

**PWB Racial Equity Plan: Year One Accomplishments**

<b>Organizational Commitment</b>		
1. Increase official bureau commitment to racial equity. 2. Increase staff understanding of institutional racism to develop a shared language on equity, race and institutional racism and how their work is connected to addressing institutional racism.		
<b>Year 1 Performance Measures</b>	<b>Year 1 Accomplishments</b>	<b>2018 Planning</b>
<ul style="list-style-type: none"> <li>▪ 100% of employees complete Equity 101</li> <li>▪ Define racial equity core competencies based on role and complete staff training plan</li> <li>▪ Facilitate 4 focused discussions with the Bureau Management Team (MT)</li> </ul>	<ul style="list-style-type: none"> <li>▪ As of 6/30/2017, 78% of staff have completed Equity 101. The goal is to have new employees complete within the first 6 months on the job, depending on availability.</li> <li>▪ In April 2017, a day long training on Leading for Racial Equity was given for 50 senior managers including all Management Team members.</li> <li>▪ In June 2017, a day-long training was offered to all staff on organizational cultural change around equity.</li> <li>▪ Work has begun on developing competencies for supervisors.</li> <li>▪ Lunch and learn opportunities for all staff (Engauge series)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly small training ops for MT</li> <li>▪ Continue with Engauge Series – many of which will focus on Equity</li> </ul>
<ul style="list-style-type: none"> <li>▪ Management completes roll out of Racial Equity Plan to all groups in PWB, demonstrating commitment to implementing the work outlined in this Racial Equity Plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ As of 12/1/2017, roll-out of plan has been completed for all groups.</li> <li>▪ In April 2017, a day long training on Leading for Racial Equity was given for 50 senior managers including all Management Team members.</li> </ul>	

**Leadership and Management**

1. Increase the ability of PWB to address institutional racism.
2. Managers and staff consider issues of racial equity in planning and decision making

Year 1 Performance Measures	Year 1 Accomplishments	2018 Planning
<ul style="list-style-type: none"> <li>▪ Determine "racial equity core competencies" and incorporate into performance review.</li> </ul>	<ul style="list-style-type: none"> <li>▪ We are researching appropriate core competencies for presentation to the MT for adoption.</li> </ul>	<ul style="list-style-type: none"> <li>▪ These will be completed and presented to the MT for adoption and inclusion in the performance review process.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Participate in the development of a City of Portland Racial Equity Toolkit and send staff to September training sessions; hold pilot training for a selected group of bureau managers and sups.</li> </ul>	<ul style="list-style-type: none"> <li>▪ PWB participated and several staff attended the pilot training provided by OEHR (OEHR did not complete the training).</li> <li>▪ A pilot project is underway using the tool to increase outreach and accessibility to the Low-Income Discount Program.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Contracting for basic training on the use of a racial equity lens/tool that will be for decision makers and program managers.</li> <li>▪ Proposed budget includes position for Equity Manager; position will focus on incorporating the use of a racial equity lens/tool</li> </ul>
<ul style="list-style-type: none"> <li>▪ Ensure BEC is fully functioning including completing a charter and with proportional representation from each workgroup. 100% of the active members have attended advocacy training and understanding organizational change training.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The BEC has completed a charter, and there is representation from each work group; additional staff are being added.</li> <li>▪ Training was provided for the BEC in June 2017.</li> <li>▪ The BEC has sponsored one lunch and learn on Stereotypes.</li> <li>▪ A survey of all employees is in development, covering issues within the bureau</li> </ul>	<ul style="list-style-type: none"> <li>▪ Employee survey will be available February 2018; based on the results the BEC will develop a workplan.</li> </ul>

**Workforce**

1. Increase opportunities for development and advancement for all staff, particularly those who are from communities of color.
2. Increase efforts to attract, recruit, hire, and promote staff of color so that our workforce -- at all organizational levels -- better reflects the communities we serve.

Year 1 Performance Measures	Year 1 Accomplishments	2018 Planning
<ul style="list-style-type: none"> <li>▪ Develop job aids</li> <li>▪ Develop training; run pilot for 15 hiring managers and revise training as needed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ T&amp;D Officer position was filled in Jan. 2017.</li> <li>▪ Job Aids for some pieces of the hiring process have been completed and are in use.</li> <li>▪ The Hiring Training is in development, with a design plan for the modules. Module one is nearly complete.</li> </ul>	<ul style="list-style-type: none"> <li>▪ This training will begin in 2018 and all managers and supervisors will be expected to complete it.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Use Affirmative Action data to inform outreach strategies.</li> <li>▪ Develop resources in communities of color and among English Language Learners (ELL) for applicant outreach.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Outreach strategies for several critical jobs were enhanced to create a more diverse applicant pool.</li> <li>▪ Customer Service held an open house for available positions in partnership with BHR and their Diversity Outreach Program.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ In conjunction with BHR, develop a pilot recruitment that includes preference for those with multilingual skills.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Customer Service has increased the number of bilingual staff.</li> <li>▪ Multilingual preferences were added to several job announcements.</li> <li>▪ BHR hired a new Employment and Outreach Manager as of August 2017.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Use "cross training for interested, minimally qualified employees" for upcoming vacancies in 5% (2 - 3) of promotional opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Changes were made to the Water Treatment Operator I job classification to allow for a longer training period.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Development of a WTO I training plan</li> </ul>
<ul style="list-style-type: none"> <li>▪ Identify program contact/manager for each work group.</li> <li>▪ Identify minimum of 2 classifications per division for job shadow opportunities.</li> <li>▪ Begin development of informational group presentations -- 20% complete; speaker identified.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Positions have been identified for job shadow opportunities. A videographer has been hired to film individuals talking about their jobs. One video has been completed and 2 others are underway. Policy and procedures are under development.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Job Shadow program will roll out in March 2018</li> </ul>

### Community Access and Partnership

1. Increase our communications with communities of color and those who are English Language Learners (ELL).
2. All customers, but particularly those from communities of color and those who are ELL, feel empowered to access water bureau services and programs.
3. Ensure bureau compliance with Title VI of the Civil Rights Act of 1964.

Year 1 Performance Measures	Year 1 Accomplishments	2018 Planning
<ul style="list-style-type: none"> <li>▪ Identify best practices in translation and interpretation services. Develop resources for all staff interacting with the public and develop webpage to archive them; develop plan to market to staff. (Contingent upon identifying new Title VI coordinator.)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conducted research with other local agencies and consulted federal resources to create best practices resources for staff.</li> <li>▪ Posted translation and interpretation guidelines to the bureau’s internal website: <a href="https://www.portlandoregon.gov/water/article/667405">https://www.portlandoregon.gov/water/article/667405</a>, <a href="https://www.portlandoregon.gov/water/article/667407">https://www.portlandoregon.gov/water/article/667407</a></li> <li>▪ Shared guidelines with the bureau’s Outreach Committee and incorporated feedback from committee members.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Create and distribute interpretation instruction cards for bureau field crews.</li> <li>▪ Introduce interpretation instructions in relevant groups’ staff meetings.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Complete checklist for assessing bias in documents (in images, text, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>▪ With help from others in the bureau and in consultation with other agencies’ guidelines, created a draft of this equity lens for communications materials.</li> <li>▪ Outreach Committee received training from OEHR on best practices for accommodating people with disabilities and best practices for created documents used by people with disabilities.</li> <li>▪ Equity Specialist engaged with Muslim community leaders on diverse illustrations.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff will review the checklist and post to the internal bureau website.</li> <li>▪ Equity Specialist will explore design materials with small groups of community members.</li> </ul>
<ul style="list-style-type: none"> <li>▪ 100% of all documents contain accessibility language. 100% of "critical" documents are translated. Conduct research to determine most effect ways to reach Portlanders focusing on the information most needed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The bureau has catalogued all public-facing materials; almost all include the access statement.</li> <li>▪ The bureau translates all materials currently considered critical. The bureau has updated the languages represented in critical communications to conform with the City’s 2017 language list.</li> <li>▪ With a Communications staff person now focused on engaging communities of color, the bureau has participated in many more events representing communities of color and has solicited feedback about how the bureau engages with Portlanders.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communications staff continue to work with program managers to make sure the access statement is clear and present in all public-facing materials.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Complete hiring and on-boarding for 2 new/additional Public Information and</li> </ul>	<ul style="list-style-type: none"> <li>▪ Both positions have been filled.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hire a PWB website redesign consultant with</li> </ul>

<p>Outreach Staff: Communications Equity and Digital Media Communications staff members.</p>	<ul style="list-style-type: none"> <li>▪ Informal discussions within the communications group have been held regarding digital access for non-dominant groups.</li> </ul>	<p>consideration of the digital divide among non-English speakers and historically underrepresented groups.</p>
<ul style="list-style-type: none"> <li>▪ Hire and on-board new Communications Equity staff and assess which communities of color we are least effective in reaching.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff has been hired.</li> <li>▪ For both the Filtration Project and the Strategic Business Plan development, we are using a variety of methodologies to connect with community and racial justice organizations to encourage engagement.</li> <li>▪ Staff gave a presentation to Water Communicators Network (sub-group of the Water Providers Consortium) on considerations for web access and phone usage by immigrant communities.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Hire and on-board new Communications Equity staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff has been hired and decisions are more strategic.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Identify opportunities for and limitations to restructuring the bill; research what customers need and understand from the bill.</li> <li>▪ Consider holding focus groups with customers of color to determine areas for improvement.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Developed an RFP for bill printing which will include bill redesign. The redesign will include input from various community based organizations.</li> <li>▪ Equity Specialist has begun engaging IRCO, New Portlanders Program, Parks for New Portlanders, and other East Portland community leaders on their perceptions of Water Bureau’s outreach and outreach materials.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Use available demographic data disaggregated by race to assess who is using the low-income discount program; create an online application process in addition to the existing in-person process; create a renewal waiver process for some participants.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Renewal waivers are in place for seniors.</li> <li>▪ We have contracted to use a service to create an online application process; participants can send us materials directly through the internet. Form will be ready in January.</li> <li>▪ Working on getting demographic data for participants.</li> </ul>	<ul style="list-style-type: none"> <li>▪ As of January, the online application is available; we will request demographic data. We will continue to enhance the online process.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Research best practices on public facing documents; create guidelines and a design guide; get feedback and buy-in from the Outreach Committee and relevant managers.</li> </ul>	<p>This is merging with the above item (second box): “Complete checklist for assessing bias in documents (in images, text, etc.)” The resulting document will serve as an equity lens for communications materials.</p>	

**Contracting**

Increase the ability of and opportunities for minority owned business to successfully compete for PWB contracts.

Year 1 Performance Measures	Year 1 Accomplishments	2018 Planning
<ul style="list-style-type: none"> <li>▪ Increase to 21% and assess results.</li> </ul>	<ul style="list-style-type: none"> <li>▪ PTE contracts increased: From Jan. 2017 - Dec. 2017 20 contracts were awarded, 9 or 45% were awarded to DMWESB firms as prime consultants. This is an increase from 36% (7 out of 19) during 2016</li> <li>▪ Construction contracts increased: 11 awarded with 45% of the dollars to DMWESB firms as prime contractors. During 2016 1.51% of the contract dollars were awarded to DMWESB firms as prime contractors.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Increase by 10% and assess results.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Early coordination during the design phase with City Procurement has provided for a greater opportunity to use the City’s Prime Contractor Development Program to obtain construction contracting services. The bureau’s increased usage to the program is clearly shown in the current reporting for Fiscal Year 2016-17. The report reflects 13.06% of contract dollars being awarded to minority owned businesses. Fiscal Year 2015-16 awarded 1.27% to minority owned businesses. The results show an increase of prime and subcontracting to minority owned businesses.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ 10% of direct appointment contracts are awarded to DMWESB firms</li> </ul>	<ul style="list-style-type: none"> <li>▪ Being the first year that the direct contract appointment procedure has been in place, the bureau’s Contract Administration Branch (CAB) has carefully monitored and managed the preapproval process that identifies PTE contracting opportunities for the bureau prior to solicitation. Although City Procurement’s reporting is by fiscal year, CAB identified that from January 2017 through December 2017, the bureau awarded, 20 PTE contracts, nine awarded to DMWESB firms as prime consultants. This information will be used as comparison for next year’s reporting.</li> </ul>	

**Data Metrics and Continuous Improvement**

1. The Portland Water Bureau uses racial equity criterion in its decision-making processes and the provision of its services and programs to reduce racial disparities experienced by communities of color.

Year 1 Performance Measures	Year 1 Accomplishments	2018 Planning
<ul style="list-style-type: none"> <li>▪ Regarding asset replacement, collect neighborhood data on race, ethnicity and income level and number of assets.</li> <li>▪ Develop rating scheme for prioritization.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Due to change in staff and a focus on the bureau’s strategic plan, we have largely been unable to accomplish this measure.</li> <li>▪ Equity goals and measures regarding asset replacement were added to the Seismic Implementation Plan.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Rating criteria will be developed for prioritizing Water Bureau asset repairs and replacements to disadvantaged neighborhoods and implemented on a trial basis to test approach.</li> <li>▪ Information mapping on race/geographic locations/asset management information are being incorporated in Seismic Implementation Plan.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Regarding key service levels, collect neighborhood data on race, ethnicity and income level and number of assets.</li> <li>▪ Develop rating scheme for prioritization</li> </ul>	<ul style="list-style-type: none"> <li>▪ Due to change in staff and a focus on the bureau’s strategic plan, we have been unable to accomplish this measure.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Rating criteria will be developed for prioritizing Water Bureau asset repairs and replacements to disadvantaged neighborhoods and implemented on a trial basis to test approach.</li> </ul>