City of Portland - Office of Neighborhood Involvement (ONI)
Bureau Advisory Committee (BAC) Summary Notes
September 8, 2014

In Attendance:

Richard Bixby (EPNO), Sylvia Bogert (SWNI), Jan Campbell (Disability Commission), Linda Castillo (Latino Network), Sophorn Cheang (IRCO), Betsy Coddington (RNW), Anne Dufay (SE Uplift), Leslie Foren (Elders in Action), Donita Fry (NAYA), Mary Jaron Kelley (NPNS), Sandra LeFrancois (CNN), Moshe Lenske (Woodstock NA), Tom Lewis (Centennial, EPAP), Mary Loos (PDNA), Arolia McSwain (NPNS), Martha Munoz (Latino Network), Rick Paul (Pleasant Valley NA), Jerry Powell (GooseHollow), Doretta Schrock (NPNS), Mark Sieber (NWNW), Alison Stoll (CNN).

ONI Staff: Amalia Alarcon de Morris (Director), Amy Archer (Livability/Operations), Brian Hoop (CNIC), Paul Leistner (CNIC), Teresa Solano (I&R)

Other: Diana Pei Wu and Rosa Navarro (Consultants), Judith Mowry (OEHR), Sonali Balajee & Ben Duncan (Mult. County Dept of Equity)

Welcome and Introductions

Racial Equity Lens Tools – our shared values and principles about equity
Judith Mowry provided some framework for the conversation.

- Building a network on equity, important to work together jurisdictionally. Anxious to bring greatest benefit to community, build on best practices.
- Delighted to partner with Multnomah County. They have done some great work with the racial equity lens. Want to see how it might inform the work we are trying to do here at ONI.
- Resource/partnership with County and City Office of Equity and Human Rights.

Sonali Balajee was our guest presenter from Multnomah County. The powerpoint presentation referenced during the presentation is available at https://www.portlandoregon.gov/oni/article/505224. She provided the following overview.

- Introduction to The Equity and Empowerment Lens: Transformation into Action.
- Huge part of work is seeing the connections. We tend to work more in silos and need to see the interconnectedness.

- The group broke down into groups for a partner activity to discuss "what comes up when you hear the phrase racial equity? Some points shared with the larger group include:
  - Negatives – Montgomery, a great deal of strife to try to make movement, particularly relating to the power of white male.
  - Indifference to the concept.
  - Hopefulness. Work at County and City to try to understand it more.
  - Image of people standing on blocks trying to watch the baseball game. Demonstrates Equality versus Equity.
  - Talking about race is difficult. There are not "pure races", so it becomes passe to talk about it. Inherent ability, people are people. We have a lot of other work to do in describing. Racially blind terms used in government policy.
- The work started two dimensionally. Given idea of tool of 5 questions with no educational materials, etc. The work itself is deeply transformative. It has to do with moving people's hearts and minds, policy, practices. Ask people to think of images to help engage it in the mind and make it lasting.
- Defining racial equity started with fair and just distribution of resources and opportunities, but then pushed to see it goes beyond that to other items listed below.
  - Fair and just distribution of resources and opportunities
  - Economic and social systems that are sustainable and sustain all people
  - Meaningful engagement of communities of color in planning, decision-making, evaluation
  - Authentically embodying racial equity and empowerment principles
  - Bold and courageous long-term commitment to unearthing racism's root causes and addressing barriers
- We are all part of the movement building. Holds us accountable to long term change.
- Meaningful engagement of communities is already central to the work that ONI is doing.
- Mission of ONI grounds the work that is coming ahead.
- The Lens is:
  - A quality improvement tool.
  - Process of asking mindful, reflective questions regarding race and culture
  - A way to think differently about our work, getting at eliminating inequities
  - Based on paradigms that are: community supported, sustainable, informed by the Relational Worldview, brain and mind research and trauma-informed approaches
- What is it? A framework of
  - 9 questions
  - Focus on IMPACT in the areas of people, place, process, power, purpose
  - 6 outcome areas
  - Logic model and other materials

- Lens application cycle – creating the conditions, assessment, reflection, move into action, evaluation and accountability.
- Origins of racial equity tools and processes – public health, law, environmental justice. We are part of a national and international movement. Data is clear. Individually based strategies alone are not working. Communities have spoken for greater accountability and grounding in culturally inclusive paradigms. As public servants we have an obligation to act. It calls for collaboration to make a difference, we all have a role and need to be held accountable.
- Talking about culture is important. However, race still determines service and how people are treated. Race is a social construct, but it is a reality.
- Successful outcomes:
  - Increased organizational capacity: There is passion and purpose in doing this work. One example is health department applied to budget. Tried to apply it to three different areas (an early/young version of the lens). In process of applying the lens, you are also building capacity by having the tough conversations. Brought up tough questions, need to focus on both short term and long term strategies.
  - Improved policies: integration of lens into three strategic plans, other developed policies (SUN Theory of change – now thinking about how to use this theory of change to determine resource allocation, and what does that mean in relation to the services)
  - Strengthened alliances: stronger partnerships with leaders in community and other social sectors
  - Strengthened base of support: Greater public will to implement racial equity
- One participant asked whether data shows an impact on disparities? If data years later doesn't show movement, then how is that applied to the lens?
  - Not seeing population outcomes since we started the work. Health disparities report is coming out soon and the lines look similar to the last time. The time it takes to see the types of outcomes we are talking about are the long term impacts. In the short term investing in projects that are targeted and addressing some immediate outcomes, but need long term change for overall impact. City can measure the disparity in resource allocation and whether it is changing.
- Keeping an innovative culture is important. Ball is low, but not just one tether trying to lift the ball, it is tethered to lots of different services and all have to work together to try to lift that ball up. There is collective impact.
- One participant asked how have SUN schools dealt with political pressures for immediate outcomes?
  - Inside/outside strategy – external community pressure pushing, and internally motivated as skills develop to push from inside. When elected hears it from 5

different places then it does have impact. The other piece is practicing and failing and doing it again.

- Example of Children's Levy funding distribution. Incorporated racial justice practices and when they came to the funding decisions with a priority for serving African American women and children in domestic violence situations. There were no proposers that came forward with that area, so they decided to hold back some funds for that purpose and then worked with the community to inform about the priority and how to address that area. They held that commitment even when the process had to change and they took criticism for some who lost funding but didn't provide that culturally specific service.
- The Foundations of the Lens:
    - The great turning: The Story We Choose
    - Three levels of racism and inequities
    - Transformation not just transaction
    - Strength in vulnerability
    - The Root Causes and Hierarchy
    - Relational worldview
    - Quality improvement
    - Mindfulness and brain research
    - Trauma-informed practices
    - People, place, process, power and purpose.
- Types of Inequity – refer to the slide regarding systemic, institutional, individual. When working across all three, that is where the change happens.
- Social Determinants Framework – diagram of upstream, midstream, downstream. Look at table in upper right – who is around that table. Are we engaging people that are impacted by the decisions being made?
- Hopeful part is that behaviors can shift.
- Relational Worldview – Individual/Interpersonal slide. This is the foundation of our work. Context, mind, body, spirit (sense of purpose, meaning, value). Need to represent the whole change, not just one area. This is an empowering model. Values: Balance, inclusion, systems, empowerment, relationship, sustainability. Connects: Land, resources, people, spirit, purpose, shared power.
- Creating the Conditions.
    - Understand the barriers to change
    - Seek to transform, not only transact
    - Know and articulate your purpose in this work, and your organization's
    - Create the space necessary to think and reflect
    - Develop a wider sense of self
    - Promote "shared power" vs. "power over"
    - Let go of needing to know the answer

- o Live with a larger view of time
- One participant asked about barriers to change.
  - o There are the internal barriers, but then also frustration that the external decision makers decide our fate from a different paradigm so how do we transfer what we learn to them. Sit with the struggle and list it and figure out how to go after that. You never know when there will be change and a barrier is lessened and a great opportunity can present itself.
- Sonali provide a handout attached to these notes on the Equity and Empowerment Lens 5 P's (Purpose, place, people, process and power) – see attached.
- Working towards funding equity
  - o Fair and just distribution of resources
  - o Engaging communities most affected
  - o Equity-based strategic plan guiding funding decisions
  - o Creating guiding policies that build accountability to racial equity
  - o Retrospective apps of budget processes
  - o Transparent identification of key decision-points and processes in funding
  - o Applying principles to contracting, grants, MWESB, etc.
  - o Accessibility – language that is understandable.
- Amalia provided a brief overview of the parameters and givens of this application.
  - o As entering this work, intention is to retain base funding and close the gap from that space. Idea is not to remove funding from existing programs, but look at new funds to reduce that funding gap.
  - o Very tight timeline for this process. By January we have to have a common, mutually agreed upon value statement about where those gaps exist and where we are going to invest money that comes to ONI. As we turn in our budget to the Mayor we want to give a framework we have developed. By end of June, we have to have the math in place so that we can distribute funding.
  - o Expect that we will fail and get back up again, fail and get back up again, and repeat. We are in it for the long haul, and may not immediately see the outcomes but we are committed to moving towards that goal.
  - o Using Portland Plan definition of Equity. Values around how you make equity real.
  - o ONI values – need to be mindful and vigilant of guarding.
  - o Goals for this specific project – short term and long term goals. Simultaneously dealing with bringing DCL partners to parity, etc (pull from RFP doc)
  - o We will have a facilitator working to keep us on track and detangle us so we can move forward and meet timelines.
  - o How do times that we lose money fit into our equity funding strategy.
  - o One participant asked what does "close the gap" mean? Assumption is that there are places where partners are underfunded. Example of East Portland

changes in size and demographics without change in funding commensurate with that. That gap is identified, identify others and put all on table and then figure out how to close those gaps.
- Sonali continued her presentation. Mindfulness, The Brain, and Trauma – informing the work based on research from neuroscientists to understand impact on doing this work, and ensuring some form of self-care to be prepared to do this work.
    - Decision-making positively affected by calm and resilient minds
    - Emotional stress and trauma can inhibit growth of neurons
    - Historical legacies stemming from slavery are still present in our structures and hierarchies – different levels of community and individual trauma resulting from incidents that resurface this trauma
    - Resulting trauma happens in ongoing ways
    - Complex problem-solving requires clear minds and emotional intelligence
    - To do racial equity, it must be trauma-informed
- Importance of looking at similarities as well, find common values. The levels of trauma in the experience are very varied based on life experiences as well as structural barriers that create trauma.
- Practice using the 5 P's to apply to this Issue/Decision.
    - What are the barriers to doing equity and racial justice work? People's fears of exclusion, fears of losing things by coming forward, exclusion, words wouldn't be captured or valued or seen as insignificant.
    - Same ? – multiplicity of facets to the barriers that dealing with each of those as we experience them is difficult. We don't have the training or understanding of what other people see as barriers. System is based on singular assumption that equal access is sufficient, without knowing what the barriers are to that access.
    - Benefits and burdens that communities experience with this issue? Benefits – stability and sustained services for existing partners, Barrier – others are unfunded. Opportunities to collaborate and problem solve collectively. Shared clear value statement and plan will bring us together and be invested in the outcome.
- So much power in asking the questions. Keep asking the questions and it shifts the narratives for elected. Take care of yourselves and we will be back through the process.

Announcement – Spirit of Portland nominations due this Friday.

Next Meeting: Monday, October 13, 2014, 5:30pm-8:00pm, Portland Building Room C, 1120 SW 5th Ave, Portland OR 97201

PURPOSE

PEOPLE

Who is positively and negatively affected (by this issue) and how?

How are people differently situated in terms of the barriers they experience?

Are people traumatized/retraumatized by your issue/decision area?

Consider physical, spiritual, emotional and contextual effects

PLACE

How are you/your issue or decision accounting for people's emotional and physical safety, and their need to be productive and feel valued?

How are you considering environmental impacts as well as environmental justice?

How are public resources and investments distributed geographically?

ISSUE/ DECISION

PROCESS

How are we meaningfully including or excluding people (communities of color) who are affected?

What policies, processes and social relationships contribute to the exclusion of communities most affected by inequities?

Are there empowering processes at every human touchpoint?

What processes are traumatizing and how do we improve them?

POWER

What are the barriers to doing equity and racial justice work?

What are the benefits and burdens that communities experience with this issue?

Who is accountable?

What is your decision-making structure?

How is the current issue, policy, or program shifting power dynamics to better integrate voices and priorities of communities of color?

Equity and Empowerment Lens

Key Critical Questions To Guide Equity Initiatives

✓ Does this initiative invite people to analyze things from different perspectives, including complicities in the making of the problems being addressed?

✓ Does this initiative acknowledge that there are other logical ways of looking at the same issue framed by different understandings of reality?

✓ Does this initiative introduce a problem in the present without referring to why this problem exists and how different entities are connected to the making of that?

✓ Does this initiative offer an analysis of power relations?

✓ Does this initiative offer a singular view of what is successful or what progress looks like?

✓ Does this initiative offer simplistic analyses and answers that do not invite people to engage with complexity nor think more deeply?

✓ Does this initiative portray communities who are affected by inequities as people who are entitled to (1) disagree with the system, program, policy at hand, and (2) to legitimately want to implement different solutions than what is being brought forth?

Source: Andreotti, V. "Editors Preface 'HEADS UP.'Critical Literacy: Theories and Practices 6:1 2012
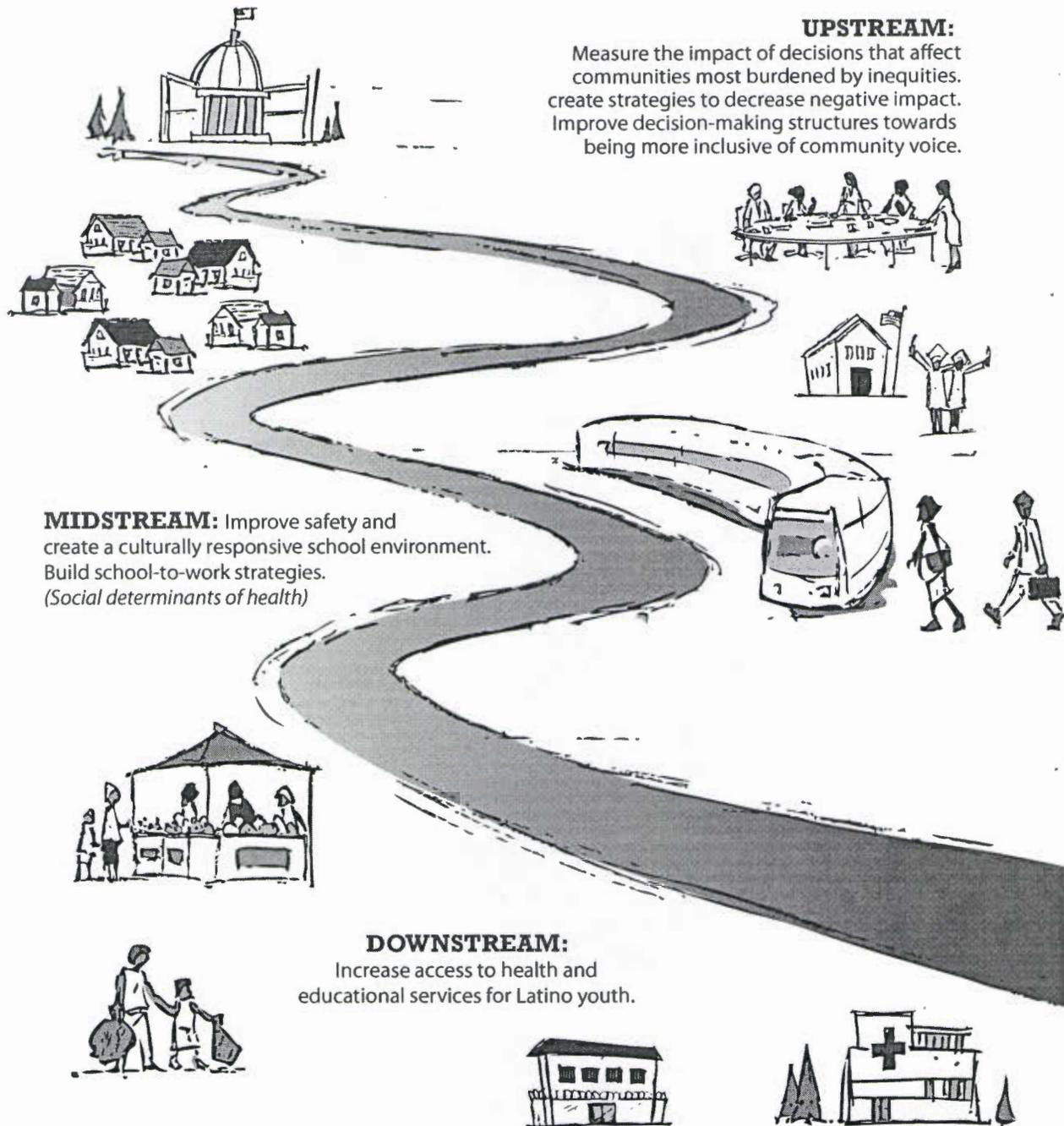
SOCIAL DETERMINANTS FRAMEWORK
(River Model)

The following graphic illustrates another way to visualize the continuum of upstream, midstream, and downstream actions needed to eliminate the root causes of inequities, with a few sample strategies in the health sector provided. What are examples you can find in your work or area?

UPSTREAM:
Measure the impact of decisions that affect communities most burdened by inequities. create strategies to decrease negative impact. Improve decision-making structures towards being more inclusive of community voice.

MIDSTREAM: Improve safety and create a culturally responsive school environment. Build school-to-work strategies.
(Social determinants of health)

DOWNSTREAM:
Increase access to health and educational services for Latino youth.

Multnomah County Health Equity Initiative

Office of Diversity and Equity
www.multco.us/diversity-equity

MULTNOMAH
COUNTY

Project Goals
ONI Bureau Advisory Committee FY 2014-15

This is a project of the ONI Bureau Advisory Committee (BAC) in FY 2014-15 to address two parallel but closely interrelated bureau policy initiatives regarding equity funding allocations for our civic engagement programs and future expansion of our Diversity and Civic Leadership program.

Equitable funding allocation formula:

- Short-term –Develop shared values that will help inform agreement on how to split any new funds for ONI's CNIC civic engagement programs that brings existing partner organizations and programs closer to parity with each other as part of the FY 2015-16 budget cycle.
- Long-term – Develop a methodology and set of criteria for determining an equitable fund allocation formula for ONI's CNIC civic engagement programs and partners bringing existing partner organizations and programs to parity with each other in future years.

Diversity and Civic Leadership (DCL) program expansion:

- Develop a short-term strategy that brings existing DCL partner organizations closer to parity with other ONI funded grantees.
- Develop a long-term strategy for achieving parity, funding equity, and expansion of the DCL program.
- Develop a recommendation that incorporates the DCL program structure into ONI's City Code Chapter 3.96 as a core component of the City's civic engagement strategy.

A Framework for Equity: Making Equity Real

From the Portland Plan
http://www.portlandonline.com/portlandplan/
Adopted by City Council, April 2012

Below is the definition of equity adopted as part of the Portland Plan, a 25 year strategic roadmap focusing on a core set of priorities: prosperity, education, health and equity.

The ONI Bureau Advisory Committee will need to consider if this definition is sufficient as a working definition of equity for the purposes of its policy deliberations regarding equity funding formula and Diversity and Civic Leadership program expansion.

From the "Framework for Equity"
http://www.portlandonline.com/portlandplan/index.cfm?c=58776&a=420370

Equity Defined
Equity is when everyone has access to the opportunities necessary to satisfy their essential needs, advance their well-being and achieve their full potential. 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.

Making Equity Real
We make the promise of opportunity real when:
- All Portlanders have access to a high-quality education, living wage jobs, safe neighborhoods, basic services, a healthy natural environment, efficient public transit, parks and greenspaces, decent housing and healthy food.
- The benefits of growth and change are equitably shared across our communities. No one community is overly burdened by the region's growth.
- All Portlanders and communities fully participate in and influence public decision-making.
- Portland is a place where your future is not limited by your race, gender, sexual orientation, disability, age, income, where you were born or where you live.
- Underrepresented communities are engaged partners in policy decisions.

Bureau Advisory Committee
Office of Neighborhood Involvement
City of Portland

Office of Neighborhood Involvement Mission Statement
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.

Office of Neighborhood Involvement Goals:

Community Involvement
- Increase the number and diversity of people who are involved and volunteer in their communities and neighborhoods.

Capacity Building
- Strengthen neighborhood and community capacity to build identity, skills, relationships and partnerships.

Public Impact
- Increase community and neighborhood impact on public decisions.

Livability and Safety
- Provide tools and resources to improve neighborhood and community livability and safety.

Services
- Provide accurate information and responsive and effective services to community members and organizations.

Office of Neighborhood Involvement Values:

PREAMBLE
The Office of Neighborhood Involvement (ONI) works towards a future where the community is a full and equal decision-making partner in all aspects of the City of Portland. We serve our increasingly diverse community through promoting collective civic engagement for all people in Portland, with a commitment to transparency, compassion, and relationship building. We strive to recognize and repair the disparities that exclude and harm the people of Portland. We strive to be authentic, accessible and accountable within government and the community. The values put forth here are intended as a guide and foundation for all our work.

VALUES
- **Inclusion - No one gets left out**
    - We are committed to equal participation and the continuous development of organized and meaningful inter-cultural relationships.
    - Our neighborhood system strives to fully engage residents of Portland from all cultural, social and economic walks of life.
    - We aspire to understand and honor the diversity of ways in which our communities communicate and participate, and ensure that our processes and opportunities reflect that understanding.

- **Shared Power and Governance**
    - We continuously strive to level the playing field for those that want to participate.

- o We seek the most effective ways to include and respond to the community and eliminate attitudes and behaviors that exclude or isolate community voices.
- o We work for equal access, equal opportunity, and equity in our work, in ways that are culturally-diverse, culturally-specific, and multicultural.
- o We incorporate the flexibility to adjust whenever necessary in order to eliminate barriers to genuine collaboration with community.
- o There is always room for those who want to participate.

- **Relationships - the cornerstone of our work**
  - o The foundation of our work is a belief in effective, equitable and collaborative relationships with government and community partners.
  - o We seek to maintain the highest community trust through accountability and transparency in our processes and decisions.
  - o We value our community relationships and show it by being flexible and listening - ensuring timely, accurate and helpful responses to those who work with us or seek our services.
  - o We approach our work with humility and the understanding that we learn together. We embrace and encourage youth input and involvement.

- **Social Sustainability – people are our most important resource**
  - o We use an equity lens to make decisions collaboratively with community partners.
  - o We strive to provide more choices for people who may have fewer choices.
  - o We recognize that involving and connecting people with government and with each other results in the most sustainable efforts for the City.

ONI's mission, goals and values above were adopted April 12, 2010. For more detailed information about the Bureau and our programs, please visit the web site: www.portlandonline.com/oni.

BAC Goal
- To increase community involvement in the management of the City's resources.
- To gain an understanding of ONI and the relationship between ONI and the needs of the individuals and organizations who access its services. Also to gain understanding of the other city bureaus – most importantly where those bureaus' needs and opportunities intersect with ONI.
- To provide recommendations to ONI regarding goals, priorities, policies and budgets.

BAC Role
- To recommend policy direction for ONI and the city council by:
  - identifying and discussing ONI policies, as well as citywide issues;
  - identifying and discussing activities and projects in which ONI is involved;
  - review of current service levels to determine if they should be continued or changed, including the allocation of limited resources and program cuts.
- To contribute to the presentation of a budget that is responsive to community needs by:
  - identifying ONI's goals and objectives and prioritizing budget items that need funding;
  - obtaining community input about budget and policy items through review of community surveys and meetings;
  - reviewing the current budget to determine if expenses and income levels are over or under the budgeted amounts.
- To increase community access to the budget process by:
  - increasing community participation in the management of city resources;
  - providing a strong communication link between the community and elected officials and their staffs.