Fall of 2017. Elaine and Barbara explored the importance of implicit bias and the sensitivity around the subject by using an interactive approach. Employees were asked to examine their initial impressions of people based solely on a brief glimpse of their photograph. This approach was intended to illustrate the fact that we make our first impressions of people within seconds of meeting them.

In our commitment to promoting diversity and providing City of Hamilton employees, residents and visitors with a more inclusive experience we will continue to offer opportunities for employees to delve deeper into the concepts of diversity and inclusion.

Create recruitment and promotion plans in all City Departments

After some leadership changes at the City in the summer of 2017, the City saw an opportunity to reassess the work we are trying to accomplish as a city and how to best organize our areas of talent to achieve our goals. The City underwent a reorganization intended to better leverage our resources

and provide a more concerted and synergistic approach to the services we provide. One major benefit of the reorganization is that it will allow for our Human Resources and Civil Service & Personnel Departments to work to more closely since the work of each department is closely related.

To accompany the reorganization, the City's Human Resources Department held two Human Resources Tools & Expectations meetings for department and division heads to begin the reorganization informed and on the same page. At this meeting, department and division heads were asked to complete a recruitment planning worksheet. This worksheet looked to assess each City department and division current recruitment and retention initiatives with the intention of creating a comprehensive recruitment plan for the entire City in the future.

Create a standardized employee performance evaluation system to ensure fairness in promotions

With the variety of boards, commissions, and committees that operate under the City, it is important that we work intentionally to allow anyone who is qualified and interested the opportunity to serve on our boards when vacancies arise. In 2017, our City Clerk led efforts to update the full roster of all City Boards, Commissions, and Committees. During this initiative, we identified points of contact for each City board, commission, and committee along with contact information for them.

Prior to 2017, we had not made any efforts to assess the demographic makeup of the members who serve on our City boards, commissions, and committees. After a request from a citizen at the Commission's regular meeting in March 2017, we worked to gather baseline demographic data on our City boards, commissions, and committees by requesting that current members complete the City's Voluntary EEO Disclosure Form. The baseline demographic data has been included in this report as **Attachment C** titled City of Hamilton Workforce Demographic Data.

Create a mentoring program that prepares employees for advancement/ Implement the Hamilton Executive Leadership Program (HELP)

HELP is the City of Hamilton's 16 month professional development and mentoring program. HELP participants are matched with department directors who serve as their mentor. Participants also benefit from participation in multiple professional development programs including Leadership Hamilton, the Center for Local Government's Leadership Academy, and LeanOhio Bootcamp. In February 2017, HELP commenced with two City of Hamilton employees, Stacey Dietrich-Dudas and Commissioner Alicia Pater. At least one seat in HELP is designated for a diverse



Rich Engle (left) is Stacey Dietrich's mentor in HELP Program and Tom Vanderhorst (second from right) is Alicia Pater's mentor

employee who comes from an underrepresented group.

Recruitment for the second year of the HELP has already begun with applications due on January 16, 2018.

Implement the EMBARK Internship Program

One change that occurred this year was the transfer of management of the EMBARK Internship Program from the Commission to the City's Human Resources Department. It was realized that the program would be better served by operating out of a City department. This year the program was primarily managed by the Diversity and Inclusion Coordinator.



Jacob Waggoner
GIS Intern



Katherine Baker
Public Works Intern



Jennifer Castro
Economic Development Intern

In its third year, the City's EMBARK Internship Program saw another year of engaging young minds in the work of local government. EMBARK, which stands for Engaging Minds by Acquiring Real-world Knowledge, offers local Hamilton juniors the opportunity to intern with the City of Hamilton for six weeks during the summer. This year, the City employed three students, Katherine Baker, Jennifer Castro, and Jacob Waggoner. Representing both Hamilton and Baden High Schools, these students worked for six weeks in the Public Works Department, Economic Development Department, and GIS Division, respectively. These students worked on projects ranging from conducting research and gathering benchmark data from other cities on best practices to developing interactive GIS story maps.

In addition to the three EMBARK interns working thirty hours per week for the six weeks of the program, students also participate in professional development through the Butler County's United Way workforce development program, Skills Central. During their time at Skills Central our three EMBARK interns explored their career interests, received information on how to conduct a job search, how to search for colleges, and much more.

Develop and implement a recognition program for departments and divisions who make successful diversity and inclusion gains

In 2017, the City honored a number of employees who consistently displayed our City values by recognizing them at a special presentation during City Council and submitting their names to the Public Service Awards program. This year, we will expand on these awards and add a new category of Inclusion to accompany the release of a new Inclusion Value and recognize an employee who has done work to impact diversity and inclusion at the City. Please look for more information about the 2018 Public Service Awards program and the new Value of Inclusion.

THE COMMISSION'S ACTION PLAN FOR 2017-2018

For 2017-2018, the Commission's Action Plan goals are the following:

- Execute a citizen response survey intended to gain insight on citizens' perceptions of diversity and inclusion and the barriers associated with them
- Identify and connect with local organizations to foster opportunities for expanded recruitment and promotion
- Develop relationships with underrepresented individuals and groups in the Hamilton community
- Use new strategies to reach a broader audience in our public communication efforts
- Host an event promoting diversity and inclusion
- Recommend policy amendments to city employment requirements that maintain standards but eliminate barriers to diversity and inclusion
- Develop and distribute a Diversity Lens
- Conduct a basic Spanish instruction program for employees

COMMISSION ACTION PLAN ITEMS THAT HAVE PROGRESSED

Execute a citizen response survey intended to gain insight on citizens' perceptions of diversity and inclusion and the barriers associated with them

This summer, the Diversity and Inclusion Commission formed a small group of Commissioners and Diversity Ambassadors called the External Survey Task Force. This group was tasked with the development and execution of the Hamilton Citizen Survey. This survey will be one of the Commission's strategies to find out what citizens believe are barriers to diversity and inclusion in the City of Hamilton. The results from this survey will be used to guide the future work of the Commission in breaking down barriers to diversity and inclusion in Hamilton.

The External Survey Task Force was comprised of the following individuals: Katherine Becker, Peter Engelhard, Joel Fink, Rose Haverkos, Tomika Hedrington, Robert McClellan, Darris Storms, and Ed Wilson.

The survey was distributed in two ways. Using 17 Strong neighborhood designations, the first set of surveys was sent to a random sample of 200 households per neighborhood. This means the Commission mailed surveys to 3,400 households which is roughly 10% of total households in Hamilton.

The Commission also adopted a second distribution method which was intended to be a more grassroots approach. The survey was shared by Commissioners and Diversity Ambassadors, and

other volunteers in both paper and online forms and also was translated in Spanish and readily available in large-print so that as many Hamilton citizens who wanted to let their voices be heard were able to respond to the survey. Commission members, Diversity Ambassadors, and other volunteers were responsible for spreading the word about the survey. The Commission collected survey responses from August 29 until September 29. On September 12th, Commissioner Kathy Becker, Ambassadors Robert McClellan and Woody Parman along with a volunteer named Sharon Perry formed a street team and walked around Downtown Hamilton to encourage residents to take the Hamilton Citizen Survey. Results from the Hamilton Citizen Survey will be reported to City Council during the Diversity and Inclusion Commission special presentation to City Council on Wednesday, January 24th.

Identify and connect with local organizations to foster opportunities for expanded recruitment and promotion

In March, the Commission's Internal Retention Recruitment Promotion Subcommittee met to make additions and suggestions to add to their list of with expanded recruitment partners. The Commission ramped up its efforts to increase their community presence and engagement. In an effort to develop relationships with community stakeholders who support diversity and inclusion, the Commission dedicated a portion of their recurring agenda to inviting community organization who support diversity and inclusion in the community to attend regular Commission meetings and share about the work these organizations carry out in the community and to determine if there are any opportunities for these organizations to partner with the Commission.

Develop relationships with underrepresented individuals and groups in the Hamilton community

Special Presentations

A change that the Diversity and Inclusion Commission adopted this year was to add a recurring agenda item to their monthly meetings to allow local community organizations who support diversity and inclusion in Hamilton the opportunity to present to Commissioners about the work they carry out in the community. Another goal of adding special presentations to the monthly meeting agenda is to explore ways the Commission and local organizations could work together to further achieve each others goals.

This year, the Commission has heard presentations from the following organizations:

Butler County Board of Developmental Disabilities Speak Up advocacy group;
Darana Hybrid, a local Native American-owned electro-mechanical contracting company who looks to hire locally;
Hamilton YWCA;
Fort Hamilton's Opiate Recovery Team;
Envision Partnerships and Hamilton's Drug-Free Coalition;
Pastor Shaq's Summer Job Shadow and Mentoring Program;

King's Corner; and
The 17 Strong Neighborhoods of Hamilton, Ohio

The Commission has also invited the local NAACP unit and the Sounds of Quisqueya. The Commission plans to have these organizations present during special presentations at a regular Commission meeting in the future.

Attending Community Meetings and Events

In the Commission's efforts to increase our community presence and engagement, Commissioners developed a strategy to build relationships with community stakeholders by attending various community organization meetings. Led by the CECP Subcommittee, Commissioners and Diversity Ambassadors attended the July 17th, Second and Fourth Ward Community Council meeting at the Booker T. Washington Community Center and the September 18th, Lindenwald PROTOCOL meeting at Heaven Sent, to share information about the work of the Commission and opportunities to get involved. At the PROTOCOL meeting, Commissioners also promoted the Hamilton Citizen Survey to request that residents share their input on their perceptions of diversity and inclusion in Hamilton. At each meeting, Commissioners are encouraged to make recommendations on organizations they would like to hear special presentations from at our monthly meetings.

Commissioners and Diversity Ambassadors have also been trying to increase their community presence by attending community events. This year, the Commission was represented at both the Memorial Day and Independence Day Parades.

Develop an employment plan for individuals with Developmental Disabilities

Following the City's reorganization in July 2017, the City's Human Resources Department held two Human Resources Tools & Expectations meetings where department and division heads were asked to assess their recruitment and retention practices by identifying them in a recruitment planning worksheet. In this worksheet, department heads were asked to identify specific projects within their division that we might be able to utilize individuals with developmental disabilities to complete. The intent is that we may further explore these job opportunities for individuals with developmental disabilities in the future.

The City has previously utilized individuals with developmental disabilities for past City projects. The City utilized individuals with developmental disabilities to assist in the City pole tagging project, the Downtown fire hydrant painting project, and the map scanning for our Public Works Department.

Develop and distribute a Diversity Lens

The Diversity and Inclusion Commission formed the Diversity Lens Task Force who will be responsible for overseeing the coordination, development, and execution of a Hamilton Diversity Lens. When the

Commission was established, Commissioners desired to create Diversity Lens document modeled after the Equity & Inclusion Lens created by the Canada's capital city, Ottawa, Ontario. The Equity & Inclusion Lens is a tool used to build awareness around diversity and inclusion concepts and to provide a systematic, consistent, and coherent approach to moving equity and inclusion efforts forward in Ottawa.

The Commission's intention in creating a Diversity Lens document for Hamilton is to provide an externally facing document to provide the community with a set of tools and resources to advocate for diversity and inclusion and also provide a framework to assisting in educating, informing, and building on diversity and inclusion in Hamilton. Ottawa's Equity & Inclusion Lens is not only a resource to assist in familiarizing individuals with the concepts related to equity and inclusion, it also provides tips and strategies related to different work industries to help those workers who might be looking for ways to be more inclusive in their services, as well.

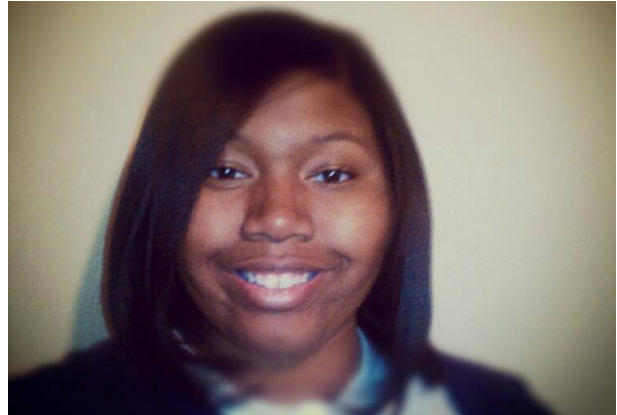
Conduct a basic Spanish instruction program for employees

As part of their 2018 budget request, the Human Resources Department requested \$5,000 to conduct a basic Spanish Instruction program for City employees.

DIVERSITY HIGHLIGHTS

HAMILTON'S SPECIAL SKILLS SUMMER INTERN

Did you know over the summer the City hired a Special Skills Intern? Raffi-nee Alexander, a Hamilton native and graduate of Hamilton High School, Class of 2009, worked in a unique position as Special Skills Intern out of the City Manager's Office. Raffi said that her internship with the City helped to expand her knowledge of law and local government operations in Hamilton, Ohio.



Raffi-nee, also known as Raffi, is a member of Israel Baptist Church on South Seventh Street and is a second year law student at the University of Dayton's School of Law. Raffi graduated from Capital University in Columbus, Ohio in 2013 with a degree in criminology and sociology and a minor in public speaking. Raffi was originally interested in participating in the City's Summer Work Experience in Law Program, also known as SWEL, but once it was determined that her skills were beyond that required of the program, Joshua Smith decided to bring Raffi on as the City's Special Skills Intern.

During her internship, Raffi worked under the supervision of Letitia Block, the City's Assistant Law Director at the time. Raffi worked for six weeks during the summer on projects which included researching past cases, auditing City bulletins boards to ensure they were up to date with the required postings, transcribing hearing notes, and other projects related to the City's labor and employment.

Raffi explained that prior to her internship with the City she didn't know much about the operations of local government. "I knew that the City of Hamilton owned and operated their own utilities but I didn't know we had so many different departments and divisions within the City," Raffi said. She expressed excitement to see the changes taking place in Hamilton and that her internship experience there helped her realize Hamilton as a place to consider working following law school. Raffi said prior to working for the City she had not known anyone who worked for the City besides, Nadine Hill, former Civil Service & Personnel Director and also attends Raffi's church.

FIRE HYDRANT PAINTING PROGRAM

The City of Hamilton's Public Works Department partnered with the local Booker T. Washington Community Center (Great Miami Valley YMCA) and InsideOut Studios to paint over 200 fire hydrants in Hamilton?

The City partnered with the BTW Community Center to hire four local youth from Hamilton's Riverview neighborhood to paint approximately 210 fire hydrants "safety yellow". Hamilton High School students Maleek Jarret (senior), Jason Smith (senior), Khalyil Sowell (sophomore), and Amartae Rice (sophomore) all worked over 200 hours each over the summer painting fire hydrants. These students were paid \$11 per hour and were responsible for the preparation and painting of fire hydrants in Wards 2, 3, 4 and 5 of the City. These students were also responsible for maintaining all painting materials and supplies.

For the second year, the City's Public Works Department partnered with InsideOut Studios to give select fire hydrants a "make-over" using creative designs which add some "pizzazz" to some fire hydrants in the downtown area. The City worked with Stephen Smith, the Art education Coordinator along with InsideOut Studios' artists. This year, they completed 23 fire hydrants in the downtown area.

SUMMER WORK EXPERIENCE IN LAW (SWEL) PROGRAM

Every year, the City participates in the Summer Work Experience in Law program, also known as SWEL. SWEL was developed in 1988 by the Black Lawyers Association of Cincinnati - Cincinnati Bar Association Round Table to inspire more African American students to take up an interest in becoming lawyers. SWEL's mission is to help African American students make an informed decision to enter law school and the legal profession. The City of Hamilton offers one SWEL position per year. The City's 2017 SWEL intern was Daniel Sutton, a Hamilton High School student. While interning for the City, Daniel worked on researching leave policies, drafting language for staff reports and resolutions, researching legislation, compiling material for employee training and more. The City prefers to hire high school or college students from Hamilton to help grow local legal talent and help students see the City as a viable option when they start their careers.



HAMILTON POLICE HISPANIC CITIZEN ACADEMY

The Hamilton Police Department has offered the Hispanic Citizen Academy for over 20 years. The program was created to build trust, foster positive relationships, and educate members of the Hispanic community on the justice system and police operations by offering education and training. In October 2017, the Hamilton Police Hispanic Citizen Academy celebrated the graduation of 20 local residents from the program. The academy is intentionally inclusive by offering underrepresented groups an opportunity to become more engaged with our police department. This program has seen a number of

positive benefits to both the police department and the community.

In the four-week program, participants learn how to report a crime to the police and the steps to take if approached by a police officer. Participants also participate in a simulated shooting training exercise and learn some basic police tactical skills. One benefit of the program is that the academy has offered police officers the opportunity to dispel myths the community has about police officers and police work by providing factual information about the police department and its operations.

Hamilton Police Officer Eric Taylor, a Diversity & Inclusion Commissioner, has been instrumental in the development of the program and is one of the main translators for the academy. While the program offers benefits to community members, the program also has been beneficial to the City's Police Department since it has helped build positive relationships in the Hispanic community. Some members of the academy have even provided instrumental assistance in solving some local crime cases.

The Hamilton Police Department's efforts to engage the Hispanic community through the academy is a great example of a City program that is intentional, inclusive, and most of all beneficial!

Attachment A





Membership Roster

(as of October 23, 2017)

Rose Haverkos, Kathleen Klink Appointee
Vice-Chair, Term Expires: 03-2018

Katherine Becker, Carla Fiehrer Appointee
Voting Member, Term Expires: 03-2018

Richard Cardwell, Police Officer
Voting Member, Term Expires: 03-2018

Robert Harris, Rob Wile Appointee
Voting Member, Term Expires: 03-2018

Dottie Cash, Utility Cashier/Accounting Assistant I
Voting Member, Term Expires: 03-2018

Elizabeth Crehan, Pat Moeller Appointee
Voting Member, Term Expires: 03-2018

Arian Hall, Budget Analyst
Voting Member, Term Expires: 03-2019

James Johns, Robert Brown Appointee
Voting Member, Term Expires: 03-2018

Alicia Pater, Chemist I
Voting Member, Term Expires: 03-2018

Joel Fink, Timothy Naab Appointee
Voting Member, Term Expires: 03-2018

Trevor Snider, Firefighter
Voting Member, Term Expires: 03-2019

Shaquila Mathews, Matt Von Stein Appointee
Voting Member, Term Expires: 03-2020

Eric Taylor, Police Officer
Voting Member, Term Expires: 03-2019

Mark Mercer, Deputy Fire Chief
Voting Member, Term Expires: 03-2018

Ed Wilson, Preservation Planner
Voting Member, Term Expires: 03-2019

Letitia Block, Human Resources Director
Ex-Officio Member

Craig Bucheit, Chief Police
Ex-Officio Member

Boyce Swift, Diversity & Inclusion Coordinator
Ex-Officio Chair



Attachment B





**Diversity & Inclusion
Commission**

**City of Hamilton
Diversity & Inclusion Commission**

2017-18 Action Plan



Diversity & Inclusion Commission

Responsibility:

The purpose of the Diversity and Inclusion Commission shall be to study internal and external barriers to diversity and inclusion and provide recommendations regarding such barriers.

Duties of the Commission:

The Diversity and Inclusion Commission shall perform the following duties:

1. Identify and develop recommendations to address barriers within City organizational systems to a diverse and inclusive workforce reflective of the community we serve
2. Develop strategies to attract and retain a talented workforce skilled at working in an inclusive and respectful manner with one another and the community
3. Create a diversity and inclusion framework for City policies, processes, plans, practices, programs and services in an effort to meet the diverse needs of those we serve
4. Develop strategies with various stakeholders in the community related to the impact of City services and other outwardly focused activities with a view towards promoting just and harmonious interaction between City operations and all segments of the community



Diversity & Inclusion Commission

Actions Already Undertaken:

1. Amended the City's Value Statement of Respect to include valuing diversity and committing to provide an inclusive workplace.
2. Analyzed the Human Resources Department's baseline demographic data and the employee increases necessary to meet the goals of the commission.
3. Partnered with the City's Human Resources Department to execute an anonymous employee survey to gain insight on employees' perceptions of diversity and inclusion and any associated barriers. The survey provided the commission insight on the top three perceived barriers which were:
 - (1) limited recruitment reach
 - (2) employees not wanting to acknowledge differences
 - (3) concern that standards would be lowered for the sake of diversity
4. Expanded membership to allow individuals, known as Diversity Ambassadors, the opportunity to serve in the carrying out the work of the commission.
5. Adopted a list of public meeting spaces intended to encourage City boards, commissions and committees to utilize when conducive to their meeting need.
6. Partnered with Miami University Hamilton and the Booker T. Washington Community Center to sponsor a Diversity Workshop.



Diversity & Inclusion Commission

Recommendations from the Commission to City Council & Administration:

1. Develop a program to address at least one of the barriers expressed in the employee survey.
2. Update the City's Affirmative Action Plan.
3. Offer diversity and inclusion training to all employees.
4. Create recruitment and promotion plans in all City Departments.
5. Create a standardized employee performance evaluation system to ensure fairness in promotions.
6. Implement a classification and compensation study to ensure fairness in compensation.
7. Create a mentoring program that prepares employees for advancement.
8. Implement the Hamilton Employee Leadership Program (HELP).
9. Recruit diverse individuals by standardizing the application process for all boards, commissions and committees.
10. Encourage minority and women business enterprise.
11. Implement the EMBARK Internship Program.
12. Develop an employment plan for Individuals with Developmental Disabilities (IDD).
13. Develop and implement a recognition program for department and divisions who make successful diversity and inclusion gains.



Diversity & Inclusion Commission

Action Plan for the Commission in 2017-2018:

1. Execute a citizen response survey intended to gain insight on citizens' perceptions of diversity and inclusion and the barriers associated with them. (CECP/MC)
2. Identify and connect with local organizations to foster opportunities for expanded recruitment and promotion. (IRRP)
3. Develop relationships with underrepresented individuals and groups in the Hamilton community. (CECP)
4. Use new strategies to reach a broader audience in our public communication efforts. (MC)
5. Host an event promoting diversity and inclusion. (CECP)
6. Recommend policy amendments to city employment requirements that maintain standards but eliminate barriers to diversity and inclusion. (IRRP)
7. Develop and distribute a Diversity Lens. (MC)
8. Conduct a basic Spanish instruction program for employees. (CECP)

The letters in parenthesis () following action items refer to the Diversity and Inclusion Commission subcommittee that is committed to carrying out that action item.

Internal Retention, Recruitment and Promotion Subcommittee (IRRP)
Marketing & Communications Subcommittee (MC)
Citizen Engagement & Community Partnerships Subcommittee (CECP)

Attachment C



City of Hamilton Workforce Demographic Data

2017 Commission Retreat

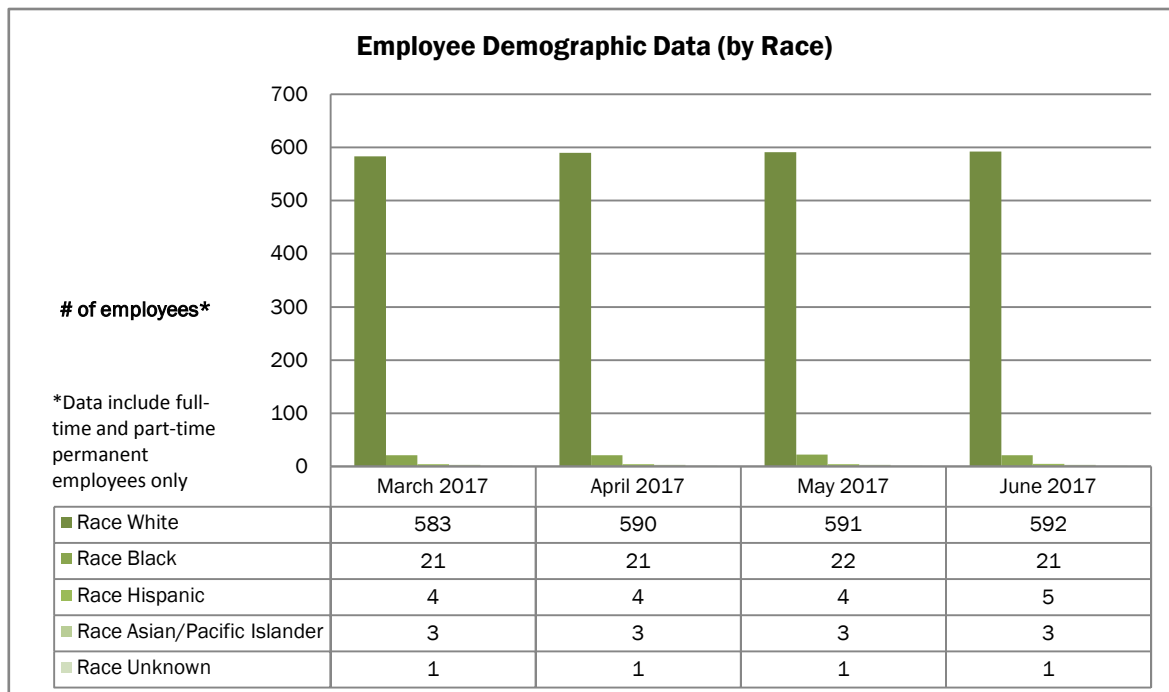
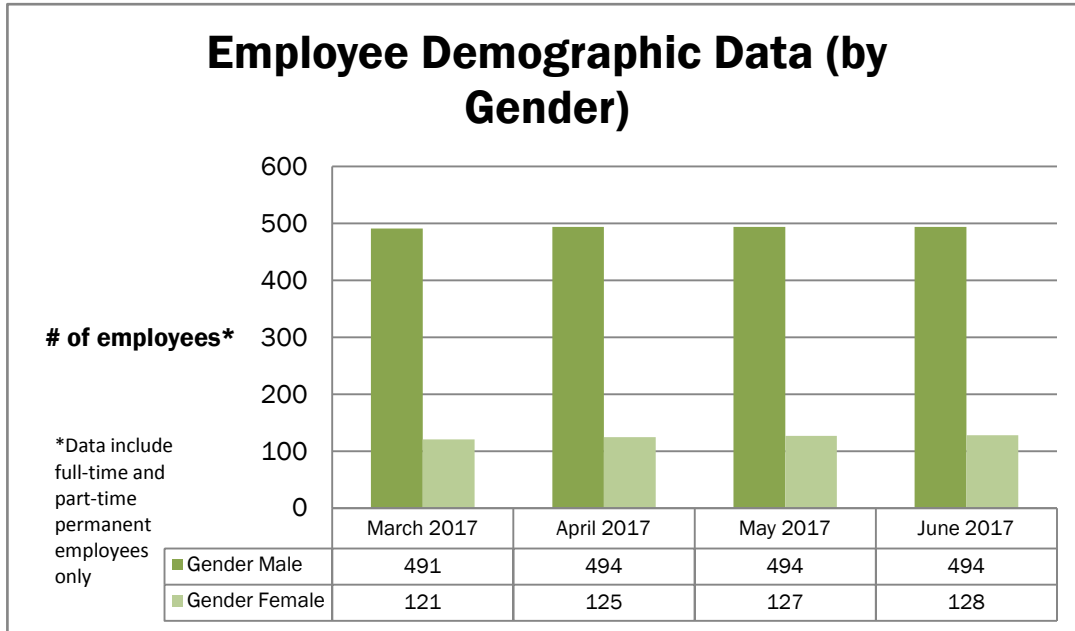
Friday, June 9th, 2017



**Diversity & Inclusion
Commission**

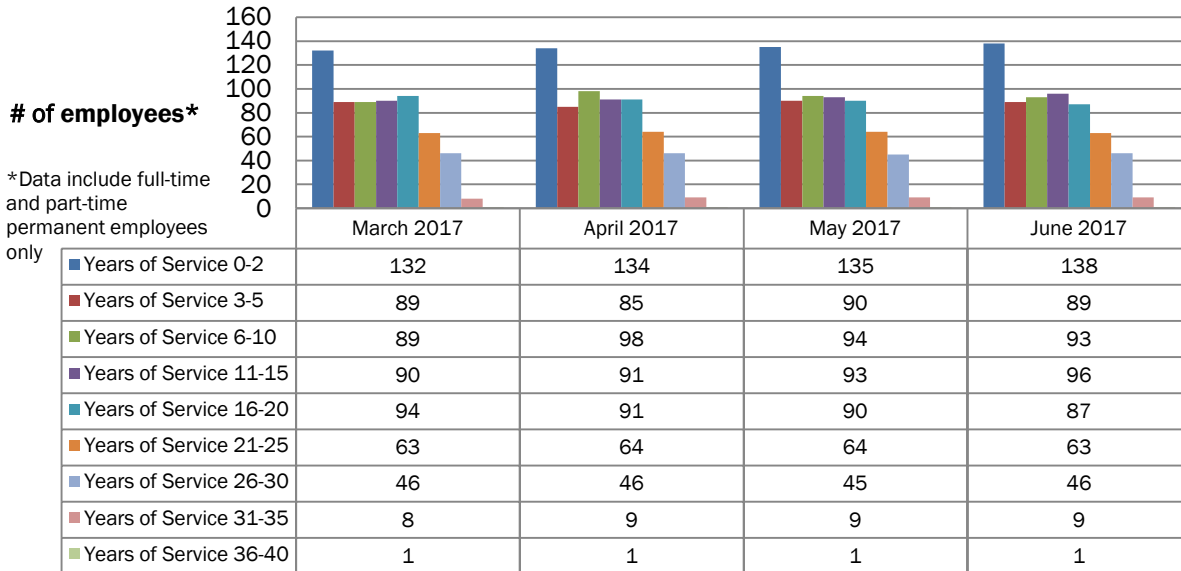


The following four graphs reflect the reports viewable under **Employee Demographics** on the **City of Hamilton's Open Gov Portal**.

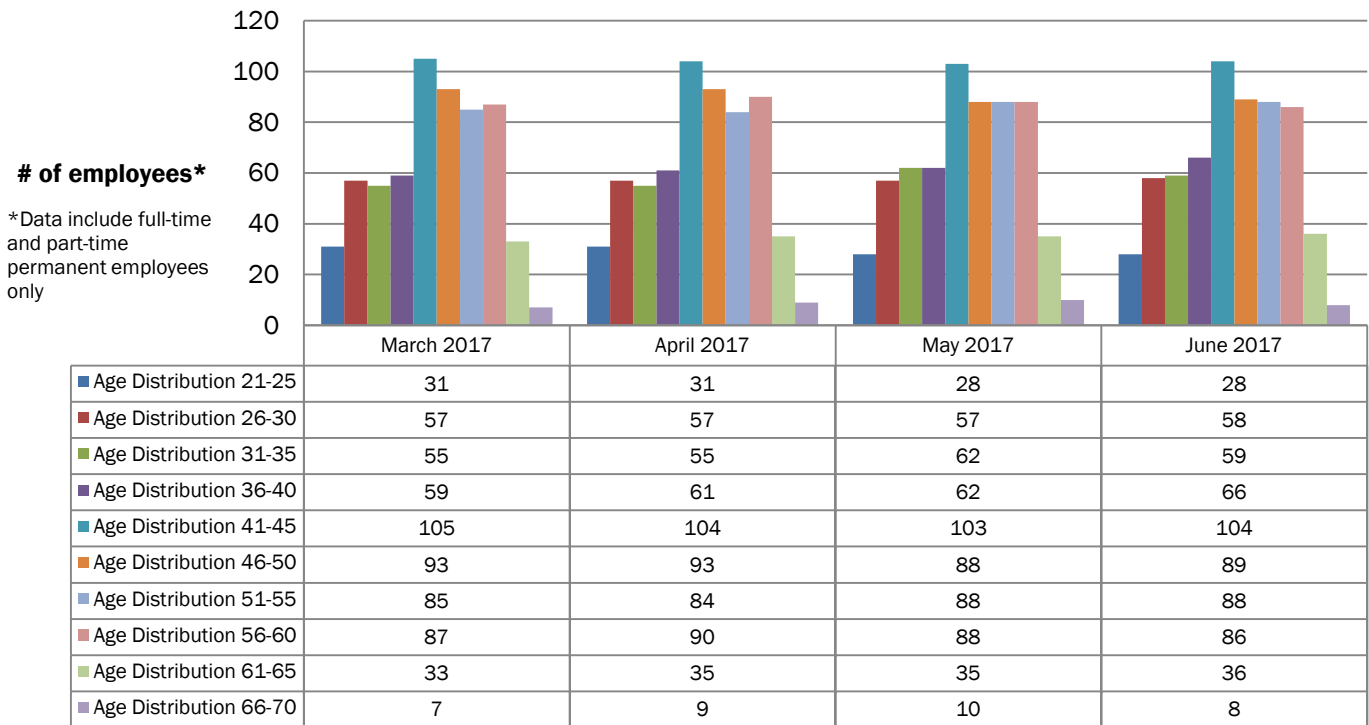




Employee Demographic Data (by Years of Service)

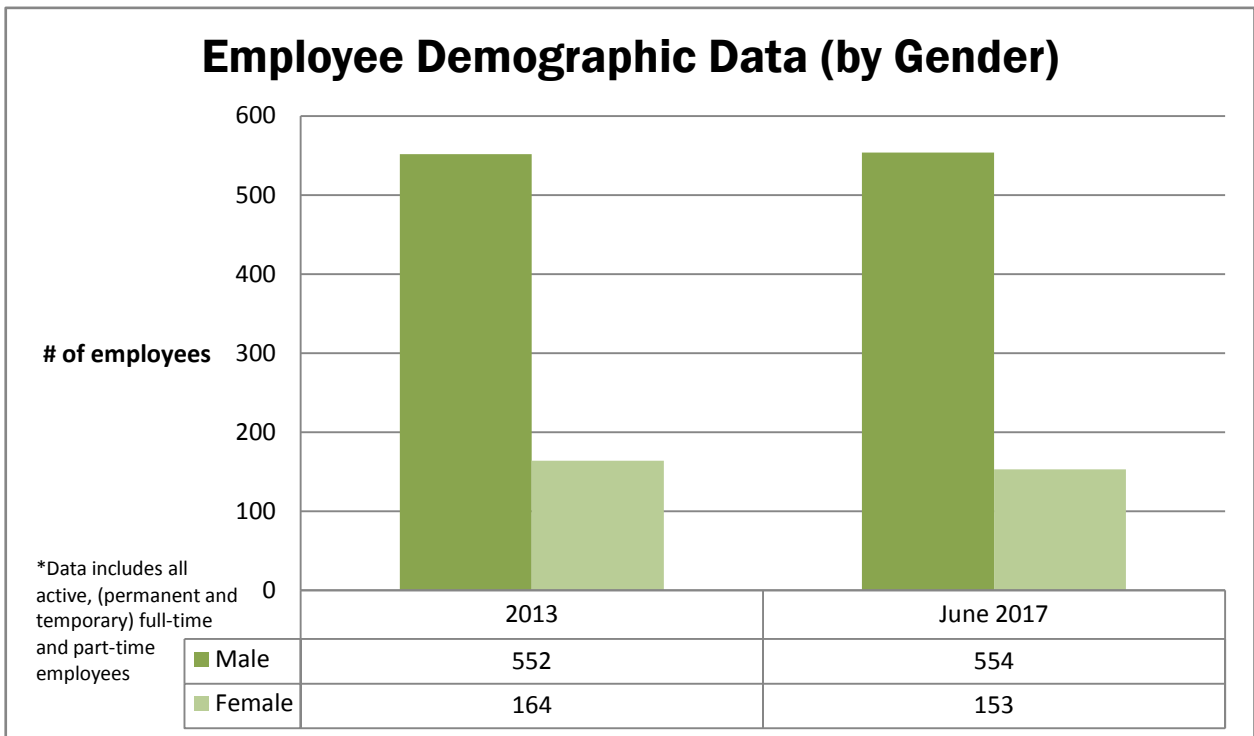
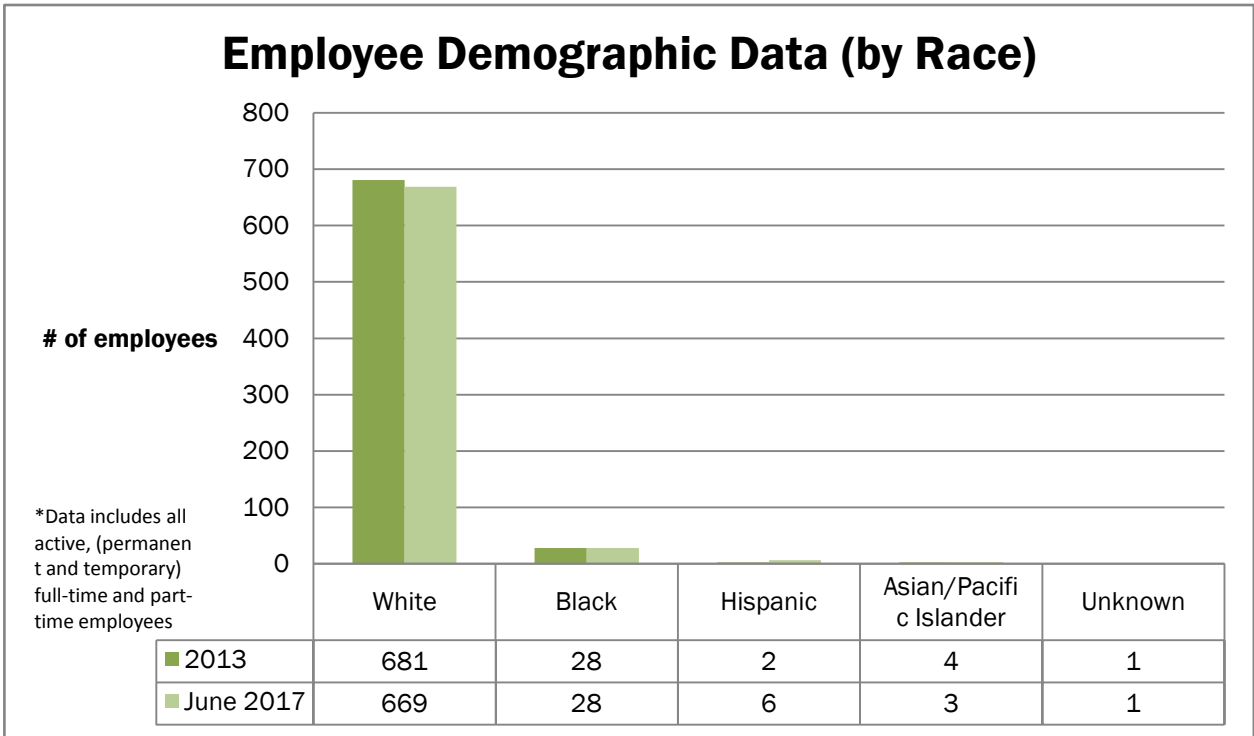


Employee Demographic Data (by Age Distribution)



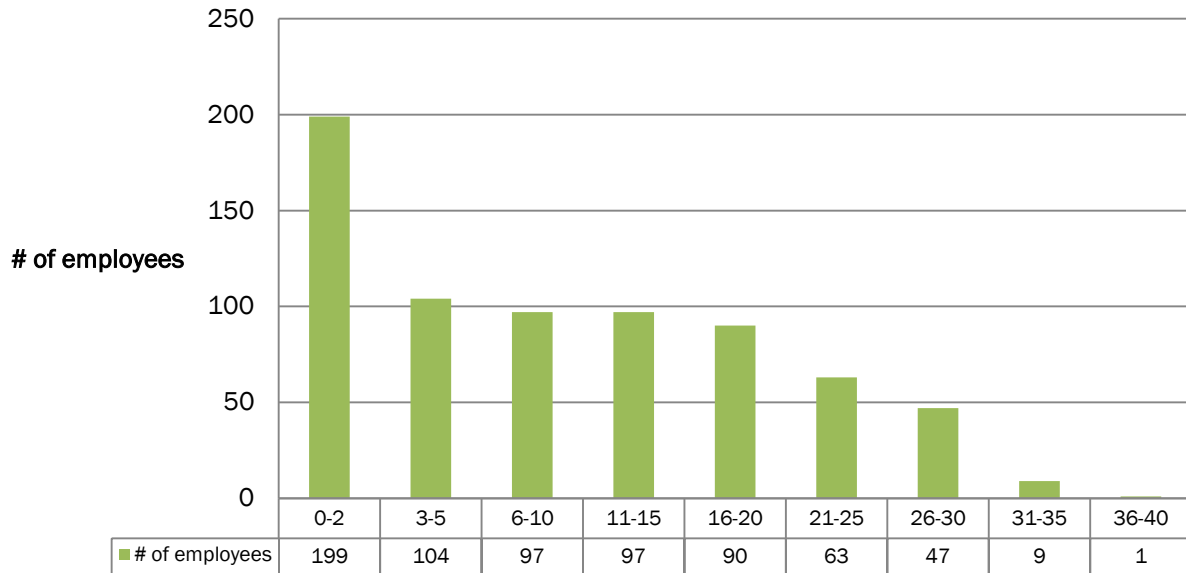


The following four graphs reflect employee demographic data on all **active, full-time permanent, part-time permanent, full-time temporary, and part-time temporary employees** as of Monday, June 5th, 2017.

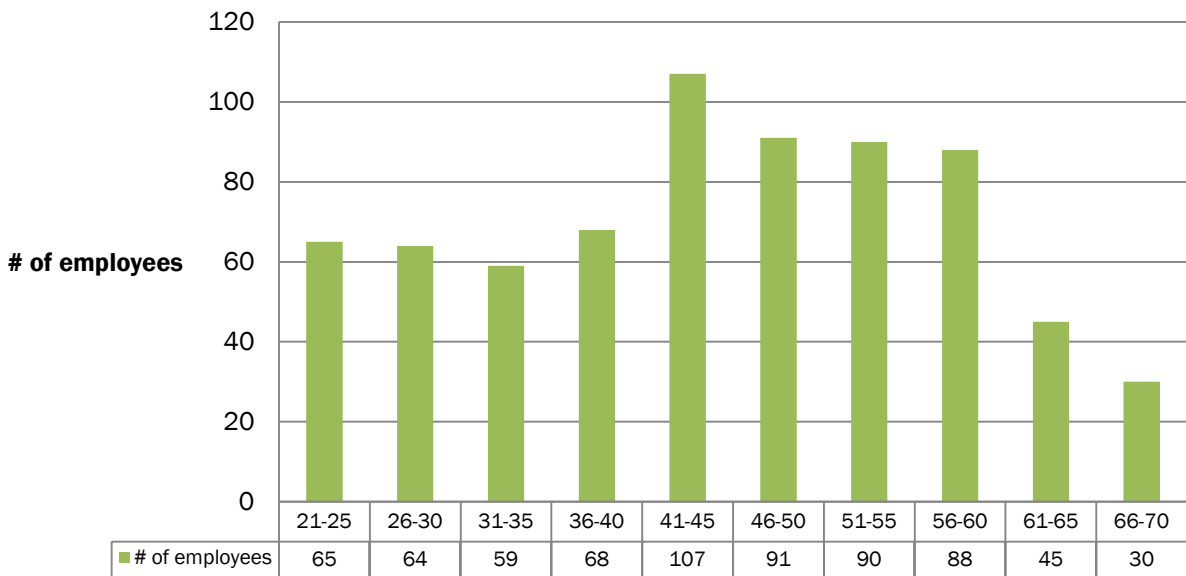




Employee Demographic Data (by Years of Service Distribution)



Employee Demographic Data (by Age Distribution)





The following table and four graphs reflect the responses from members of various **City Boards, Commissions, and Committees** who voluntarily disclosed their **demographic information**.

The following email was sent to the City’s public facing bodies including the 17 Strong Advisory Board, ADRB, BZA, Charter Review Commission, Community Improvement Corporation, Diversity & Inclusion Commission, Planning Commission, Public Utilities Commission, Traffic Commission, and Tree Advisory Board.

Hello [NAME]:

You are receiving this email because you have been identified as the point of contact for the [CITY BOARD NAME].

In our efforts to become a more diverse, inclusive, and transparent organization, we are looking to gather baseline demographic data for all individuals who serve on City Boards, Commissions, or Committees. Once we collect this data, we will use this information to compare future trends in our efforts to diversify our City Boards, Commissions, and Committees. This is one of many upcoming initiatives aimed to make our City organization reflective of the citizens we serve.

My purpose in emailing you is to ask that you assist us in acquiring this data by encouraging members in the [CITY BOARD NAME] to complete our Equal Employment Opportunity (EEO) Voluntary Disclosure Form which can be found at the following link: <https://www.hamilton-city.org/formcenter/employment-5/eoo-voluntary-disclosure-46>

Please inform members that they should indicate that they serve on the [CITY BOARD NAME] by typing this information in the “Title of Position Applying For” form field. I am asking that members complete this request by **Monday, May 1st**

Thank you in advance for your cooperation. Please feel free to contact me if you have any questions.

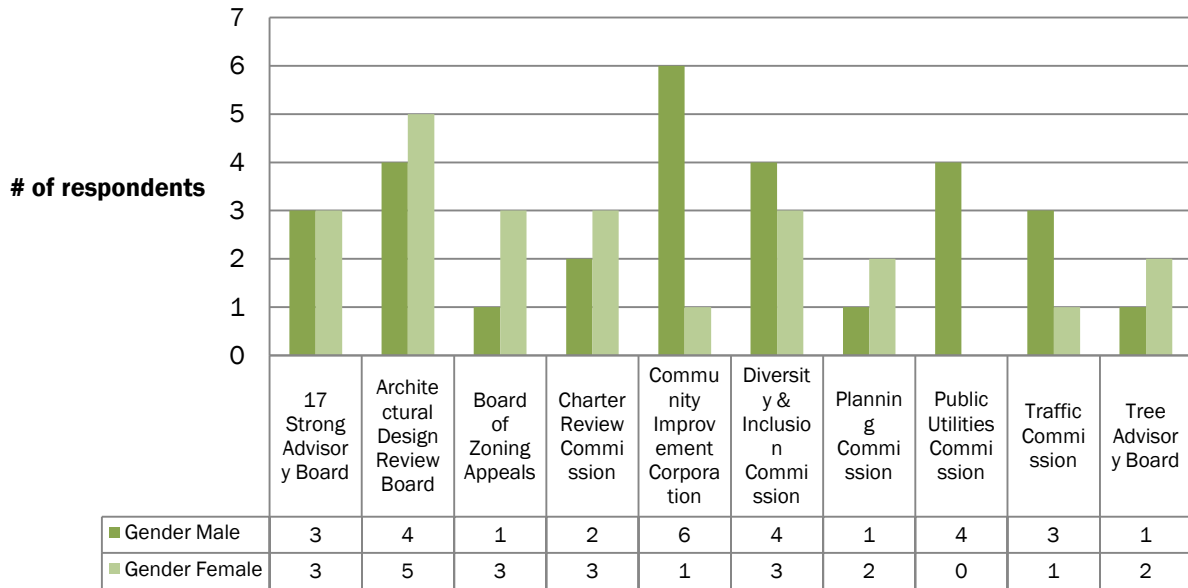
Response Rate:

	# of respondents:	total # of members	% responded
17 Strong Advisory Board	6	10	60%
Architectural Design Review Board	9	16	56%
Board of Zoning Appeals	4	5	80%
Charter Review Commission	5	18	28%
Community Improvement Corporation	7	13	54%
Diversity & Inclusion Commission	7	19	37%
Planning Commission	3	8	38%
Public Utilities Commission	4	8	50%
Traffic Commission	4	10	40%
Tree Advisory Board	3	10	30%
TOTAL	52	117	44%
		100%	



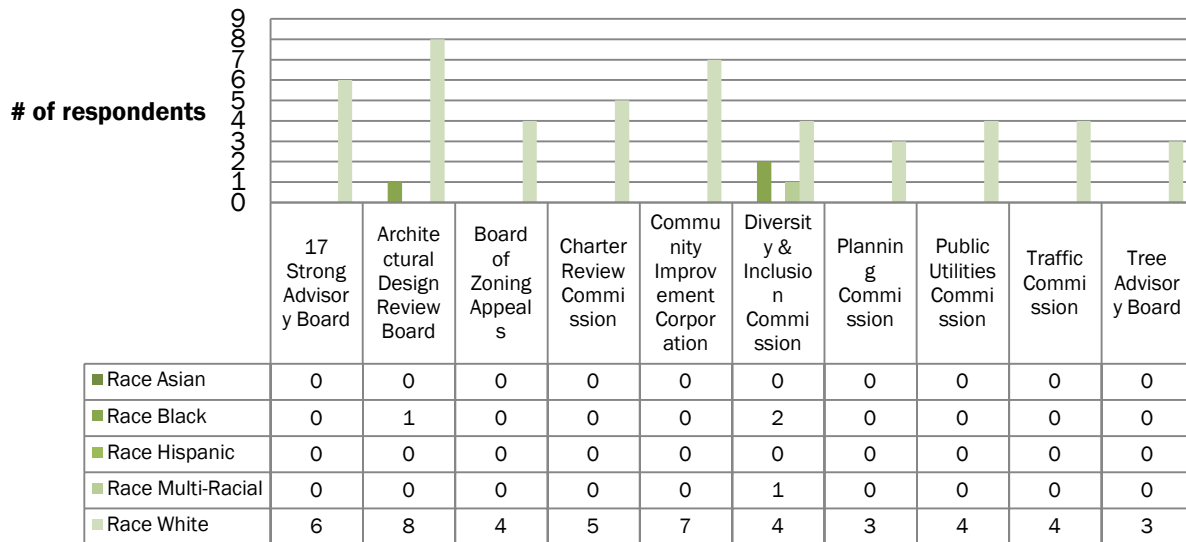
Baseline City Board Member Voluntary Demographic Disclosure Data (Gender)

as of 5/1/2017



Baseline City Board Member Voluntary Demographic Disclosure Data (Race)

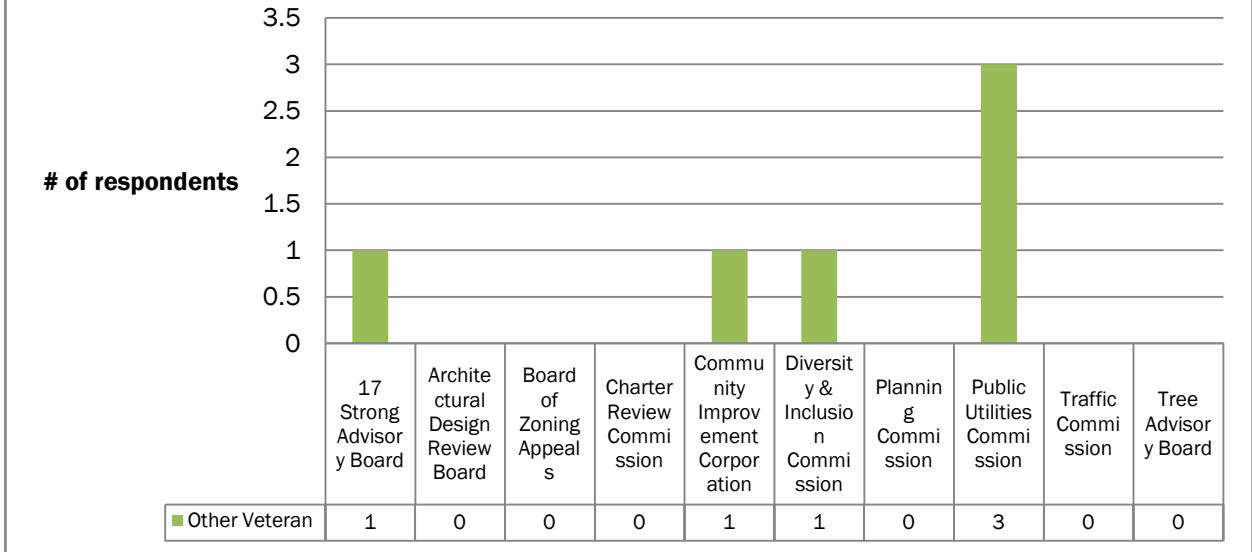
as of 5/1/2017





Baseline City Board Member Voluntary Demographic Disclosure Data (Veteran Status)

as of 5/1/2017



Baseline City Board Member Voluntary Demographic Disclosure Data (Disability Status)

as of 5/1/2017

