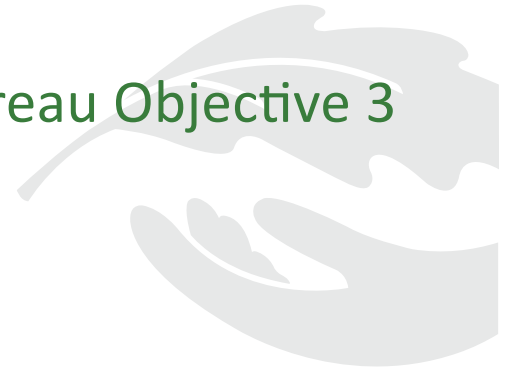


## Bureau Objective 3



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### CITYWIDE GOAL 3

Strengthen outreach and public engagement for communities of color and immigrant and refugee communities.

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#### • OBJECTIVE 3 — STRATEGY 1

Develop sustainable partnerships with organizations of color to engage communities of color and refugee and immigrant communities regarding project, program, policy and budget priorities and ensure that our processes are culturally responsive and inclusive of the needs of participants involved in PP&R processes.

#### ACTIONS

1. Strengthen partnerships with community-based organizations that have a proven ability to assist the bureau in reaching constituents of color on bureau projects, programs, and policy and budget priorities. Include the Equity & Inclusion, Outreach, Community Relations, Recreation and Land Stewardship teams to collaborate on shared goals, consistent standards and best practices to conduct outreach and develop processes and forums to get formal feedback from community-based organizations of color on the efficacy of the bureau's outreach efforts.
2. Use outreach, focus groups and surveys to develop baseline data on the level of service needed by communities of color and refugee and immigrant communities from project, program and policy priorities.
3. Leverage existing programs and services (SUN Schools Environmental Ed.) serving communities of color and refugee and immigrant populations to provide input on program, policy and budget priorities.

#### BUREAU OBJECTIVE 3

Provide culturally responsive and linguistically appropriate marketing and outreach that result in increased activity within PP&R programs and services, as well as increased public involvement by communities of color and refugee and immigrant communities in projects and programs.

## Bureau Objective 3

4. Provide training and budgetary support to PP&R staff to ensure that project, program, policy and budget forums are responsive to the cultural needs of the participants, which may include providing appropriate translation, locations, cultural support and translated materials for participation.
5. Revise the public involvement impact-assessment tool for outreach and engagement approaches; ensure that benefits and burdens are included in strategy implementation to include an racial equity lens. Train project managers and the Senior Management Team using external guidance from the Governing Alliance for Racial Equity.

### BUREAU PERFORMANCE MEASURES

- 3.1.a By 2019, 80% of partner organizations view PP&R as a collaborative partner.
- 3.1.b Culturally responsive outreach and public involvement standards for the bureau are completed by 2017.

Process Implementation Timeline   Objective 3—Strategy 1				
2017 >	2018 >	2019 >	2020	2021
<b>Evaluation Tool:</b> Partner Survey				
<b>Due Date:</b> 2019				
<b>Lead Staff:</b> Equity & Inclusion Manager				
<b>Champion:</b> Public Involvement Manager				

• OBJECTIVE 3 — STRATEGY 2

Develop a five-year communication strategy targeting improved communications with communities of color and refugee and immigrant communities. This strategy will identify which communication/marketing tools to focus on, the amount of resources needed, the essentials for translations, the appropriate distribution avenues, and, finally, identification of the program and service goals on which we will focus our efforts.

**ACTIONS**

1. Work with consultant(s) and program leads to develop a marketing strategy for general outreach to communities of color, as well as to provide support for specific programs and opportunities to accomplish translation needs, distribution, marketing templates and resources needed for success.
2. Identify the feasibility of utilizing digital opportunities — such as web, social media, and other digital options — in multiple languages.

**BUREAU PERFORMANCE MEASURE**

3.2.a Marketing strategy is complete by 2019.

Process Implementation Timeline   Objective 3—Strategy 2				
2017	2018 >	2019 >	2020	2021
<b>Evaluation Tool:</b> Marketing Strategy Performance Measures				
<b>Due Date:</b> 2019				
<b>Lead Staff:</b> Marketing Manager				
<b>Champion:</b> Community Relations Manager				

## Bureau Objective 3

### • OBJECTIVE 3 — STRATEGY 3

Implement the Marketing Strategy (Strategy 2, above): develop graphic standards, marketing templates, photo bank, and distribution avenues, as well as digital resources, all tailored to be culturally responsive to communities of color and refugee and immigrant communities.

#### ACTIONS

1. Increase the capacity of the Marketing and Community Relations Team to deliver multilingual and multicultural marketing strategy in a timely manner.
2. Deepen bureau relationships with culturally specific news outlets, and recruit and train culturally/linguistically responsive staff for opportunistic media occasions for program and project work.
3. Develop digital outreach strategies for reaching out to communities of color and refugee and immigrant communities.

#### BUREAU PERFORMANCE MEASURES

- 3.3.a Create and distribute translated materials on digital platform to reach identified 10 safe harbor languages.
- 3.3.b Increase Facebook views of targeted posts designed to reach out to immigrant and refugee communities, and communities of color from 1,900 reactions to 6,000 reactions by 2019.

Process Implementation Timeline   Objective 3—Strategy 3				
2017	2018 >	2019 >	2020	2021
<b>Evaluation Tool:</b> Total number of printed materials, dollars spent and number of visits to web page and social media				
<b>Due Date:</b> 2019				
<b>Lead Staff:</b> Marketing Manager				
<b>Champion:</b> Community Relations Manager				

### • OBJECTIVE 3 — STRATEGY 4

Ensure that participants on PP&R bureau advisory boards and committees reflect the overall demographics of the general population of Portland, and include representatives from communities of color and refugee and immigrant communities.

#### **ACTIONS**

1. Conduct quarterly outreach to communities of color and refugee and immigrant communities about the various boards and committees within PP&R, and encourage interested individuals to serve.
2. Increase the diversity of Urban Forestry Commission. Actively recruit individuals of color and refugee and immigrant individuals to serve on the Urban Forestry Commission.
3. Convene monthly meeting with Native American leaders regarding PP&R projects, programs and services.
4. Ensure PP&R's Bureau Advisory Committee represents Portland's demographic makeup in the number of individuals of color and refugee and immigrant individuals.
5. Increase the racial diversity of Project Advisory Committees to include individuals of color, refugee and immigrant populations, and people living with disabilities.

#### **BUREAU PERFORMANCE MEASURE**

- 3.4.a PP&R boards, commissions and committees are comprised of 35% people of color, refugee and immigrant populations, and people living with disabilities.

## Bureau Objective 3

Process Implementation Timeline   Objective 3—Strategy 4				
2017	2018 >	2019 >	2020	2021
<b>Evaluation Tool:</b> Equity & Inclusion Report				
<b>Due Date:</b> 2018				
<b>Lead Staff:</b> Equity & Inclusion Outreach Coordinator				
<b>Champion:</b> Equity & Inclusion Manager				

### • OBJECTIVE 3 — STRATEGY 5

Improve the involvement and participation of communities of color and refugee and immigrant communities in the bureau’s annual budget process.

#### **ACTIONS**

1. Provide budget resources that allows for meaningful inclusive budget process.
2. Provide orientation on the bureau’s racial equity work that engages and maximizes Parks Board and other Bureau Advisory Committee (BAC) members’ roles in the budget process.
3. Assist BAC members in understanding the budget decision-making process and the use of the Budget Equity tool by bureau staff and the budget review process.
4. Develop targeted outreach strategy and partner with culturally specific organizations to orient members twice per year on the PP&R budget.
5. Conduct quarterly listening sessions with communities of color and refugee and immigrant communities, and assess and document the needs of the respective communities.
6. Include interpretation/translation services with public meetings and surveys.

7. Incorporate ongoing disaggregated data collection that informs budget decisions by using various tools, surveys, focus groups and non-traditional methods, and use data in decision-making processes to meet this plan’s racial equity measures.

## BUREAU PERFORMANCE MEASURES

- 3.5.a 35% of participation on BAC includes representatives from communities of color and refugee and immigrant communities.
- 3.5.b 35% of data collected will be from communities of color and refugee and immigrant communities.

Process Implementation Timeline   Objective 3—Strategy 5				
2017 >	2018	2019	2020	2021
<b>Evaluation Tool:</b> Equity & Inclusion Report				
<b>Due Date:</b> 2017				
<b>Lead Staff:</b> Finance Manager				
<b>Champion:</b> Deputy Director				

## • OBJECTIVE 3 — STRATEGY 6

Educate friends and partner groups of PP&R about the Citywide racial equity goals and actively promote these goals. Foster the development of racial equity goals for the Friends & Partners to support the bureau in achieving racial equity objectives and outcomes.

## ACTIONS

1. Develop a baseline of the racial/ethnic composition of the friends and partner groups affiliated with the bureau.
2. Conduct a focus group with friends and partner groups to identify how to include racial equity language into partner agreements.

## Bureau Objective 3

3. Develop training, tools and technical assistance that supports friends and partner groups to engage in culturally responsive service to communities of color and refugee and immigrant communities.
4. Collaborate with the Office of Neighborhood Involvement to provide regular capacity building training regarding racial equity to friends and partner groups.

### BUREAU PERFORMANCE MEASURES

- 3.6.a 100% of friends and partner groups complete racial equity training.
- 3.6.b 50% of friends and partner groups have racial equity language in their agreements (Yr 1).  
75% of friends and partner groups have racial equity language in their agreements (Yr 2).  
100% of friends and partner groups have racial equity language in their agreements (Yr 3).

Process Implementation Timeline   Objective 3—Strategy 6				
2017	2018 >	2019	2020	2021
<b>Evaluation Tool:</b> Friends & Partner Survey				
<b>Due Date:</b> 2019				
<b>Lead Staff:</b> Friends and Partner Coordinator				
<b>Champion:</b> Community Relations Manager				