

Portland Bureau of Transportation (PBOT) FIVE-YEAR RACIAL EQUITY PLAN*

Furthering the Citywide Racial Equity Goals and Strategies

For the Period Jan 1, 2017 to Dec 31, 2021

Bureau: Portland Bureau of Transportation (PBOT)

Director: Leah Treat

Action Plan Development Lead(s): Zan Gibbs

Implementation Team Lead(s): Equity Committee and Director's Team

Bureau Equity Guiding Statement: PBOT embraces diversity, models inclusivity, and promotes equity through its service delivery, internal operations, organizational culture, and in its work with partners and the community.

* This plan reflects PBOT's five year aspirational goals to advance racial equity. This plan is subject to edits and changes as needed.

Long-term Goal	Five Year Bureau Objective	#	Strategies and Bureau Actions*	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date
				Year 1	Year 2	Year 3	Year 4	Year 5				
Citywide Racial Equity Goal: Provide equitable City services to all residents	Theme: Planning and Evaluation PBOT recognizes racial equity as a strategic guiding value and principle. PBOT uses a data-driven and collaborative approaches, and racial equity tools to plan and evaluate the progress in our policies, programs, and projects towards achieving equitable outcomes in communities of color.	1.1	Strategy: Build organizational capacity									
			Action(s): Establish a Diversity, Equity, and Inclusion (DEI) Team at PBOT of staff that may include a combination of ADA, Civil Rights, contracting, racial equity, legislative, strategy and/or public involvement positions.	Assess staffing, FTE and funding needs.	Research funding and staff FTE allocation opportunities.	If determined relevant, propose a new group structure in PBOT's organization chart.	Propose and if needed, hire any necessary new positions.	Based on the needs identified, add new staff if needed, re-allocate current staff time if needed, etc.	Organizational chart	Zan Gibbs, Chris Warner, and Leah Treat (Support: Irene Schwoeffermann and Mark Lear)	Communications and Director's Team	Fall 2021
		1.2	Strategy: Institutionalize Racial Equity									
			Action(s): Public written commitment to address/eliminate racial and ethnic inequities exists in the guiding documentation.	Begin language review.	Review 50% of guiding documentation.	Review 100% of guiding documentation. Reassess PBOT's mission, vision, goals and values to ensure racial diversity, equity and inclusion are recognized as guiding principles.	Draft new mission, vision, goals and values.	Finalize new mission, vision, goals and values.	Mission, vision and guiding documents	John Brady (Support: Zan Gibbs)	Communications and Director's Team	Fall 2019
		1.3	Strategy: Operate with urgency and accountability									
			Action(s): Develop an internal and external communication strategy to convey PBOT's leadership and commitment to racial diversity, equity and inclusion.	Incorporate racial equity into PBOT's overall communication strategy, and create and publish an annual equity report, with an emphasis on racial equity.	Annual report	Annual report	Annual report	Annual report	Communications strategic plan	Zan Gibbs and Hannah Schafer (Support: Dylan Rivera and Irene Schwoeffermann)	Communications	Ongoing
		1.4	Strategy: Operate with urgency and accountability and build organizational capacity									
			Action(s): Within 24 months of the Racial Equity Plan's adoption, pilot the development of group-specific plans of action to advance racial equity and public involvement best practices within programs, services, plans, and policies in all 7 PBOT work groups. (See action 5.8)	Create a tool for managers to help them create action items for their work plans that follow the 2035 Comprehensive Plan policies relating to racial equity and community engagement.	100% of groups complete group level equity plans.	Implementation of all 7 plans.	100% of groups report on their plans.	Revise as needed.	Group level strategic plans	Director's Team (Support: Zan Gibbs)	Director's Team	12/31/2018
		1.5	Strategy: Be data driven									
			Action(s): Design and use a capital improvement project racial equity impact assessment tool for large infrastructure projects.	Review any existing Capital Improvement Project (CIP) impact assessment tools.	Collaborate with the Bureau of Planning and Sustainability on reviewing any existing CIP tool.	Design draft template. Determine threshold for large projects, and insert into conduct of construction.	Finalize tool. Train 3 project managers.	Require 100% of project managers to complete the tool in the first phase of project design. Do an impact assessment one year after project completion.	CIP Tool is complete and in use, measure against the 2035 Comprehensive Plan policies.	Capital Division Manager, Zan Gibbs, and Emily Tritsch (Support: Todd Liles)	Engineering and Policy, Planning and Projects (PPP) (Support: Bureau and Budget Advisory Committee (BBAC) and Ryan Curren)	2020, 2021, ongoing
1.6	Strategy: Implement a racial equity lens											
	Action(s): Prioritization of implementation of projects on lists uses an equity matrix, and individual funding requests for projects uses a standard template which includes a racial equity evaluation metric, to help address infrastructure deficiencies in communities of color.	Complete equity matrix. (See action 4.3)	Apply equity matrix to at least 4 program/project lists, in which racial equity data points will heavily weighted. Determine which lists will require the use of the equity matrix (post Transportation System Plan).	Assess feasibility of use of equity matrix on all lists.	Apply matrix to all lists as appropriate.	Re-evaluate matrix.	Use of matrix	Zef Wagner, Erin Aigner, and April Bertelsen	PPP (Support: BBAC)	12/31/2020		
1.7	Strategy: Partner with other institutions and communities											
	Action(s): Collaborate with the Portland Housing Bureau and other community development institutions on transit oriented development projects, to ensure connectivity projects benefit people of color and address displacement pressures in areas with higher percentages of people of color, to improve transit access and housing options in high opportunity areas, and to address sidewalk deficiencies in communities of color.	Determine partner institutions and key staff to collaborate with. Ensure work includes collaborating on the SW Corridor Project and the Powell/Division Project.	Determine connectivity project needs and incorporate into planning.				Completed plans	Teresa Boyle and Jean Biggs (Support: April Bertelsen and Zan Gibbs)	PPP and Ryan Curren	TBD		

Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date	
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Citywide Racial Equity Goal: Shift the culture of the Bureau End disparities in city government	Theme: Training Objective: Staff understand, articulate and apply racial equity principles and practices. Management champion racial equity and incorporate a racial equity lens into all policies, programs, projects, and procedures.	Strategy: Build organizational capacity										
		2.1	Action(s): Create core racial diversity, equity and inclusion competencies for all staff, management, leadership, and Equity Committee.	Determine 100% of core competencies. Pilot 2 trainings for the Equity Committee.	Create a core training curriculum for staff, management, leadership, and Equity Committee. Pilot 2 additional trainings for the Equity Committee and leadership.	Design and pilot 2 additional trainings for 100% of leadership and the Equity Committee.	Design and pilot 2 new trainings. Add new trainings to curriculum, 75% of managers trained.	Add 2 new trainings to curriculum. 50% of all staff trained.	Tracking sheet	Zan Gibbs (Support: Equity Committee and New Safety and Training Manager)	Employee Services Safety, Training and Employee Development Section (Business Services), Director's Team, Equity Committee, and Office of Equity and Human Rights	12/31/2018, ongoing
		Strategy: Build organizational capacity										
		2.2	Action(s): Bureau Equity Committee receives the same level of racial equity training as the leadership team, oversees the implementation of the racial equity plan, and helps guide the overall strategic equity vision for the Bureau.	Adopt the racial equity soundbite training series for the Equity Committee and develop a training plan for implementation. Equity Committee meets monthly to track the racial equity plan and helps with annual reporting requirements.	100% of Equity Committee receives training annually and supports the plan's implementation and reporting needs.	100% of Equity Committee receives training annually and supports the plan's implementation and reporting needs.	100% of Equity Committee receives training annually and supports the plan's implementation and reporting needs.	100% of Equity Committee receives training annually and supports the plan's implementation and reporting needs.	Tracking sheet	Zan Gibbs (Support: Equity Committee)	Equity Committee	12/31/2018, ongoing
		Strategy: Build organizational capacity and operate with urgency and accountability										
		2.3	Action(s): Develop a Bureau-wide understanding of racial equity, diversity and inclusion, the shared citywide racial equity definitions. Re-inforce that achieving racial equity is everyone's job.	Measure staff's comprehension of racial equity concepts annually as part of their performance review. Bureau-wide comprehension reaches 10% . (See action 3.4)	Provide specific examples of how resources for PBOT employees can implement equity into their work. Bureau-wide comprehension reaches 20%.	30% of staff report comprehension of core concepts.	40% of staff report comprehension of core concepts.	50% of staff report comprehension of core concepts.	Annual all-staff survey	Equity Committee, Zan Gibbs, and Kezia Wanner	Director's Team and Parking	Annual review, Ongoing
		Strategy: Build organizational capacity										
2.4	Action(s): Provide racial equity lunch-and-learns or racial equity discussion groups, open to all staff.	Hold at least 3 events. Groups that currently incorporate racial equity into their work will present their racial equity work to other groups who need assistance incorporating equity into their work. Track attendance.	Hold at least 5 events.	Hold at least 7 events.	Hold at least 9 events.	Evaluate and revise strategies and goals as needed.	Sign-in sheets	Zan Gibbs (Support: Equity Committee)	Equity Committee	Ongoing		
Strategy: Operate with urgency and accountability												
2.5	Action(s): Adopt a policy that all managers and possibly all staff must attend 2 hours of any racial diversity, equity and inclusion-related trainings or events annually.	Design training plan.	100% of managers required to attend 2 hours of trainings or events. Track progress via performance evaluations.	100% of managers are required to attend 2 hours of trainings or events. Track progress via performance evaluations.	Expand so that 100% of staff are required to attend 2 hours or trainings or event. Track progress via performance evaluations.	100% of staff are required to attend 2 hours or trainings or event. Track progress via performance evaluations.	Tracking sheet and performance evaluation	Zan Gibbs and New Safety and Training Manager	Equity Committee	Ongoing		
Strategy: Build organizational capacity												
2.6	Action(s): Conduct racial equity presentations twice a year.	Conduct racial equity presentations twice a year at management team meetings. PBOT Director will meet with all managers and supervisors annually to communicate and emphasize the racial diversity, equity and inclusion goals of the Bureau.	Conduct equity presentations twice a year at group-wide management team meetings. PBOT Director will meet with 100% of managers and supervisors annually to communicate and emphasize the racial diversity, equity and inclusion goals of the Bureau.	Conduct equity presentations twice a year at division level, group-wide and management team meetings. PBOT Director will meet with 100% of managers and supervisors annually to communicate and emphasize the racial diversity, equity and inclusion goals of the Bureau.	Review and continue trainings.	Review and continue trainings.	Tracking sheet	Zan Gibbs and New Safety and Training Manager	Equity Committee	Ongoing		

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Citywide Racial Equity Goal: End disparities in city government hiring and promotions	Theme: Human Resources Objective: PBOT operationalizes equitable recruitment, hiring and retention practices, to ensure a diverse and inclusive workforce that reflects the communities served, and fosters an inclusive work environment for employees of color. Performance evaluations include evaluating racial equity and cultural responsiveness goals and core competencies.	Strategy: Partner with other institutions and communities										
		3.1	Action(s): Expand opportunities for communities of color, including youth of color, to job shadow at PBOT.	Analyze current opportunities.	Create a pathway for internship opportunities for people of color at PBOT including utilizing and reviewing existing internship opportunities, such as SummerWorks, to elevate opportunities for young people of color.		Determine baseline of number of opportunities currently provided and determine new goal.	Track and measure progress.	Strategic plan and spreadsheet	John Brady, Kezia Wanner, Mark Williams, Gayle Wilson, and Julie Madsen	Business Services, Communications, Parking, and Maintenance	Ongoing
		Strategy: Operate with urgency and accountability										
		3.2	Action(s): Create a template that outlines the requirements for expanded outreach for all job postings that will specifically target communities of color.	Develop a system in which PBOT's job postings are automatically shared in culturally-relevant outlets. Require that 100% of postings include PBOT's racial equity vision statement.	Track compliance and measure effectiveness.				Use of hiring checklist	Zan Gibbs, Irene Schwoefferman, and Peter Wojcicki (Support: Director of Business Services, Business Services Division Managers, Cevero Gonzalez, Ken Lee and Alfonso Moore)	Business Services, Communications, Maintenance, and Parking	Ongoing
		Strategy: Be data driven										
		3.3	Action(s): Increase number of people of color who apply for and receive jobs at PBOT.	Provide a NeoGov weekly report of applicant demographics to hiring managers during an open recruitment, and bi-weekly aggregate reports to the Director of Business Services. Determine baseline goal for % of people of color we would like to see applying for jobs.	Track how candidates of color hear about our jobs and assess the effectiveness of the targeted outreach. Track and progressively increase the use of the hiring checklist among all hiring managers at PBOT to ensure racial equity best practices are used. Increase number of people of color applying by 10% and number of people of color hired by 10%.	Minimum 75% of hiring managers are using the checklist and expanded outreach. Workforce reaches 25% people of color.	100% of hiring managers use checklist and expanded outreach. Workforce reaches 30% people of color.	Track and measure effectiveness. Review and revise as needed. Workforce matches the demographics of the city.	BHR report	Alfonzo Moore and Peter Wojcicki (Support: Director of Business Services/Ken Lee)	Business Services, Maintenance, and Parking	12/31/2021
		Strategy: Operate with urgency and accountability										
		3.4	Action(s): Performance plans and reviews for all staff to include progress on racial equity goals, cultural responsiveness goals, measures racial equity skills and measure staff's efforts in increasing cultural responsiveness. Managers have a higher level of responsibility in these areas.	Revise performance plan and evaluation forms, which will supersede the old forms. Determine if there are different needs for different divisions. Train 100% managers on the use of the new forms. (See action 2.3)	100% of managers and supervisors are evaluated on their progress towards racial equity goals.	100% of managers and 50% of staff are evaluated.	75% of staff are evaluated.	100% of staff are evaluated.	Performance evaluations and plans	Zan Gibbs, Ken Lee, Gayle Wilson, Kirstin Byer, and Linda Goheen	Director's Team, Business Services, Labor Management Committee, Maintenance, and Parking	Fall 2021
		Strategy: Build organizational capacity										
		3.5	Action(s): Design a new employee orientation to help new employees understand the Bureau's values, goals, norms and expectations relating to diversity, equity, and inclusion at PBOT.	Review current BHR plans for new employee orientation.	Design new orientation program.	Launch new orientation program for 50% of new hires.	New orientation program for 100% of new hires.	Review and evaluate effectiveness.	New employee orientation and annual all-staff survey	Business Services, Zan Gibbs, Richard Gray, and New Safety and Training Manager	Business Services and Equity Committee	12/31/2020
Strategy: Build organizational capacity												
3.6	Action(s): Create a personal and professional mentorship program for employees of color, both to provide emotional support but also to cultivate staff of color for leadership positions. (Collaboration with the Bureau of Human Resources (BHR) and/or All Bureaus)	Review current citywide and other external mentorship programs.	Draft Plan.	Minimum 3 mentors recruited for pilot.	Minimum 3 mentorship relationships formed.	Review and revise.	Strategic plan and spreadsheet	Denver Igartia, Irene Schwoeffermann, Belen Herrera, Alexis Gabriel, and Janis McDonald	Director's Team, Business Services, Communications, Equity Committee, and PPP	12/31/2019		
Strategy: Build organizational capacity												
3.7	Action(s): Develop a confidential sharing platform for staff who have experienced a micro-aggression due to their race, nationality and/or origin; with option for follow-up/mediation from an external third party. (Collaboration with BHR)	Assess needs.	Investigate platform options.	Develop platform. Track retention and promotion of staff of color annually, and compare it to retention and promotion rates for white employees.	Implement platform.	Based on retention and promotion rates collected, develop strategies to improve retention and promotion of staff of color, as needed.	BHR report	Alfonzo Moore, Kenneth Carter, Director of Business Services, and Equity Committee	BHR and Business Services	Ongoing		


	Theme: HR (Cont.)	3.8	Strategy: Partner with other institutions and communities Action(s): Ensure outreach to candidates of color and interviews with multiple candidates for temp/intern/CSA positions at PBOT.	(See action 3.3)	Design plan.	Add additional requirements for outreach, recruitment and selection of all temp/intern/CSA positions at PBOT.	Review and evaluate effectiveness. 30% of temp/intern/CSA positions are filled by people of color.	Review and evaluate effectiveness.	Use of hiring checklist	Ken Lee and Eva Huntsinger (Support: Courtney Duke and Zan Gibbs)	Business Services and Engineering	12/31/2019		
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Citywide Racial Equity Goal: Change existing City services using racial equity best practices to increase access for communities of color and immigrant and refugee communities	Theme: Tools and Resources Objective: PBOT uses a racial equity framework and has institutionalized the effective use of various racial equity tools.	4.1	Strategy: Implement a racial equity lens and build organizational capacity Action(s): Use the City Adopted Racial Equity Toolkit in every group. Build the capacity of racial equity staff champions to support the systematizing of the use of the Racial Equity Tool and maintain accountability. Build the expectation that managers and directors routinely use the Racial Equity Tool and add it into relevant job descriptions and/or performance reviews.	Develop a process that delineates which programs must have a full equity toolkit review moving forward. Provide training and support to leadership on the racial equity tool to best meet specific department portfolio. Tool is used 7 times.	Provide training and support to 10% of managers on the racial equity tool to best meet specific department portfolio. Tool is used 7 times.	Have toolkit available to 100% of managers for easy reference. Tool is used as needed.	Tool is used as needed.	Tool is used as needed.	Use of racial equity tools	Zan Gibbs and Racial Equity Tool Training Cohort of Staff	BBAC, Director's Team, and Equity Committee	12/31/2019, ongoing		
			Strategy: Implement a racial equity lens and build organizational capacity											
		4.2	Action(s): PBOT's Director's Team and the budget department uses the budget equity tool to assist in making resource allocation decisions, including discretionary budget allocation, investments, contracts, grants, and sponsorships using a racial equity lens.	Use the budget equity tool in the base budget and decision packages, and Equity Manager provides training to the Director's Team and 50% of the budget department on the use of the tool. Revise tool as needed.	1 training on budget equity tool to 75% of the budget department. Revise tool as needed.	1 training on budget equity tool to 100% of the budget department.	Tool is used.	Tool is used.	Use of budget equity tool	Zan Gibbs (Support: Joanne Foulkrod)	Business Services	12/31/2019, ongoing		
			Strategy: Be data driven											
		4.3	Action(s): Standardize an equity matrix for PBOT to address transportation infrastructure deficiencies in communities of color.	Determine what equity data we are using for a Bureau-wide equity matrix and set standard expectations for sources and usage of this data. Heavily weight racial equity data. Identify what additional equity data we need for each group/project/program, and provide consistent sourcing. Require that all data be able to be disaggregated by race.	The updated ADA Transition Plan and Pedestrian Master Plan includes a process for ramp prioritization and new sidewalk construction that uses the newly created Bureau-wide equity matrix to address deficiencies.	Update data sources once a year. Standard equity matrix is used on 100% of infrastructure project lists.	Equity matrix in use by 100% of program management staff.	Matrix in use.	Use of standardized equity matrix	Michelle Marx, Erin Aigner, David Galat, April Bertelsen, and Zef Wagner (Support: Zan Gibbs)	PPP, Complete Streets Supervising Planner, and Art Pearce	12/31/2020		
			Strategy: Build organizational capacity and operate with urgency and accountability											
		4.4	Action(s): Support and encourage all managers in discussing relevant racial equity topics and communicating/educating all employees about the Bureau's values, norms, goals and expectations regarding racial diversity, equity and inclusion at every group level staff meeting.	Provide 25% of managers with information and strategies for how they can promote racial equity at their staff meetings and model being equity champions, and measure their performance on this action.	Provide 50% of managers with information and strategies for how they can promote racial equity at their staff meetings and model being equity champions, and measure their performance on this action.	Provide 75% of managers with information and strategies for how they can promote racial equity at their staff meetings and model being equity champions, and measure their performance on this action.	Provide 100% of managers with information and strategies for how they can promote racial equity at their staff meetings and model being equity champions, and measure their performance on this action.	Consider developing short 3-minute Equity Soundbite videos that managers can use in staff meetings, sharing existing videos and training other staff to lead mini equity trainings.	Performance evaluation and staff meeting agendas	Equity Committee and Zan Gibbs	Director's Team	12/31/2021		

Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date	
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Citywide Racial Equity Goal: Strengthen outreach and public engagement for communities of color and immigrant and refugee communities Collaborate with communities and institutions to eliminate racial inequity in transportation	Theme: Community Access and Partnership Objective: PBOT meaningfully collaborates with communities of color in all our public engagement processes to ensure access to and equitable involvement in policy, investment and service delivery decisions.	Strategy: Build organizational capacity and implement a racial equity lens										
		5.1	Action(s): Create consistent best practices for recruitment and retention of people of color on advisory committees and groups, and embrace and enforce citywide policies and best practices for all advisory committees. Do a baseline analysis of advisory committee membership including demographic information about the racial composition of every group. This could include surveying all advisory committee staff and also all advisory committee members. (See action in the Communications Strategic Plan)	Complete baseline analysis of current advisory committee memberships.	Create a plan for increasing the racial diversity of our committees and public bodies as needed, to reflect the demographics of the city and provide meaningful engagement opportunities.	Implement plan. Racial composition of advisory committees matches the racial composition of the city.	Build staff capacity to provide equitable facilitation, recruitment, and retention on committees. Attain recruitment goal determined in year 1 (for example matching the demographics of Portland).	Require specific facilitation best practices for all staff who facilitate advisory committee meetings, and training on interrupting oppressive language.	Advisory committee membership	Irene Schwoeffermann and Francesca Patricolo	Communications, Office of Neighborhood Involvement, and PPP	12/31/2019
		Strategy: Build organizational capacity and implement a racial equity lens										
		5.2	Action(s): Incorporate equity discussions into all PBOT advisory committees to ensure that these bodies uphold the same commitment to equity as PBOT and the City, and leverage committee members to help build an equity analysis in that area of work. Train staff coordinators.	Provide guidelines to advisory committees on how to incorporate racial equity discussions into meetings.	Add racial equity to the agendas of 100% of advisory committees at least once a year.	Design staff coordinator training.	Train 100% of staff coordinators on culturally responsive facilitation practices and racial equity concepts. Consider equity training or equity 101 video orientation/webinar for all advisory committee members.	Support as needed.	Meeting agendas	Irene Schwoeffermann and Zan Gibbs	Communications, New Safety and Training Manager, and Office of Neighborhood Involvement	12/31/2019
		Strategy: Partner with other institutions and communities										
		5.3	Action(s): Provide requirements for transparent, well-designed, thoughtful, culturally specific, relevant, representative, and responsive public processes for planning and investment decisions, implementation and monitoring. (Collaboration with Office of Neighborhood Involvement and Parks and Recreation)	Work with the Office of Neighborhood Involvement (ONI) on tools, trainings and protocols for public involvement. Ensure additional outreach to communities of color and culturally specific community-based organizations for 100% of large events is done on top of outreach to PBOT's neighborhood associations.	Augment neighborhood associations' input on PBOT projects and advisory committees with representation of minimum of 10% of community members and/or community-based organizations, focusing on communities of color.	Implement the Bureau's public involvement policy by 2019.			Use of tools, trainings, and protocols	Irene Schwoeffermann, Francesca Patricolo, Ashley Horne, Mychal Tetteh, and Funding Identification Team	Bureau of Parks and Recreation, Communications, Equity Committee, Office of Neighborhood Involvement, PPP, and Zan Gibbs	12/31/2019
		Strategy: Operate with urgency and accountability										
		5.4	Action(s): Design a process for regularly informing communities of color about the eligibility process for how projects get on our lists (such as SDC lists) and how they can help inform prioritization (such as advisory committees, public comment periods), and how the equity matrix is used.	Determine platforms for input and mechanism for informing. (See action 4.3)		Implement platform.	Get community feedback about the platform and revise as needed.	Review and revise.	Use of platforms on 100% of project lists.	Mark Lear, Shoshana Cohen and Francesca Patricolo, Funding Identification Team	BBAC, Director's Team, DPT, Irene Schwoeffermann, and PPP	Ongoing
Strategy: Partner with other institutions and communities												
5.5	Action(s): Build leadership capacity among communities of color to participate in and be passionate about transportation issues that impact them.	Coordinate all temporary, intern and CSA positions internally to keep track of upcoming opportunities. Revise structure of the PSU Traffic and Transportation Class. Message opportunities at outreach and public involvement events. (See actions 3.1, 3.8, and 5.12)	Collaborate with community-based organizations that have employment pathway programs for people of color.	Strategically elevate the leadership of Advisory Committee members of color.	Minimum 2 advisory committees have chairs and/or co-chairs of color.		Advisory committee and staff demographics	Irene Schwoeffermann, Lale Santelices, and Alexis Gabriel	Communications and PPP	12/31/2020		
Strategy: Operate with urgency and accountability												
5.6	Action(s): Create a system to better coordinate and document engagement with communities of color across PBOT departments.	Design a system that includes the maintenance of a record of community-based organizations' involvement with PBOT to support relationship continuity.	Create calendar.	Train staff from 7 work groups to collaborate internally on outreach efforts with community-based organizations, track their work in a centralized place and coordinate messaging	Train 100% of Public Involvement Staff.		Use of spreadsheet	Cevero Gonzalez	Communications and Irene Schwoeffermann	12/31/2020		
Strategy: Implement a racial equity lens												
5.7	Action(s): Require all major outreach groups at the Bureau to develop a plan to coordinate events with PBOT's Public Involvement Coordinator that outlines a process to ensure that events targeted towards and/or hosted by communities of color are prioritized.	Based on the plans developed in each group, determine how many events should happen each year that are targeted towards and/or hosted by communities of color.	Increase baseline numbers determined in year one by 25%.	Increase baseline numbers determined in year one by 50%.	Achieve 100% of target number of events.		Spreadsheet	Margi Bradway and Dana Dickman	Communications, Irene Schwoeffermann, and PPP	12/31/2020		

Theme: Community Access and Partnership (Cont.)	Strategy: Build organizational capacity										
	5.8	Action(s): Build the capacity of PBOT staff to plan, perform and evaluate equitable public engagement using various methods, including training. (Collaboration with Office of Neighborhood Involvement (ONI))	Increase staff access to learning opportunities and trainings about best IAP2 practices, the City's best practices and meeting the outcomes outlined in the 2035 Comprehensive Plan policies.	At least 5 staff trained.	At least 10 staff trained.	Create a suite of tools that help staff determine which public involvement process best suits their desired outcomes based on these best practices, and design a training for all staff involved in public involvement and community engagement about these best practices. Provide resources to guide staff to enhance best practices for culturally responsive public engagement practices.		Suite of tools	Francesca Patricolo, Dylan Rivera, and Irene Schwoeffermann	Communications, ONI, and PPP	12/31/2021, ongoing
	Strategy: Implement a racial equity lens and be data driven										
	5.9	Action(s): Cultivate processes at PBOT for increasing contract opportunities with community of color focused community-based organizations that serve and/or compensating targeted engagement, and paying communities of color and individuals of color for their expertise.	Determine which racial demographics are underrepresented in our contract awards and on our committees.	Design plan for targeted engagement with specific demographic groups.	50% of grants awarded are to organizations that serve communities of color.		Create at least 2 financially supported roles for youth of color, community members, and/or community-based organization representatives.	Contracts and grants	Grants Manager and Margi Bradway	Irene Schwoeffermann and PPP	12/31/2019
	Strategy: Operate with urgency and accountability										
	5.10	Action(s): Develop a process to rank constituent safety concerns and general constituent concerns that come in with a equity lens. This includes various customer service entry points such as dispatch, 503-823-SAFE, PDX Reporter, web based intake forms, Pothole Hotline, etc.	Determine equity lens and matrix. (See action 4.3)	Implement equity lens and matrix on 2 customer service entry points.	Evaluate equity lens and matrix. Implement on 4 customer service entry points.	Implement on all customer service entry point.		Use of equity matrix	Cevero Gonzalez, Zan Gibbs, Lori Steen, Carl Snyder, and Eileen Dent (Support: Shawna Graber)	Business Services, BBAC, Communications, Engineering and Parking	2020
	Strategy: Build organizational capacity and be data driven										
	5.11	Action(s): Shape and advance standard practices to increase outreach and engagement with Limited English Proficient (LEP) communities.	Explore mechanisms for feedback from communities of color and LEP communities on how well PBOT is serving them.	Implement new mechanisms.			Identify barriers and propose solutions to increase participation of communities of color and LEP communities in PBOT engagement opportunities and decision making.	LEP plan	Lale Santelices and Denver Igarta	Irene Schwoeffermann, Communications, and PPP	Ongoing
	Strategy: Partner with other institutions and communities										
	5.12	Action(s): Collaborate with PSU on updating the Traffic and Transportation Class to include a racial equity component and develop systems that ensure outreach to and recruitment of people of color into the class.	Review and revise curriculum, and expand outreach.	Add 1 class day focused on equity. Measure effectiveness and revise as needed.	Attendance includes at least 15% people of color.	Attendance includes at least 30% people of color.			Irene Schwoeffermann, Sarah Goforth, Scott Cohen, and Zan Gibbs	Communications and PPP	Summer 2017
	Strategy: Build organizational capacity										
	5.13	Action(s): Identify then translate key documents for Limited English Proficient communities (LEP).	Identify key documents for translation and design a protocol to getting 100% of them translated.	Create an employee resource that outlines the basic things we need translated and determine how many languages documents need to be translated into.	Create an assessment tool to help employees identify key documents for translation and which documents are most needed by LEP communities.	100% of key documents are translated. Create a distribution plan.	Review and revise.	List of translated key documents	Kezia Wanner, Janis McDonald, Malisa Mcreeedy, and Mark Williams (Support: Zan Gibbs)	Director's Team and Parking	12/31/2020
	Strategy: Operate with urgency and accountability										
	5.14	Action(s): Use a standard tracking mechanism form for demographic information for participants of all public involvement and community engagement events.	Standardize demographic questions across the agency and establish methods for disaggregating results for all public engagement efforts.	Implement a reporting and evaluation system for this information.	100% of Advisory Committees track participant demographic information.	100% of all public involvement events track participant demographic information.		Use of form and spreadsheet	Erin Aigner and Felicity MackKay	Communications, PPP, and Zan Gibbs	12/31/2019

Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date	
			Year 1	Year 2	Year 3	Year 4	Year 5					
Citywide Racial Equity Goal: Create greater opportunities in City government contracting	Theme: Contracting Objective: PBOT meets/exceeds the citywide contracting goals; provides meaningful access and opportunities to Minority, Women and Emerging Small Businesses (MWESBs); and understands the benefits of Community Benefit Agreements (CBAs) and Project Labor Agreements (PLAs), and how to end racial disparities in contracting.	6.1	Strategy: Build organizational capacity and operate with urgency and accountability Action(s): Update and adopt PBOT's Minority, Women and Emerging Small Businesses (MWESB) Toolkit to include Bureau-wide standards, guidance, training protocols and reporting procedures for MWESB goals and utilization, and launch a PBOT social equity contracting workgroup. (Collaboration with Procurement in the Office of Management and Finance)	Track and evaluate our current MWESB utilization rates in all 3 categories every quarter, and report these numbers to every group. Report to the Director's Team quarterly.	Have a lead on ensuring monthly updates to the City's contract opportunities webpage so that all PBOT projects are listed for contractors to see and be able to bid on.	Design 1 social equity contracting training.	Deliver 1 social equity contracting training for all staff involved in contracting and procurement.	Exceed 100% of the aspirational MWESB goals in all categories.	Use of toolkit	Ken Lee and Richard Gray	Business Services, Irene Schwoeffermann, Leah Treat, Mychal Tetteh and Zan Gibbs	12/31/2021
		6.2	Strategy: Build organizational capacity Action(s): Require that all of our hired facilitators and public involvement consultants are competent in PBOT's core competencies for racial diversity, equity and inclusion, understand how to provide culturally responsive service, and can facilitate <u>difficult conversations about race</u> .	Determine criteria for selecting contracted facilitators.	Add criteria for selecting contracted facilitators.	100% of hired facilitators and public involvement consultants have equity core competencies.			Use of new selection criteria	Pat Boyd and Dana Dickman	Business Services, PPP, and Zan Gibbs	12/31/2019
		6.3	Strategy: Operate with urgency and accountability Action(s): Consider using advisory committees for MWESB goal setting/outline protocols for Bureau and Budget Advisory Committee (BBAC) and Fixing Our Street Committee to oversee MWESB utilization rates and Community Benefit Agreements (CBAs) and Project Labor Agreements (PLAs).	Research CBAs and PLAs. (See action 6.4)	Determine Advisory Committee's role(s).				Advisory Committee charter	Irene Schwoeffermann and John Brady	Communications and Ken Lee	12/31/2018
		6.4	Strategy: Partner with other institutions and communities Action(s): Encourage providing additional CBAs and or PLAs for large projects, and define the threshold.	Research needs of CBAs, PLAs and MWESB goals.	Determine feasibility and define threshold.	Design plan.	Implement at least 1 CBA or PLA plan.	Measure and revise.	CBA plan	Art Pearce and Zan Gibbs	Communications, Irene Schwoeffermann, and PPP	12/31/2019

* Citywide Racial Equity Strategy 1 "Use a Racial Equity Framework" is not listed because it is inherent in a Racial Equity Plan. All actions in your Plan should focus on racial disparities.

Bureau Director has reviewed and approved the plan and supports the implementation for these changes over the coming five years.
 Director Signature: 
 Printed Name: Leah Treat Date: 12/30/2016