FIVE YEAR RACIAL EQUITY PLAN 2016-2020
ACKNOWLEDGMENTS

March 01, 2019

A document such as this is developed in many phases. The most visible parts will often be toward the end, when it takes shape in a way that can be used by many. Communities have always demanded more accountability and justice from the systems that seek to govern them, including here in Portland, Oregon, the traditional site of the Multnomah, Kathlamet, Clackamas, Bands of Chinook, Tualatin Kalapuya, Molalla and many other tribes who made their homes along the Columbia River. This racial equity plan has benefited from a long line of efforts led by community and government leaders that made it possible for the City of Portland to adopt racial equity plans for every bureau in 2016.

We are grateful for all those who have come before and with us in this important work. As we take up our part as the Office of Community & Civic Life in what comes next, let us remember that all and many efforts for racial and social equity will be required. Whether this is your first day with the bureau or you have contributed a lifetime, you are essential for this plan’s success.

The ideas represented herein were contributed in a variety of ways, including how we build collective understanding through lived experience, the work we do and our everyday interactions. Every contribution is invaluable. In addition, we extend special thanks to those who volunteered to participate in specific planning meetings, including current staff members Jacob Brostoff, Katherine Couch, John Dutt, Brandon Goldner, Tom Griffin-Valade, Mary Hartshorn, Meg Juarez, Lisa Leddy, Molly Metz, Dianne Riley, Michelle Rodríguez, Víctor Salinas, Teresa Solano, Georgia West, Jonah Willbach, and Kenya Williams.

Special thanks are also due to Ashley Horne for facilitating the process, synthesizing our many perspectives, and memorializing our aspirations and commitments in the writing of this document; and to Jaspreet Chahal for graphic design and additional editing.

Suk Rhee
Director
Office of Community & Civic Life
CONTENTS

P7. EXECUTIVE SUMMARY

P8. OFFICE OF COMMUNITY & CIVIC LIFE MISSION AND GOALS

P14. BUREAU OBJECTIVE 1: ORGANIZATIONAL FUNCTIONING
Increase Bureau organizational functioning to ensure equitable outcomes with regards to race and interdependent identities

P18. BUREAU OBJECTIVE 2: OUR STAFF
Create a multicultural and multilingual work environment and support staff performance

P22. BUREAU OBJECTIVE 3: THE WORK
Provide equitable access to all Portlanders to be represented by government and to participate in decision-making

P28. CITYWIDE RACIAL EQUITY GOALS AND STRATEGIES

P31. GLOSSARY

P34. SOURCES
“If you want to build a ship, don’t drum up people to collect wood and don’t assign them tasks, but rather teach them to long for the endless immensity of the sea.”
— Antoine De Saint-Exupéry
EXECUTIVE SUMMARY

The Office Community & Civic Life (Civic Life) embraced the opportunity for self-reflection. We identified and committed to a path forward operationalizing equity in all aspects of our work. Civic Life’s Plan is focused on the structures and human capacity required to realize institutional and community outcomes.

Civic Life conducted its organizational assessment led by a core team staff reflecting a diverse range of perspectives including race, ethnicity, gender, Civic Life program area, and positionality. Future assessments may include partners from community, city and other sectors. This work is iterative in nature and each step is part of a longer journey, not a final destination.

An initial draft of Civic Life’s Plan was completed and submitted to the City of Portland’s Office of Equity and Human Rights in Winter of 2016. In 2017, Civic Life reassessed the plan under new leadership. A revised Plan was completed and adopted in Summer of 2018.

The Plan complements and reflects Civic Life’s mission and strategic goals (page 8). Equity is integral to pursuing the mission and functions of the bureau. As such, the bureau’s long-term and program metrics are the performance measures for the Plan activities (page 9). Civic Life’s Plan is organized into three main goals: Organizational Functioning, Our Staff, and The Work.

Civic Life must commit to racial and social justice goals if we are to achieve improved outcomes in community. We must also build a multicultural, multilingual work environment and capacitate and evaluate staff performance against these goals. Each of the main goals employs its own strategies, actions, and timelines.

Civic Life’s Leadership Team provides oversight for Plan implementation. A Bureau Equity Committee will support prioritization and operationalization of aspects of this work. Progress reports will be made publicly available.

Civic Life is grounded in public service and believes that organizational change work is only as good as its resulting impacts.
CIVIC LIFE MISSION AND GOALS

OUR MISSION

**Promote a culture of civic engagement by connecting and supporting all Portlanders working together and with government to build inclusive, safe, and livable neighborhoods and communities.**

OUR LONG-TERM GOALS

INCLUSIVE STRUCTURES

Modeling the inclusive practices and processes we seek to promote, we will partner with diverse, self-identifying communities to:

- Champion institutional practices for inclusion and transformational change within government structures
- Increase community building and civic engagement opportunities for communities working toward equitable outcomes for all Portlanders.

ADAPTIVE GOVERNANCE

To realize more adaptive decision-making in community and government, we will:

- Support inclusive cross-cultural, cross-issue organizing in community to reflect the ability of resilient communities to address complex, inter-connected issues
- Lead internal capacity development within City government, particularly as it pertains to engaging communities toward equitable outcomes
- Create and hold shared space where community and government join together to identify opportunities and address shared challenges
- Support communities in pursuing forms of governance that reflect their lived experience, values, and aspirations

FULFILLED AND EMPOWERED PORTLANDERS

A progressive change in culture of civic engagement is foundational to long-term systemic community building and government change. We will:

- Prioritize resources that support communities in building resilience both with and without their government
• Practice equitable sharing of resources
• Promote inclusive education, art, and play
• Create an environment for respectful dialogue and problem solving that acknowledges our differences as we work toward shared goals

OUR LONG-TERM PERFORMANCE METRICS

We commit to contributing to long-term outcomes and will evaluate ourselves through the following metrics:

• Increase the level of trust and confidence in local government (Source: Community Insights Survey, City Budget Office)
• Increase voting and participation in activities related to local elections (Source: Office of the Auditor)
• Equitable distribution of city investments (spending and service provision) (Source: City Budget Office)
• Equitable access to “healthy, connected and equitable communities” (Source: Bureau of Planning and Sustainability “index”)
• To be developed in FY 18-19 with partners: streamlined governance and institutional transformation as a result of partnerships between our bureau, other City bureaus and community partners
CIVIC LIFE IDENTIFIED FIVE-YEAR OBJECTIVES AND STRATEGIES:

BUREAU OBJECTIVE 1: ORGANIZATIONAL FUNCTIONING
Increase Bureau organizational functioning to ensure equitable outcomes with regards to race and interdependent identities

STRATEGY 1.1
Adopt and implement a racial equity plan, decision-making practices, and supportive tools to guide policy, program, planning, partnership, and investments

STRATEGY 1.2
Champion institutional change

STRATEGY 1.3
Budget for equity

BUREAU OBJECTIVE 2: OUR STAFF
Create a multicultural and multilingual work environment and support staff performance

STRATEGY 2.1
Use the Affirmative Action Plan to institutionalize inclusive and racial equitable staff recruitment, hiring, and retention policies and practices

STRATEGY 2.2
Increase and support professional development opportunities for Civic Life teams and staff

STRATEGY 2.3
Set and institutionalize all Civic Life staff performance expectations regarding cultural responsiveness and racial equity
BUREAU OBJECTIVE 3: THE WORK

Provide equitable access for all Portlanders to participate in decision-making and to be represented by government

**STRATEGY 3.1**
Partner with communities to create meaningful structures for participation

**STRATEGY 3.2**
Use strategic communications to advance racial equity

**STRATEGY 3.3**
Partner with OEHR to support Citywide racial equity goal #2:

“We will strengthen outreach, public engagement, and access to City services for communities of color and immigrant and refugee communities, and support or change existing services using racial equity practices”

**STRATEGY 3.4**
Collect and apply data, build evidence, and use ongoing evaluation as a means to create equity
CIVIC LIFE 3 YEAR PROGRAM GOALS BY CENTER 2018-2021

BUSINESS OPERATIONS & ADMINISTRATION
- All program services offered in English and Spanish (one-person programs not included/fewer one-person programs.)
- This team has operational competencies to support the many ways community want to engage digitally.
- Data and metrics are used to provide thorough analysis of Civic Life's community impact, with adjustments made accordingly.

CANNABIS PROGRAM
- Create a local framework for social consumption of cannabis while advocating for change in State rule and law.
- Develop a multi-bureau model of local cannabis regulation.
- Fund and facilitate dispersal of funds for record clearing, expungement, and workforce development.
- Ensure 100% building code compliance with active commercial cannabis Producers and Processors.

COMMUNITY & NEIGHBORHOOD INVOLVEMENT CENTER
- Team actions will produce significant and meaningful increases in program inclusivity and diversity by 70%.
- In partnership with other Civic Life programs, expand the breadth of community and agency partnerships to develop a more holistic approach to public safety, livability, and resiliency.
- Generate the energy to connect through more art, play, and joy resulting in a doubling in participation of communities impacted.

CRIME PREVENTION
- Improve public safety awareness and increase civic engagement opportunities for communities that have historically been under served.
- Implement training and education initiatives, transitioning from solely complaint driven to a more proactive model.
- In partnership with other Civic Life programs, expand the breadth of community and agency partnerships to develop a more holistic approach to public safety, livability, and resiliency.

INFORMATION & REFERRAL
- Citywide Service Delivery System implemented, Portlanders can easily and effectively access City information and services.
- 70% One Call Resolution Rate for call center.
- Rate of Contacting by Community Members Increase 20% and 30% for Underrepresented Community Members

EAST PORTLAND COMMUNITY OFFICE
- The focus for FY 18/19 is to enhance and increase EPCO’s Community-building and civic engagement infrastructures and tools to organize based on a shared identity or interest in East Portland. The focus FY 19-20 and the following fiscal year is partnerships by 5% annually.
- Increase coordination and collaboration between the East Portland Community Office and the East Portland Action Plan to address the 268 Action Items.
- Work with Civic Life, the district coalition offices and other community partners to examine and evaluate the future role, structure, and program delivery model for district coalition offices.

NORTH PORTLAND NEIGHBORHOOD SERVICES
- Conduct a community needs assessment to evaluate community building and civic engagement infrastructures.
- Examine and evaluate city and community owned models for district collations to develop recommendations for their role, structure & program delivery model.
- Develop non-governmental sources of funding for community driven programs.

LIVABILITY
- Develop a City-wide livability framework that incorporates methods for restorative well-being that enhances livability, quality of life, and sense of place.
- Empower community members by facilitating collaborative opportunities that encourage an inclusive community voice and constructive dialogues that contribute to problem-solving related livability concerns.
- Increase outreach and education about the benefits of the Livability Programs to reduce the number of complaint-based calls by 20%.
- In partnership with other Civic Life programs, expand the scope of community and agency partnerships to develop holistic approaches to nuisance and livability concerns.
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BUREAU OBJECTIVE 1: ORGANIZATIONAL FUNCTIONING

INCREASE BUREAU ORGANIZATIONAL FUNCTIONING TO ENSURE EQUITABLE OUTCOMES WITH REGARDS TO RACE AND INTERDEPENDENT IDENTITIES

Forging strong relationships with people from all walks of life is the antidote to the corrosive disease of prejudice.”
— Abdu’l-Bahá
### STRATEGY 1.1

**ADOPT AND IMPLEMENT A RACIAL EQUITY PLAN, DECISION-MAKING PROCESS, AND SUPPORTIVE TOOLS TO GUIDE POLICY, PROGRAM, PLANNING, PARTNERSHIP, AND BUDGET DECISIONS**

<table>
<thead>
<tr>
<th>BUREAU ACTIONS</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.1. Adopt, implement, and evaluate implementation of a bureau-wide Racial Equity Plan (Plan).</td>
<td>Draft plan submitted to OEHR</td>
<td>Significant changes to bureau leadership led to rewrite of plan</td>
<td>Significant changes to bureau leadership led to rewrite of plan</td>
<td>Formally adopted/published March 2019; In process of evaluating timeline and outcomes</td>
<td>Evaluate annually</td>
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<tr>
<td>1.1.2. Develop and adopt an equity focused decision-making process that aligns with our strategic direction and addresses race and interdependent identities.</td>
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<td></td>
<td>Strategic direction and long-term goals established</td>
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<tr>
<td>1.1.3. Train and support staff and partners on using the equity focused decision-making process in major fiscal, programmatic and other relevant bureau decision-making.</td>
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<tr>
<td>1.1.4. Train the Civic Life Bureau Advisory Committee (BAC) on the Plan, and how to employ the equity focused decision-making process and other supportive tools.</td>
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<td>New BAC for FY 19-20 will be trained in Spring 2019. Train new BAC annually</td>
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<td>Train new BAC annually</td>
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</table>
BUREAU OBJECTIVE 1:
ORGANIZATIONAL FUNCTIONING

STRATEGY 1.2
CHAMPION INSTITUTIONAL CHANGE

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<tbody>
<tr>
<td>1.2.1. Examine and update policies and codes that guide Civic Life’s work to ensure they are inclusive and equitable and support successful partnerships.</td>
<td>Started examining all codes in the Livability Program - Summer 2018</td>
<td>Will start revising all codes in the Livability Program - Spring 2019</td>
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<td>3.96 Code Change Resolution and Committee formation, activities - July</td>
<td>3.96 Code Change activities (January-July) and presentation to Council (July)</td>
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<td></td>
<td>Created Social Equity Program in Cannabis Program</td>
<td>Began Cannabis Policy Oversight Team (CPOT)</td>
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<td>1.2.2. Establish partnerships among bureaus to ensure equitable outcomes.</td>
<td>Initiated with PBEM, PF&amp;R, OEHR</td>
<td>Continuing with PBEM, PF&amp;R, OEHR</td>
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“Acceptance of the oneness of humanity demands that prejudice—whether racial, religious, or gender-related—must be totally eliminated.”
### STRATEGY 1.3

#### BUREAU ACTIONS 2016 2017 2018 2019 2020

<table>
<thead>
<tr>
<th>1.3.1. Employ strategic and equitable decision-making processes in setting budgets, performance measures, and grant funding allocations.</th>
<th>Performance measures were updated in FY 18-19 to focus on outcomes, will continue to refine</th>
<th>Bureau is reviewing funding allocations for all external grants to ensure equity, plan presented to Council - January</th>
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<tr>
<td></td>
<td>Constructing Civic Dialogues supplementing Neighborhood Mediation Program¹</td>
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| 1.3.2. Advocate with community and City leaders to establish a Citywide ongoing accommodations funding for disability, cultural/linguistic needs, childcare, transportation, etc. | Submitted in FY 18-19 Budget, approved as one-time funding to OEHR (jointly administered) | |

| 1.3.3. Develop and manage Bureau accommodations funding for disability, cultural/linguistic needs, childcare, transportation, etc. | $100K in FY 17-18 | $75K in partnership with OEHR | Submitted in FY 19-20 Budget |

| 1.3.4. Assess bureau procurement practices and identify steps needed to maximize use of Minority-Owned, Women-Owned and Emerging Small Businesses (MWESBs) and community owned resources. | | | Will create three graffiti contracts specifically for MWESB contractors (Spring) |

¹ not an accommodation
BUREAU OBJECTIVE 2:
OUR STAFF
CREATE A MULTICULTURAL AND MULTILINGUAL WORK ENVIRONMENT AND SUPPORT STAFF PERFORMANCE
**STRATEGY 2.1**

**USE THE AFFIRMATIVE ACTION PLAN TO INSTITUTIONALIZE INCLUSIVE AND RACIAL EQUITABLE STAFF RECRUITMENT, HIRING, AND RETENTION POLICIES AND PRACTICES**

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<tr>
<td>2.1.2. The following actions will be added to the Bureau’s Affirmative Action Plan</td>
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<td>• Develop inclusive, linguistically and culturally responsive, and racially equitable policies and practices regarding staff:</td>
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<td>• recruitment</td>
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INCREASE AND SUPPORT PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR CIVIC LIFE TEAMS AND STAFF

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<td>2.2.1. Supervisors ensure that all staff participate in OEHR’s Citywide Racial Equity 101 Training.</td>
<td>Annually</td>
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<td>2.2.2. Supervisors identify Civic Life program-specific training needs and create targeted training and professional development plans with preference for bureau-wide cross collaborative opportunities.</td>
<td>Ad hoc trainings pursued</td>
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<td>Begun with implementation of Constructing Civic Dialogues program - January</td>
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<td>2.2.3. Fully maximize use of existing union contracted professional development fund for represented employees.</td>
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<td>Joint meeting of Labor &amp; management to promote DCTU contract benefits</td>
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<td>2.2.4. Develop a policy and establish a funding mechanism for non-represented employees.</td>
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<td>A line item for education for each program was submitted in FY 19-20 Budget</td>
<td>Professional development policy approved - April</td>
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“Now, then, in order to understand white supremacy we must dismiss the fallacious notion that white people can give anybody their freedom.”
— Stokely Carmichael
### STRATEGY 2.3

**SET AND INSTITUTIONALIZE ALL CIVIC LIFE STAFF PERFORMANCE EXPECTATIONS REGARDING CULTURAL RESPONSIVENESS AND RACIAL EQUITY**

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<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3.1. Update Civic Life staff work plans and performance reviews to reflect cultural responsiveness, racial equity and multicultural workplace competencies.</td>
<td></td>
<td>New evaluation forms and practice adopted</td>
<td>Adapting to BHR guidance on pay equity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3.2. Evaluate performance against these expectations and goals regularly and via annual performance reviews.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3.3. Develop and manage Bureau accommodations funding for disability, cultural/linguistic needs, childcare, transportation, etc.</td>
<td>$100K in FY 17-18</td>
<td>$75K in partnerships with OEHR</td>
<td>Submitted in FY 19-20 Budget</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
BUREAU OBJECTIVE 3: THE WORK

PROVIDE EQUITABLE ACCESS FOR ALL PORTLANDERS TO PARTICIPATE IN DECISION-MAKING AND TO BE REPRESENTED BY GOVERNMENT

Images from 2018 National Night Out parties and events
### STRATEGY 3.1

PARTNER WITH COMMUNITIES TO CREATE MEANINGFUL STRUCTURES FOR PARTICIPATION

<table>
<thead>
<tr>
<th>BUREAU ACTIONS</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1.1. Support and increase diverse participation in engagement processes by incorporating values and practices such as: self-determination, sovereignty, multiculturalism, cultural responsiveness, and multi- and intergenerational.</td>
<td></td>
<td></td>
<td>New performance metrics around partnerships were developed to ensure bureau was reaching more historically underserved populations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1.2. Learn from models of institutional change and change movements.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1.3. Develop rationale, criteria, and process for adopting new and innovative approaches to our work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

“Oppressed people, whatever their level of formal education, have the ability to understand and interpret the world around them, to see the world for what it is, and move to transform it.”

— Ella Baker
## BUREAU OBJECTIVE 3: THE WORK

### STRATEGY 3.2

**USE STRATEGIC COMMUNICATIONS TO ADVANCE RACIAL EQUITY**

<table>
<thead>
<tr>
<th>BUREAU ACTIONS</th>
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<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2.1. Create and employ a communications guide to assess Bureau materials for racial and other biases.</td>
<td></td>
<td></td>
<td>FY 18-19 budget request to create Strategic Communications Officer position (Communications Officer)</td>
<td>FY 19-20 budget request to create second communications position</td>
<td>Communications Officer to be hired</td>
</tr>
<tr>
<td>3.2.2. Respect and engage community by ensuring that all primary Civic Life documents and pages are accessible and translated into at least the identified City of Portland Safe Harbor languages. When other languages are identified for programmatic need, they will be prioritized.</td>
<td></td>
<td></td>
<td>Civic Life Brochure (mission and goals) translated into 9 languages</td>
<td>Chapter 3.96 materials translated in four languages</td>
<td></td>
</tr>
<tr>
<td>3.2.3. Frame and facilitate constructive public conversations to promote the common good.</td>
<td></td>
<td></td>
<td>Constructing Civic Dialogues program launched</td>
<td>Constructing Civic Dialogues trainings January-June</td>
<td></td>
</tr>
<tr>
<td>3.2.4. Operations team will develop and implement all necessary communications related to the Americans with Disabilities Act (ADA) accommodation to comply with Civil Rights law.</td>
<td></td>
<td></td>
<td>Required ADA language was added to all Bureau e-mails</td>
<td>Required ADA language was added to all Bureau templates</td>
<td></td>
</tr>
</tbody>
</table>

24
### STRATEGY 3.3

**PARTNER WITH OFFICE OF EQUITY AND HUMAN RIGHTS TO SUPPORT CITYWIDE RACIAL EQUITY GOAL #2:**

“We will strengthen outreach, public engagement, and access to City services for communities of color and immigrant and refugee communities, and support or change existing services using racial equity practices”

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>3.3.1. Align internal Bureau efforts, beginning with public involvement best practices, mental health, disability, and advisory boards and commissions programs.</td>
<td></td>
<td>Virtual team proposed</td>
<td></td>
<td>Proposed changes in FY 19-20 for Adapt to Impact team establishment</td>
<td></td>
</tr>
<tr>
<td>3.3.2. Develop priority actions with OEHR.</td>
<td></td>
<td>Joint meetings held</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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Civic Life - Five Year Racial Equity Plan 2016-2020 25
## BUREAU OBJECTIVE 3: THE WORK

### STRATEGY 3.4

**COLLECT AND APPLY DATA, BUILD EVIDENCE, AND USE ONGOING REVIEW OF OUTCOMES AS A MEANS TO CREATE EQUITY**

<table>
<thead>
<tr>
<th>BUREAU ACTIONS</th>
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<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.4.1. Build robust data and performance management function, including making our data accessible to the public.</td>
<td>Bureau performance measures were updated</td>
<td>Bureau performance measures continue to be updated, management analyst working with Citywide Open Data group</td>
<td>Bureau performance measures continue to be updated, management analyst working with Citywide Open Data group</td>
<td>Bureau performance measures continue to be updated, management analyst working with Citywide Open Data group</td>
<td>Bureau performance measures continue to be updated, management analyst working with Citywide Open Data group</td>
</tr>
<tr>
<td>3.4.2. Use data to identify outcome disparities in communities to inform service design and delivery.</td>
<td>2020 Census activities launched</td>
<td>2020 Census activities proposed for FY 19-20</td>
<td>2020 Census activities proposed for FY 19-20</td>
<td>2020 Census activities proposed for FY 19-20</td>
<td>2020 Census activities proposed for FY 19-20</td>
</tr>
<tr>
<td>3.4.3. Develop partnerships with third parties (e.g., other City bureaus, academic institutions) to evaluate our impact and contribute to the research base.</td>
<td>Disability Data project funded through FY 18-19 Budget</td>
<td>Disability data project will launch and analysis will be complete and shared with other bureaus and community</td>
<td>Disability data project will launch and analysis will be complete and shared with other bureaus and community</td>
<td>Disability data project will launch and analysis will be complete and shared with other bureaus and community</td>
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</tr>
</tbody>
</table>

“You have to act as if it were possible to radically transform the world. And you have to do it all the time.”
— Angela Davis
“If you join a fight for social justice you may win or lose, but just by being part of the struggle, you win, and your life will be better for it.”
— Howard Zinn
CITYWIDE RACIAL EQUITY GOALS AND STRATEGIES

GOALS

1. We will end racial disparities within city government, so there is fairness in hiring and promotions, greater opportunities in contracting, and equitable services to all residents.

2. We will strengthen outreach, public engagement, and access to City services for communities of color and immigrant and refugee communities, and support or change existing services using racial equity practices.

3. We will collaborate with communities and institutions to eliminate racial inequity in all areas of government, including education, racial equity in all areas of government, including education, criminal justice, environmental justice, healthy housing, transportation, and economic success.
STRATEGIES

1. USE A RACIAL EQUITY FRAMEWORK
   Use a racial equity framework that clearly articulates racial equity; implicit and explicit bias; and individual, institutional, and structural racism.

2. BUILD ORGANIZATIONAL CAPACITY
   Commit to the breadth and depth of institutional transformation so that impacts are sustainable. While the leadership electeds and officials is critical, changes take place on the ground, through building infrastructure that creates racial equity experts and teams through the city government.

3. IMPLEMENT A RACIAL EQUITY LENS
   Racial inequities are not random they have been created and sustained over time. Inequities will not disappear on their own. It is essential to use a racial equity lens when changing the policies, programs, and practices that perpetuate inequities, and when developing new policies and programs.

4. BE DATA DRIVEN
   Measurement must take place at two levels—first, to measure the success of specific programmatic and policy changes; and second, to develop baselines, set goals, and measure progress. Using data in this manner is necessary for accountability.

5. PARTNER WITH OTHER INSTITUTIONS AND COMMUNITIES
   Government work on racial equity is necessary, but insufficient. To achieve racial equity in the community, government needs to work in partnership with communities and institutions to achieve meaningful results.

6. OPERATE WITH URGENCY AND ACCOUNTABILITY
   When change is a priority, urgency is felt, and change is embraced. Building in institutional accountability mechanisms using a clear plan of action will allow accountability. Collectively, we must create greater urgency and public comment to achieve racial equity.

https://www.portlandoregon.gov/oehr/article/537589
“Look forward. Turn what has been done into a better path.”
— Wilma Mankiller
GLOSSARY

The following definitions and terms have been developed by the Office of Equity and Human Rights (OEHR) and other sources to provide a common understanding of terms used in this plan and citywide racial equity work.

ADA (AMERICANS WITH DISABILITIES ACT)
The Americans with Disabilities Act (ADA) is one of America's most comprehensive pieces of civil rights legislation that prohibits discrimination and guarantees that people with disabilities have the same opportunities as everyone else to participate in the mainstream of American life – to enjoy employment opportunities, to purchase goods and services, and to participate in State and local government programs and services (https://www.ada.gov/ada_intro.htm, accessed 9/6/2018).

BAC (BUREAU ADVISORY COMMITTEE)
The City of Portland bureaus have BACs which were established to increase community involvement in the management of the City’s resources and to provide recommendations to bureaus regarding goals, priorities, policies, and budgets (CBO, 2018).

BEC (BUREAU EQUITY COMMITTEE)
An internal bureau committee comprised of leadership and staff to support the bureau's equity work.

CELS (COMMUNITY ENGAGEMENT LIAISONS)
CEls are experienced City of Portland-trained civic activists, fluent in English, who are available to assist City public involvement programs with interpretation and facilitation services in other non-English languages.

CIVIL RIGHTS TITLE VI
Title VI of the Federal Civil Rights Act of 1964 states that “No person in the United States, on the grounds of race, color, or national origin, shall be excluded from participation in, denied the benefits of, or be subjected to discrimination under any program, or activity [of a public entity, like the City of Portland] that receives federal assistance.” (US Department of Justice, 2018).

COMMUNITIES OF COLOR
A term used primarily in the United States to describe communities of people who are not identified as White, emphasizing common experiences of racism.

DISCRIMINATION
Refers to the treatment or consideration of, or making a distinction in favor of or against, a person or thing based on the group, class, or category to which that person or thing belongs rather than on individual merit.

DIVERSITY
Includes all the ways in which people differ; it encompasses all the different characteristics that make one individual or group different from another (UC Berkeley Division of Equity and Inclusion, 2016).

EQUITY (SEE RACIAL EQUITY)
We have a shared fate—as individuals within a community and communities within society. All communities need the ability to shape their own present and future. Equity is both the means to healthy communities and an end that benefits us all. Equity requires the intentional examination of systemic policies and practices that, even if they have the appearance of fairness, may, in effect, serve to marginalize some and perpetuate disparities. Working toward equity requires an understanding of historical contexts and the active investment in social structures over time to ensure that all communities can experience their vision for health (Northwest Health Foundation, Coalition of Communities of Color, alternative language used by Coalition of Communities of Color: vision for success).

EQUITY LENS
A critical-thinking approach to undoing institutional and structural racism that evaluates burdens,
benefits and outcomes to underserved communities (OEHR, 2016).

ETHNICITY
A category of people who identify with each other based on common language, ancestral, social, cultural or national experiences (OEHR, 2016). Rather than physical characteristics, social traits that are shared by a human population. Some of the social traits often used for ethnic classification include nationality, tribe, religious faith, shared language, and shared culture and/or traditions. Unlike race, ethnicity is not usually externally assigned by others. The term ethnicity focuses more upon a group’s connection to a perceived shared past and culture (Curry-Stevens, Reyes & Coalition of Communities of Color, 2014).

EXPLICIT BIAS
The evaluation of one group and its members relative to one another, expressed directly, with full awareness (OEHR, 2016).

INEQUALITY
An unfair situation in which some people have more rights or better opportunities than other people.

INJUSTICE
The withholding or denial of justice.

LOW-INCOME POPULATIONS
People, households, families and neighborhoods with below-average incomes. Because of socioeconomic patterns, low income also overlaps with people of color and many older adults. However, a focus on low-income people does not substitute for a focus on racial and ethnic justice (City of Portland, 2016).

MWESB (MINORITY-OWNED, WOMEN-OWNED AND EMERGING SMALL BUSINESSES)
The City of Portland promotes the utilization of minority-owned, women-owned and emerging small businesses as contractors and sub-contractors to promote inclusion and a sustained, vibrant local economy.

OEHR (OFFICE OF EQUITY AND HUMAN RIGHTS)
The Office of Equity and Human Rights provides education and technical support to City staff and elected officials, leading to recognition and removal of systemic barriers to fair and just distribution of resources, access and opportunity, starting with issues of race and disability.

RACE
The idea that the human species is divided into distinct groups on the basis of inherited physical and behavioral differences. Genetic studies in the late 20th century refuted the existence of biogenetically distinct races, and scholars now argue that “races” are cultural interventions reflecting specific attitudes and beliefs that were imposed on different populations in the wake of western European conquests beginning in the 15th century (www.britannica.com).

RACIAL EQUITY
When race does not determine or predict the distribution of resources, opportunities, and burdens for group members in society (OEHR, 2016).

RACIAL EQUITY FRAMEWORK
An understanding of the root causes of racial disparities, an analysis of the structures that perpetuate these disparities, and the ability to deploy critical strategies to undoing those structures (i.e., community self-determination, shifting power, etc.) in order to replace them with structures that produce equitable outcomes (OEHR, 2016).

RACIAL EQUITY PLAN
A layout of each bureau's approach to operationalizing the Citywide Racial Equity goals and strategies while also articulating any additional unique goals and strategies of each bureau (OEHR, 2016).

RACIAL EQUITY TOOLKIT
A set of strategies, procedures and resources designed to integrate explicit consideration of racial equity and that can be implemented and applied throughout organizational policy, procedures and operations to ensure/drive equitable process, impacts and outcomes (OEHR, 2016).

RACISM
Institutional Racism: Occurs within institutions and systems of power. It is the unfair policies and discriminatory practices of particular institutions (schools, workplaces, etc.) (Race Forward, 2014).

Internalized Racism: Is the personal conscious or
subconscious acceptance of the dominant society’s racist views, stereotypes and biases of one’s ethnic group. It gives rise to patterns of thinking, feeling and behaving that result in discriminating, minimizing, criticizing, finding fault, invalidating, and hating oneself while simultaneously valuing the dominant culture.  
http://www.div17.org/TAAR/media/topics/internalized-racism.php

**Interpersonal Racism:** Occurs between individuals. These are biases that occur when individuals interact with others and their private racial beliefs affect their public interactions (Race Forward, 2014).

**Structural Racism:** Racial bias among institutions and across society (Race Forward, 2014).

**REFUGEE**  
Under United States law, someone who is or was located outside the United States; is of special humanitarian concern to the US; demonstrates that they were persecuted or fear persecution due to race, religion, nationality, political opinion or membership in a particular social group; is not firmly resettled in another country; and is admissible into the US. A refugee does not include anyone who ordered, incited, assisted or otherwise participated in the persecution of any person on account of race, religion, nationality, membership in any particular social group, or political opinion (U.S. Citizenship and Immigration Services, 2015).

**SAFE HARBOR LANGUAGES**  
Languages other than English spoken by those who reside in the City of Portland and whose primary language is not English and have a limited ability to read, write, speak, or understand English. A Safe Harbor language is identified in a process the City has taken to comply with federal regulations to identify the need for translation of vital written materials after conducting a four-factor analysis to determine that translated documents are needed by LEP users. (https://www.portlandoregon.gov/oehr/article/521970).

**UNDERREPRESENTED**  
Recognizes that some communities have historically and currently not had equal voice in institutions and policy-making and have not been served equitably by programs and services. The terms under-served and under-represented focus action and implementation attention toward people of color, immigrants, refugees and low-income populations (City of Portland, 2016).

**UNDERSERVED**  
People and places that historically and currently do not have equitable resources, access to infrastructure, healthy environments, housing choice, etc. Due to historical inequitable policies and practices, disparities may be recognized in both access to services and outcomes (City of Portland, 2016).
SOURCES


“If you suddenly and unexpectedly feel joy, don’t hesitate. Give in to it. There are plenty of lives and whole towns destroyed or about to be. We are not wise, and not very often kind. And much can never be redeemed. Still, life has some possibility left. Perhaps this is its way of fighting back, that sometimes something happens better than all the riches or power in the world. It could be anything, but very likely you notice it in the instant when love begins. Anyway, that’s often the case. Anyway, whatever it is, don’t be afraid of its plenty. Joy is not made to be a crumb.”

— Mary Oliver
Promote the common good