

RACIAL EQUITY PLAN
Furthering the Citywide Racial Equity Goals and Strategies
For the Period July 1, 2016 to June 30, 2021

Bureau: Water Director: Michael Stuhr, P.E. Action Plan Development Lead(s): Susan Bailey, Scott Bradway, Mary Ellen Collentine, Manuel Crockett, Danita Henry, Jeff Leighton, Kevin Suell, Lisa Implementation Team Lead(s): Michael Stuhr, P.E., Director

Bureau Equity Guiding Statement: Make PWB a more racially and ethnically equitable organization for our customers, city staff and our contractors.

Long-term Goal(s): Organizational Commitment	Five Year Bureau Objective(s): Organizational Commitment	Strategies and Bureau Actions	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date
			Year 1	Year 2	Year 3	Year 4	Year 5				
1. End disparities in city government hiring and promotions. 2. Provide equitable City services to all residents.	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.	Strategy: Build organizational capacity Provide racial equity training to bureau leadership (Management Team (MT) and other senior leaders) and all staff	100% of employees complete Equity 101; Define racial equity core competencies based on role and complete staff training plan. Facilitate 4 focused discussions with the Bureau Management Team (MT). (Contingent upon filling vacancy quickly and ability of new employee to take on these duties.)	100% of MT and 25 senior managers from all divisions will attend an intensive training on understanding and dismantling institutional racism. Offer 2 racial equity educational opportunities for staff. 100% of new staff attend Equity 101	100% of managers and supervisors attend training on understanding and recognizing institutional racism. 100% of MT and 25 senior managers representative of all divisions attend training on leading and managing for racial equity. Offer 4 racial equity educational opportunities for all staff. 100% of new staff attend Equity 101.	At least 75% of staff will have attended one of the educational offerings (years 2-4.) Survey trainees to determine increased levels of understanding; 80% will report an increase in knowledge and understand of racial equity issues. Determine additional training needs. Carry over relevant measures from previous years.	Update and implement changes as needed. Continue training; repeat training as need for new staff. Engage 10% of staff in roundtable discussions on how equity relates to their jobs.	Number of staff attending training; demonstration of increased knowledge of equity issues.	Bureau Training and Development Officer (position is currently vacant)	Water Administrative Manager (Susan Bailey)	6/30 annually
		Strategy: Operate with urgency and accountability Management provides leadership to address racial equity issues	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	Complete training of management team and senior leaders (see above). Racial Equity is included as a critical component in the development of the 2017 Bureau's Strategic Plan . Management supports and encourages attendance at staff racial equity trainings.	100% of bureau management support and encourage attendance at staff equity trainings (see above). Management is using a racial equity lens in decision making of at least 3 projects (see below).	75% of staff report feeling that management demonstrates commitment for racial equity work in the bureau. Continued increase use of racial equity lens in decision making (see below).	50% of staff report fundamental changes in how the bureau does business, supporting increased attention to issues of racial equity. Continued increase use of equity lens in decision making (see below).	Staff survey; number of staff attending training; use of Racial Equity Toolkit	PWB Management Team	Director	6/30 annually
Long-term Goal(s): Leadership and Management	Five Year Bureau Objective(s): Leadership and Management	Strategies and Bureau Actions	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date
			Year 1	Year 2	Year 3	Year 4	Year 5				
1. Provide equitable City services to all residents. 2. End disparities in city government hiring and promotions	1. Increase the ability of PWB to address institutional racism. 2. Managers and staff consider issues of racial equity in planning and decision making	Strategy: Build organizational capacity Performance evaluations include a section on "racial equity core competencies" in professional development	Determine "racial equity core competencies" and incorporate into performance review.	100% of supervisory staff report progress in development of one of the "core competencies."	100% of supervisory staff report progress in development in another "core competency".	100% of supervisory staff report progress in development in additional "core competencies".	100% of supervisory staff demonstrate acceptable development in the "core competencies."	Performance Evaluations	Managers	Bureau Management Team	6/30, annually
		Strategy: Implement a racial equity lens Management uses and sets goals for employees to consistently use a Racial Equity Toolkit (RET) in planning and decision making	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.	Provide training to 50% managers and supervisors in the use of the Racial Equity Toolkit. Pilot the use of the RET in at least one major project and evaluate how the use of the lens changed the project.	Complete training of remaining 50% of managers and supervisors. Pilot the use of RET on 3 projects and evaluate how using the lens changed the project.	Increase the use of the RET to 100% of major projects and new program development.	Evaluate the effectiveness of using the RET in planning and decision making. Revise use as needed.	Survey of those using the RET analyze impacts of using the tool, i.e., how did projects and programs change as a result -- report to MT	Training: T&D Officer; MT and program/project managers for implementation and use of lens.	Bureau Management Team	6/30, annually

		Strategy (Bureau specific): Utilize the Bureau Equity Committee (BEC) to analyze issues of racial equity and recommend solutions.	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.	Assess 10% - 20% bureau staff, e.g., brown bags/focus groups, to determine the most critical workplace environment issues of racial equity impacting the workplace. Prioritize issues to work on and report to bureau Management Team.	Analyze and make recommendation(s) to resolve the most critical issue, including an implementation plan for Management Team approval.	Create 1 annual opportunity to hear, discuss and invite opinions, feedback and involvement from employees to better understand and assess our progress. Completion of 1 successful implementation of organization change initiative addressing identified (most critical) issue.	Develop second change initiative to address highest priority issue identified with implementation plan; present to Management Team; successfully implement. Continue offering on-going opportunities for discussion and feedback among staff.	Employee Survey	BEC	Bureau Management Team	6/30, annually
Long-term Goal: Workforce	Five Year Bureau Objective(s): Workforce	Strategies and Bureau Actions	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date
			Year 1	Year 2	Year 3	Year 4	Year 5				
End disparities in city government hiring and promotions	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.	Strategy: Build organizational capacity Provide "Hiring" training to all managers and supervisors that is racial equity focused.	Develop job aids. Develop training; run pilot for 15 hiring managers and revise training as needed. (Contingent upon filling vacancy quickly and ability of new employee to take on these duties.)	Provide training to 50% managers and supervisors.	Complete the first round of training; 100% of hiring managers and supervisors will have attended.	Evaluate effectiveness make modifications as needed. Hold 1 training class per year for new managers	Continue training: Hold 1 class per year for new managers and supervisors; provide a refresher as needed.	Analysis of changes in hiring practices and results during the period	Training Officer (currently vacant)	Water Administrative Manager (Susan Bailey)	6/30 Annually
		Strategy: Partner with other institutions and communities									
		Increase outreach into various communities of color to ensure information about PWB jobs is widely dispersed and applicant pools reflect the diversity of the community.	Utilize Affirmative Action data to inform outreach strategies. Develop resources in communities of color and among English Language Learners (ELL) for applicant outreach.	Analyze recruitment and selection data to determine at which points in the recruitment and selection process various racial groups are adversely impacted. Develop 1 strategy for each barrier (may require BHR support.)	Implement strategies in 10 pilot recruitments (at various levels) and analyze results to determine effectiveness.	Analyze results. Make program adjustments to existing strategies; pilot changes in 10 recruitments.	Review AA data to determine if changes have resulted in a reduction of placement goals.	Affirmative Action data and goals.	Hiring managers, Bureau Management Team	Water Administrative Manager (Susan Bailey)	6/30 annually
		Strategy (Bureau specific):									
		Hire more multilingual employees for customer-facing positions, and identify existing multilingual staff who may be able to serve as resources.	Explore using preference language for those speaking multiple languages in job announcements.	In conjunction with BHR, develop a pilot recruitment that includes preference for those with multi-lingual skills.	Track results of pilot and determine feasibility of broader implementation.	Implement for 1-2 additional recruitments.	Assess results of recruitments in hiring more employees speaking multiple languages especially in customer facing positions.	Number of employee speaking multiple languages	Bureau of Human Resources and hiring manager	BHR	6/30 annually
		Increase the use of training plans and opportunities for cross-training for "minimally qualified employees" for upcoming promotional opportunities	Utilize "cross training for interested, minimally qualified employees" for upcoming vacancies in 5% (2 - 3) of promotional opportunities	Determine 1 new "training plan" opportunity, e.g., OE Trainee, WMTI, & develop training plan; increase utilization of "cross training" program to 7% of promotional opportunities and analyze results.	Recruit for new training plan opportunity internally; increase the number of cross training opportunities to 10%.	Make program adjustments to existing programs; analyze positions for second "training plan" opportunity.	If second opportunity found, develop training plan/ classification. Continue at % level or increase/decrease number of cross training opportunities based on evaluation	Number of staff attending training; demonstration of increased knowledge of equity issues.	assessment of staff participation and results.	Water Administrative Manager (Susan Bailey)	6/30 annually

		Provide new opportunities for all staff to learn about other positions at PWB, with particular support from supervisors for staff of color to participate in these opportunities: work group presentations and exchanges; job shadows; SOAKED participation.	Identify program contact/manager for each work group. Identify minimum of 2 classifications per division for job shadow opportunities. Begin development of informational group presentations -- 20% complete; speaker identified.	Informational group presentations 100% complete. Develop guidelines for job shadow participation/ applicants 75% complete.	Guidelines for job shadow participation 100% complete and presented to MT for review. Pilot job shadow in 25% of identified opportunities. Schedule group presentations and hold 2	100% of all group presentations completed. Fully implement Job Shadow program -- 100% of groups involved.	Evaluate usage results and make adjustments; revise/continue programs.	participant feedback; feedback from host groups.	BEC (Job Shadow); Team representing each work group (group presentations)	Bureau MT	6/30 annually	
Long-term Goal(s): Community Access and Partnership	Five Year Bureau Objective: Community Access and Partnership	Strategies and Bureau Actions	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date	
			Year 1	Year 2	Year 3	Year 4	Year 5					
1. Strengthen outreach and public engagement for communities of color and immigrant and refugee communities. 2. Provide equitable City services to all residents.	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.	Strategy: Build organizational capacity	Provide access to translation and interpretation services for any staff interacting with English Lanaguage Learners; identify best practices for staff to offer translation and interpretation service.	Identify best practices. 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.)	Implement internal marketing/training; put translation/interpretation protocol in 100% of trucks and offices. Create a generic business card with the Required Title VI language and distribute to staff.	Collect usage and qualitative data regarding bureau practices and evaluate efficacy. Make changes as needed.	Continue managing program to ensure compliance.	Update and implement changes as needed.	Data collection from staff on the use of the translation services.	Title VI Coordinator (currently unassigned)	Communication Director (currently vacant)	6/30 Annually
		Strategy: Implement a racial equity lens	Assess public-facing documents for racial and ethnic bias	Complete checklist for assessing bias in documents (in images, text, etc.)	Implement guidelines with 100% of "critical" communications; use focus groups to evaluate materials	Continue with implementation process. 100% of all new documents, materials will be go through this process prior to publication.	Complete evaluation of 100% of existing PWB materials.	Continue with implementation process remaining existing documents.	Compare documents against the checklist.	Communications Staff and Graphic Designer (Sarah Fine)	Communications Director (Public Information Manager) (currently vacant) and all communications staff	6/30 Annually
		Translate documents as appropriate; include accessibility language on public communications.	100% of all documents contain accessibility language. 100% of "critical" documents are translated. Conduct research to determine most effect ways to reach Portlanders <i>focusing on the</i>	Based on research, develop guidelines for document translation beyond critical documents.	Train 100% of relevant staff	Translate documents determined to be important based on guidelines	Evaluate the effectiveness and need for additional translations	Review translated documents	Communications Staff and Bureau Title VI Coordinator (currently vacant)	Communication Director (currently vacant) and all communications staff	6/30 Annually	
		Strategy: Be data driven	Determine how customers (including speakers of languages other than English) use our website and other digital media; consider the race and ethnic digital divide.	Complete hiring and on-boarding for 2 new/additional Public Information and Outreach Staff: Communications Equity and Digital Media Communications staff members.	Complete research using available analytics, best practices, community groups, focus groups, etc. to understand use of website and digital media by different racial and ethnic groups.	Develop recommendations based on research. Begin implementation; 10 % of work completed	Continue to implement recommendations; 50 % of work completed.	100% of recommendations implemented. Test and evaluate results	Compare analytics from year one with analytics after changes are implemented.	Communications Staff in all groups	Communication Director (currently vacant)	6/30 Annually
		Strategy: Partner with other institutions and communities										

		Strengthen existing relationships with community organizations, to communicate more effectively with communities of color. Increase communications between people of color and the Water Bureau for customer service needs.	Hire and on-board new Communications Equity staff and assess which communities of color PWB is least effective in reaching.	Identify current partnerships that could help, as well as potential new partnerships. Identify pathways into identified communities (through churches, schools, charismatic leaders); consider Community Engagement Liaisons program. Identify alternatives to neighborhood associations	Build relationships and continue to research and develop strategies to increase communication	Utilize relationships and strategies to communicate with previously identified communities of color	Evaluate the results of work to determine degree of improvement.	Survey identified community leaders of color and community based organizations to see if they view PWB as open and accessible to the communities they represent.	Communications Equity staff member	Communication Director (currently vacant)	6/30 Annually
		Strategy: Operate with urgency and accountability									
		Be strategic, based on racial equity goals, in choosing partnerships, sponsorships, fee waivers, and events we attend.	Hire and on-board new Communications Equity staff	Develop racial equity guidelines for partnerships, sponsorships, fee waivers, and events. Look to other bureaus (especially Parks) for partnerships we may not have considered.	Pilot racial equity guidelines with interested program managers.	Roll-out guidelines to 100% of relevant program managers and ensure decision making is reflects guidelines.	Assess and evaluate effectiveness of guidelines	Review all sponsorships to evaluate compliance with guidelines.	Program managers, led by new Communications Equity person	Management Team	6/30 Annually
		Increase accessibility to Utility Bill information for people of color and immigrant and refugee communities. Consider more graphic, multilingual options.	Identify opportunities for and limitations to restructuring the bill; research what customers need and understand from the bill. Consider holding focus groups with customers of color to determine areas for improvement.	Develop strategy for rolling out changes: pilot or to all users. Roll out changes as appropriate	Continue pilot or rollout.	Continue rollout.	Work with customers and staff to assess whether the effectiveness of changes made.	Survey customers to evaluate effectiveness of changes.	Interdisciplinary team	Customer Service Manager (Kathy Koch) & Communication Director (currently vacant)	6/30 Annually
		Make the Low Income Program more accessible to people of color and immigrants and refugee households so that all communities we serve are able to utilize it equitably.	Use available demographic data disaggregated by race to assess who is using the program; create an online application process in addition to the existing in-person process; create a renewal waiver process for some participants.	Develop outreach strategies to increase participation in communities of color not using with lower incomes and higher water shut-offs. Track success by increased in number of customers enrolled in program.	Pilot 2 new strategies and assess results. Expand community partnerships, especially with ELL customers. Track increased participation in targeted groups.	Continue with strategies demonstrate effectiveness through an increase in participation in the targeted communities; pilot 2 additional strategies and assess results.	Assess overall results; continue with strategies that demonstrate a significant increase participation in the targeted communities; devise additional strategies as needed.	Measure increase in participation by neighborhood.	Low Income Program Manager (Brad Blake) and Outreach staff	Customer Service Manager (Kathy Koch) & Communication Director (currently vacant)	6/30 Annually
		Strategy (Bureau specific):									
		Make public facing materials more accessible to all communities, but particularly to English Language Learners, through the increased use of images and graphics.	Research best practices; create guidelines and a design guide; get feedback and buy-in from the Outreach Committee and relevant managers.	Implement guidelines, focus on urgent communications such as boil water notices.	Revise guidelines as needed based on evaluation. Complete work on 100% of urgent communications	Use guidelines in the development of 100% of all new communication materials; continue to revise existing materials per guidelines.	Complete revision of 100% of all PWB public facing materials.	Convene focus group or coordinate focus group review with utility bill focus group to determine improvement.	Communications Staff & Graphic Designer (Sarah Fine)	Communication Director (currently vacant)	6/30 Annually
Long-term Goal: Contracting	Five Year Bureau Objective: Contracting	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 greater	Increase the ability of and	Strategy: Implement a racial equity lens									

opportunities City government contracting	opportunities for minority owned business to successfully compete for PWB contracts.	Increase equity points for Disadvantaged, Minority, Women, Service Disable Veterans, and Emerging Small Businesses (DMWES) awarded for PTE (Professional, Technical & Expert) proposals above the minimum of 20%	Increase to 21% and assess results	Increase to 22% and assess results	Increase to 23% and assess results	Increase to 24% and assess results	Increase to 25% and assess results	Evaluate the change in the number of PTE contracts.	Contract Manager and managers and supervisors	Bureau Management Team	6/30 annually	
		Increase the utilization of contractors in the PCDP (Prime Contractor Development Program) using targeted recruitment and outreach to minority owned businesses.	Increase by 10% and assess results	Increase by 10% and assess results	Increase by 10% and assess results	Increase by 10% and assess results	Increase by 10% and assess results	Increase by 10% and assess results	Evaluate the change in the number of contractors.	Contract Manager and managers and supervisors	Bureau Management Team	6/30 annually
		Increase the utilization of direct appointment to DMWESB (Disadvantaged, Minority, Women Service-Disabled Veteran and Emerging Small Business) Certified firms	10% of direct appointment contracts are awarded to DMWESB firms	15% of direct appointment contracts are awarded to DMWESB firms	20% of direct appointment contracts are awarded to DMWESB firms	25% of direct appointment contracts are awarded to DMWESB firms	30% of direct appointment contracts are awarded to DMWESB firms	Evaluate the change in the number of DMERSB contracts.	Contract Manager and managers and supervisors	Bureau Management Team	6/30 annually	
Long-term Goal: Data Metrics and Continuous Improvement	Five Year Bureau Objective: Data Metrics and Continuous Improvement	Strategies and Bureau Actions	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date	
			Year 1	Year 2	Year 3	Year 4	Year 5					
Change existing City services using racial equity best practices to increase access for communities of color and immigrant and refugee communities	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	Strategy: Implement a racial equity lens	Utilize an racial equity lens as an additional criterion for asset replacement within the distribution system, i.e., prioritize replacement within the same asset group by utilizing this analysis to determine sequence of replacement.	Collect neighborhood data on race, ethnicity and income level and number of assets. Develop rating scheme for prioritization	Identify 1 pilot project, e.g., replacement of a set of 25 service lines. Select assets to replace; complete work in field and assess results	Extend approach to another asset replacement decision, e.g., hydrants and service lines.	Evaluate success and identify challenges associated with strategy. Revise approach as needed.	Implement process further. Select additional grounds for prioritization.	Data analysis in spreadsheet model and GIS	Asset Manager (Jeff Leighton)	Asset Manager (Jeff Leighton)	6/30 annually
		Strategy: Be data driven	Action(s): Evaluate the bureau's progress toward meeting key service level indicators by neighborhood, particularly focusing on performance in neighborhoods with large populations of color	Collect neighborhood data on race, ethnicity and income level. Display service level data by neighborhood; identify variations	Identify work measure opportunities, if any, to improve service level performance in neighborhoods with communities of color (e.g., one service level is to have water pipe valves work. When valves work, the area affected by a broken pipe is reduced and the time that people are out of water may be less too. The associated work load measure would be: test more valves in neighborhoods with communities of color).	Identify and complete a pilot project (e.g., operate more valves in a neighborhood with communities of color than in another without).	Evaluate results and determine whether the objective was achieved and propose further implementation.	Implement process further. Select additional grounds for prioritization.	Data analysis in spreadsheet model and GIS	Asset Manager (Jeff Leighton)	Asset Manager (Jeff Leighton)	6/30 annually

Bureau Director has reviewed and approve the structural improvements and supports the implementation for these changes over the coming five years.

Director Signature



Date: October 24, 2016

Printed Name

Michael Stuhr, P.E.