

RACIAL EQUITY PLAN
Furthering the Citywide Racial Equity Goals and Strategies
 For the Period July 1, 2017 to June 30, 2022

Bureau: Auditor's Office City Auditor Approval: **Mary** Action Plan Development Lead(s): Auditor's Diversity & Equity Committee Implementation Team Lead(s): Auditor's Diversity & Equity Committee
 Hull Caballero



Racial Equity Plan Statement: As part of providing open and accountable government, we promote and foster a culture of racial equity, diversity, and inclusion in the bureau's public services and everyday interactions.

Long-term Goal 1	Five Year Bureau Objective	Strategies and Bureau Actions [Each division in the Auditor's Office to complete each action]	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date
			Year 1	Year 2	Year 3	Year 4	Year 5				
Increase community access, engagement, and partnership	Evaluate and identify which divisions' services are appropriate areas for increased community outreach and partnership	Citywide Equity Strategy # 5: Partner with other institutions and communities Action: Determine major work areas of each division that are appropriate for and could benefit from community input or partnership with communities of color; develop potential partners and communities of interest for these areas <i>Examples: Archives & Records Management supports community efforts to increase diversity and racial equity by partnering with community groups. Projects include coordinating on historical exhibits and historical documentaries and books to promote lesser-known historical events disproportionately impacting people of color. Partners include Portland Chinatown History Foundation, Oregon Black Pioneers, Van Port Mosaic, and Oregon Public Broadcasting.</i>	Identify areas in each division appropriate for increased community input and involvement; if no opportunities found - consult with OEHR, cross bureau discussion and feedback and document result; complete new strategies/work process evaluation for half of divisions	TBD based on first year progress	TBD based on first year progress	TBD based on first year progress	TBD based on first year progress	Survey of bureau active partnerships	Division Directors, DEC, leadership as needed		Annually/Ongoing
		Action: Develop and engage with potential partners/communities of interest for areas identified above, collaborate, as appropriate with ONI's Citywide Public Engagement Program. <i>Examples: Archives & Records Management Division produced a guide to doing research about African Americans in City records, available in print and online with digital copies of photos and documents. Also includes other institutions with records by and about African Americans. Audit Services has increased foreign language access to the citywide resident survey. Currently Audit Services is exploring ways to increase the survey response rate from minority populations.</i>	Cannot be completed until second year (see above)	TBD based on outcomes of first action in this category	TBD based on outcomes of first action in this category	TBD based on outcomes of first action in this category	TBD based on outcomes of first action in this category		DEC, Division Directors, partnering with other City offices		Annually/Ongoing
Long-term Goal 2	Five Year Bureau Objective	Strategies and Bureau Actions	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date
			Year 1	Year 2	Year 3	Year 4	Year 5				
Use data to inform racial equity decisions internally and externally	Data collection is used to identify racial inequities to best inform decision making and provide public information	Citywide Equity Strategy # 4: Be data driven Action: Develop inventory of data to be collected for each division (disaggregated by race, where possible), review and value and usefulness of each set for all divisions	Complete inventory of data on half of divisions in office; prioritize internally facing divisions	Complete inventory of data on all of divisions in office			Revisit and revise any data-issues, including usefulness and implementation of data collection and distribution	Data inventory	DEC, leadership, and Division Directors		Annually/Ongoing
		Action: Identify potential stakeholders in communities of color to use the data and develop contacts or formats to share and distribute data externally on an ongoing basis, where appropriate	Cannot be completed until third year (see above)	Cannot be completed until third year (see above)	Determine-data usefulness, and end users in half of divisions	Determine data usefulness and end-users in all divisions	Revisit and revise any data-issues, including usefulness and implementation of data collection and distribution	Survey of data collection and sharing throughout divisions	DEC, leadership, and Division Directors		Annually/Ongoing

Long-term Goal 3	Five Year Bureau Objective	Strategies and Bureau Actions	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date
			Year 1	Year 2	Year 3	Year 4	Year 5				
Create a work environment and processes that integrate racial equity considerations	Develop or document existing process for meaningful racial equity considerations, where relevant, throughout major bureau division work and office operations/culture.	Citywide Equity Strategy # 3: Implement a racial equity lens						Documentation of tool both in division process and outcome (e.g. Audit Services: scoping questionnaire for racial equity and discussion/recommendation/methodology in report)	Division Directors, in conjunction with DEC, leadership		Annually/Ongoing
		Action: Review major decision points in 1) divisions and 2) overall bureau for increased consideration of racial equity analysis, whether in policy, work flow, process, or division specific procedures <i>Examples: IPR uses equity lens when reviewing complaints, making determinations, and recommendations (ongoing process example). Audit Services incorporated an equity lens into the planning process for each audit project (ongoing process example). Archives and Records Management partnered with the Portland Housing bureau to provide archival expertise and resources to assist with the City's housing preference policy (one-time example).</i>	Identify areas in each division appropriate for increased racial equity analysis; if no opportunities found - consult with OEHR, cross bureau discussion and feedback and document results	TBD	TBD	TBD	TBD				
		Action: Implement racial equity lens in appropriate areas resulting from review		Equity lens in use in at least half of divisions	TBD	TBD	TBD				
		Citywide Equity Strategy # 2: Build organizational capacity									
		Action: Ensure all staff are aware and trained on how their work affects racial equity in city programs and services by offering racial equity trainings (formal and informal) that target professional development opportunities and respond to workplace surveys regarding racial equity comprehension	Create meaningful training, professional development, and informal opportunities for staff related to racial equity on yearly basis. Evaluate effect of trainings with combination of staff to management feedback and biennial anonymous surveys; report responses in annual summary	TBD based on outcomes of first year progress	TBD	TBD	TBD	Biennial employee equity survey	DEC, leadership, and Division Directors		Process results of next survey by 7/1/2019
Long-term Goal 4	Five Year Bureau Objective	Strategies and Bureau Actions	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date
			Year 1	Year 2	Year 3	Year 4	Year 5				
Be accountable to racial equity plan	Create summary of bureau-wide yearly progress and highlight and share specific efforts and "wins"	Citywide Equity Strategy # 6: Operate with urgency and accountability						Roadmap annual update	DEC in conjunction with Division Directors		Annually
		Action: Report annual progress to City Auditor and division directors	Annual roadmap report, using plan as basis, and submit to leadership								
		Action: Work with Office of Equity & Human Rights to update plan as needed	Meet with OEHR staff annually to discuss roadmap progress, address concerns or delays	Meet with OEHR staff annually to discuss roadmap progress, address concerns or delays. Include	Meet with OEHR staff annually to discuss roadmap progress, address concerns or	Meet with OEHR staff annually to discuss roadmap progress, address	Meet with OEHR staff annually to discuss roadmap progress, address concerns or	Meeting notes, discussions, follow-up actions	DEC, leadership, or Division Directors		Annually, as needed

Auditor's Office Racial Equity Plan Approach:

Development of plan goals

The Auditor's Office Racial Equity plan requires actions from each division, individually and as part of the whole, to look for ways to increase considerations of racial equity both internally and externally. The approach to selecting the goals began with a bureau-wide and division specific assessment (provided by the Office of Equity and Human Rights) of current operations and office culture. Assessment results were analyzed by the Diversity and Equity Committee and strengths in various categories were ranked; the lowest scored categories tie directly to plan goals. The categories with the highest scores were noted and added to the plan as examples of work already in progress or completed. The office's Diversity and Equity Committee completed the plan with the guidance of office leadership.

Performance tracking

Performance targets in some years may not be determined at the outset for every action. Rather, target benchmarks for these actions marked "TBD" will be set once scope and breadth of an action is better understood.

Application of actions across the office

The Auditor's Office has eight divisions with a unique mix of oversight, accountability, and information functions. Some divisions are primarily inward facing – such as the Council Clerk/ Contract's office, which prepares and organizes Council meetings and agendas, reviews City contracts, and disburses payments. Other divisions are outward facing, such as the Auditor's Independent Police Review, which conducts extensive outreach to under-represented community groups to fulfill its mission. Rather than focus solely on outward facing divisions or divisions more commonly known to the office, such as the performance audit function, each plan goal, objective, and action, apply to every division. Implementation of the actions may be more obvious in some divisions due to the nature of the work; however, every division will document its progress and efforts for each goal and objective.