



OFFICE OF EQUITY AND HUMAN RIGHTS STRATEGIC PLAN 2021-2024



**OFFICE of EQUITY
and HUMAN RIGHTS**
CITY OF PORTLAND

The Office of Equity and Human Rights was born out of a vision from community and leaders in Portland that the City government have an office where there was an intentional effort to advance equity in all City services and supports. As such, the Office of Equity spent the better part of six years providing policies and structures that focused on the internal operationalizing of equity with community support. In 2018, the Office of Equity and Human Rights engaged in stakeholder engagement process to inform its strategic planning and hiring of its next director. Input was gathered from a variety of internal and external stakeholders including City leaders and staff, community leaders, and culturally specific community-based organizations. This process and input helped to shape the goals and outcomes in this Strategic Plan.

In February of 2019, the new director was hired and the path to craft a strategic plan started. While there have been starts and stops to the work given the unprecedented events of 2020—global pandemic, racial injustice, divisive politics, and natural disasters, this document represents the path the Office of Equity is committed to traveling in partnership with internal and external stakeholders.

The Office of Equity and Human Rights was created by [City Ordinance](#) in 2011 and charged to:

1. Promote equity and reduce disparities within City government;
2. Provide guidance, education and technical assistance to all bureaus as they develop sustainable methods to build capacity in achieving equitable outcomes and service;
3. Work with community partners to promote equity and inclusion within Portland and throughout the region, producing measurable improvements and disparity reductions;
4. Support human rights and opportunities for everyone to achieve their full potential;
5. Work to resolve issues rooted in bias and discrimination, through research, education, and interventions.

Mission

The Office of Equity and Human Rights leads the City of Portland's commitment to equity. We hold the City accountable by developing policies, practices, and procedures that strive to dismantle systems of oppression and build equitable foundations for our most systemically oppressed communities. We center race and disability through education and analysis. Individuals experience multiple forms of oppression; thus, we drive equity with an intersectional framework.

OFFICE OF EQUITY AND HUMAN RIGHTS' VISION

A PORTLAND CITY GOVERNMENT THAT...



Acknowledges and is accountable to redress the harms of systemic oppression, anti-Blackness, and systems of white supremacy.



Uses language that directly names the communities who experience systemic oppression—communities that are not reduced to acronyms.



Creates and maintains spaces in Portland that are clean, safe, open, and free to community.



Ensures Black, Indigenous, and other individuals of color enter Portland spaces every day without fear, anxiety, and/or uncertainty about whether they will return and whether their families are safe.



Guarantees Black, Indigenous, and other individuals of color and those with disabilities have shelter—a safe place to return to at the end of each day.



Assures Black people are not subject to, because of anti-Black racism, unjustified arrests and police violence.



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Office of Equity and Human Rights Equity Stance

Equity addresses the historic, institutional systems that create oppression based on identity. We strive to use an intersectional approach to transform historic power dynamics for accountable systemic change based on the principles of humanity, justice, and belonging.

Key Resolutions, Ordinances, and Policies Shaping the Work of the Office of Equity

City of Portland Core Values

The Portland City Council unanimously passed Resolution 37492 on June 17, 2020 adopting Anti-Racism, Equity, Transparency, Communication, Collaboration, and Fiscal Responsibility as the Core Values of the City of Portland. [City Core Values 2020 Resolutions - 37492.PDF](#)

Anti-Racism: The City of Portland is committed to be an anti-racist institution. Addressing issues concerning anti-Blackness is a priority for the workforce and city. Actions to dismantle institutional and systemic racism are the responsibilities of every employee and resident. Racism, discrimination, and bias are not tolerated within the workplace or our communities. Oppression, violence, and hate speech towards Black and, Indigenous people and people of color, is condemned by the City of Portland

Equity: The intersectional identities and lived experiences of our workforce and our residents are valued. We acknowledge Oregon's history of exclusion and are dedicated to building trust through reconciliation and restorative justice. Solidarity and the preservation of diverse communities and their cultures enhances the livability and vibrancy of our beautiful city. Equity, access, and the removal of institutional and systemic barriers to resources and opportunities is essential in diversifying our workforce and to the public good. We lead people, cultivate change, and develop a culture of innovation, inclusion, and inspiration to strengthen our city and communities. The sense of belonging, ownership, support, and safety are vital for a diverse, equitable, and inclusive city and workforce.

Transparency: Transparency is essential to upholding the principles of democracy and reimagining political processes occurs through accountability. Portland, Oregon is the first City in the United States to adopt an Open Data policy and leads the nation in developing a culture of information sharing. Trust is established and maintained through integrity and inclusion.

Communication: Communication serves as a catalyst for transformative change and knowledge sharing will impact our workplace and communities. The art of storytelling and narratives can promote a culture of inclusion and the power of our collective voice will unify our city.

Collaboration: Our belief that we are Better Together promotes collaboration and the co-creation of knowledge. The nexus of politics and public service will connect our workforce and communities. Civic engagement and collective action will empower our employees and residents. Institutional knowledge and awareness are gained through inclusive outreach and public engagement. All behaviors, actions, decisions, and systems shall reflect a culture of accountability and commitment to the City's core values.

Fiscal Responsibility: The City of Portland is dedicated to being fiscally accountable to the public. Fiscal resiliency, climate action, equity, and the needs of our most vulnerable populations will be the focus of every budget decision. Community values, addressing inequities, and transparent budgetary decisions are essential to developing trust. Rethinking budget processes will ensure the economic sustainability of our city.

Citywide Racial Equity Goals and Strategies

<https://www.portlandoregon.gov/oehr/article/537589>

On July 8, 2015 City Council voted to adopt Racial Equity Goals and Strategies as binding City policy.

Goals

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

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

Racial Equity Goal #3: We will collaborate with communities and institutions to eliminate racial inequity in all areas of government, including education, criminal justice, environmental justice, health, housing, transportation, and economic success.

Overall Strategies

1. Use a racial equity framework:
Use a racial equity framework that clearly articulates racial equity; implicit and explicit bias; and individual, institutional, and structural racism.
2. Build organizational capacity:
Commit to the breadth and depth of institutional transformation so that impacts are sustainable. While the leadership of electeds and officials is critical, changes take place on the ground, through building infrastructure that creates racial equity experts and teams throughout the city government.
3. Implement a racial equity lens:
Racial inequities are not random; they have been created and sustained over time. Inequities will not disappear on their own; we must be intentional about dismantling inequities. It is essential to use a racial equity lens when changing the policies, programs, and practices that perpetuate inequities, and when developing new policies and programs.
4. Be data driven:
Measurement must take place at two levels—first, to measure the success of specific programmatic

and policy changes; and second, to develop baselines, set goals, and measure progress. Using data in this manner is necessary for accountability.

5. Partner with other institutions and communities:

Government work on racial equity is necessary, but insufficient. To achieve racial equity in the community, government needs to work in partnership with communities and institutions to achieve meaningful results.

6. Operate with urgency and accountability:

When change is a priority, urgency is felt, and change is embraced. Building in institutional accountability mechanisms using a clear plan of action will allow accountability. Collectively, we must create greater urgency and public commitment to...?

Juneteenth Annual Day of Remembrance

June 19th marks a significant opportunity to establish a commitment towards healing and dismantling anti-Black racism within the workforce and community. June 19th is the recommended date due to its significance in the Black community. Juneteenth, June 19th, is the oldest nationally celebrated commemoration of the ending of slavery in the United States of America.

The City of Portland is committed to deconstructing institutional and systemic racism and directs all City bureaus to participate in anti-Blackness taskforces, in collaboration with Black community members, leaders, and voices dedicated to identifying solutions internally and externally focused on workplace culture, public safety, mental health, housing, income inequality, economic development, and prosperity. Bureaus must submit quarterly reports on work done on these measures to the Office of Equity and Human Rights. The Office of Equity and Human Rights will include a summary in the Annual Report to Council required in Resolution 37487.

Disability Equity Resolution

Council passed the Disability Equity Resolution on November 18, 2020 adopting disability equity goals that mirroring racial equity goals and moving the City beyond a commitment to ADA compliance toward a future that eliminates institutional ableism. These values inform a unified workplace and City culture, systems, policies, practices, and procedures. Along with this Resolution was the passage of Citywide Disability Equity Goals.

Citywide Disability Equity Goals:

Equity Goal #1: All activities, programs, facilities, and services offered by the City of Portland will provide for equitable outcomes and opportunities in accordance with the provisions of the Americans with Disabilities Act.

Equity Goal #2: Hiring and promotions of people experiencing disabilities will be fair and in keeping with the Model Employer of people with disabilities Policy adopted by Resolution 36925 in 2012 and the Model Employer of people with disabilities Strategic Plan adopted by Resolution 37235 in 2016

Equity Goal #3: People experiencing disabilities will be provided equitable opportunities in contracting

Language Access Policy Resolution

In November of 2020, Portland City Council unanimously passed the Language Access Resolution—establishes the City’s Language Access Policy and program and directs bureaus to implement the policy, standard operating procedures, tools, resources, and guidance adopted by the Office of Equity and Human Rights. This legislation establishes the City of Portland’s first language access policy and program, led by the Citywide Equity and Language Access Analyst from the Office of Equity and Human Rights, and directs city bureaus to implement the standards and procedures set by the Office of Equity and Human Rights and its language access program. This legislation has citywide impacts because the institutionalization of the language access standards and procedures demonstrates compliance with national origin nondiscrimination protections according to Title VI of the Civil Rights Act and Executive Order 13166; and will provide equitable access to city government for multilingual and multicultural community members who experience institutional language barriers.

Relief and Recovery Resolution and COVID-19 Equity Toolkit

Role of the Office of Equity:

- Work in partnership with bureaus and City staff to center the City’s equity goals for COVID-19 response.
- Assume authority to monitor implementation of Equity Toolkit for COVID-19 Relief and Recovery.
- Share updates and reports to City Council, City staff, and community members.

Goals of the Toolkit:

- Reiterate City of Portland values, commitments, and legal obligations
- Identify populations with urgent needs and populations that will continue to be most impacted over time
- Encourage Emergency Coordination Center and bureaus, to adapt this toolkit and establish expectations for developing equity goals and performance measures in the City’s COVID-19 response (and beyond).
- Provide easy access to tools and technical assistance that help inform priorities, strategy and decision-making

Why We Lead with Race

We are often asked the question: “Why do you lead with race?” The answer is as simple as it is complex. In keeping with the Office of Equity’s intersectional equity stance, bureaus should center race

in data disaggregation. This does not mean abandoning efforts to disaggregate data in other ways, but that race should always be a lens through which we assess our work. For example, if equity for people with disabilities is the primary focus of a program, the performance measures for that program should disaggregate results by disability status, and then by race within the initial groupings. This allows an intersectional look at how interpersonal and institutional racism may further compound other inequities (CBO, 2020). The term “leading with race” does not mean “only race.” It is a practice of starting with a racial equity analysis, inclusive of analysis of other marginalized groups, in order to understand how race dynamics impact outcomes (Prosper Portland, 2019). Below are some specific reasons why our conversations about equity center race:

- Race is consistently the indicator of greatest disparity in our city (and nationally)
- Race may be ignored as a factor if not intentionally addressed
- Our economy is built on a racist past (slavery, Native American genocide, and racial exclusion)
- Racial inequities persist in every system across the country.
- When exploring other dimensions of identity, there are still inequities across race.
- Inflaming racial tension has been a deliberate political strategy to maintain power.
- Not focusing on race makes it more difficult to understand the impact of race on equity.

Understanding Intersectionality

In 1989, Kimberlé Crenshaw coined the term “intersectionality” in [a paper](#) as a way to help explain the oppression of African-American women. Crenshaw notes that “Intersectionality is a lens through which you can see where power comes and collides, where it interlocks and intersects. It’s not simply that there’s a race problem here, a gender problem here, and a class or LGBTQ problem there. Many times that framework erases what happens to people who are subject to all of these things” (Columbia University, 2019).

Intersectionality is the concept that all oppression is linked. More explicitly, the [Oxford Dictionary](#) defines intersectionality as “the interconnected nature of social categorizations such as race, class, and gender, regarded as creating overlapping and interdependent systems of discrimination or disadvantage”. Intersectionality is the acknowledgement that everyone has their own unique experiences of discrimination and oppression and we must consider everything and anything that can marginalize people – gender, race, class, sexual orientation, physical ability, etc. (Taylor, 2019).

INTERSECTIONALITY

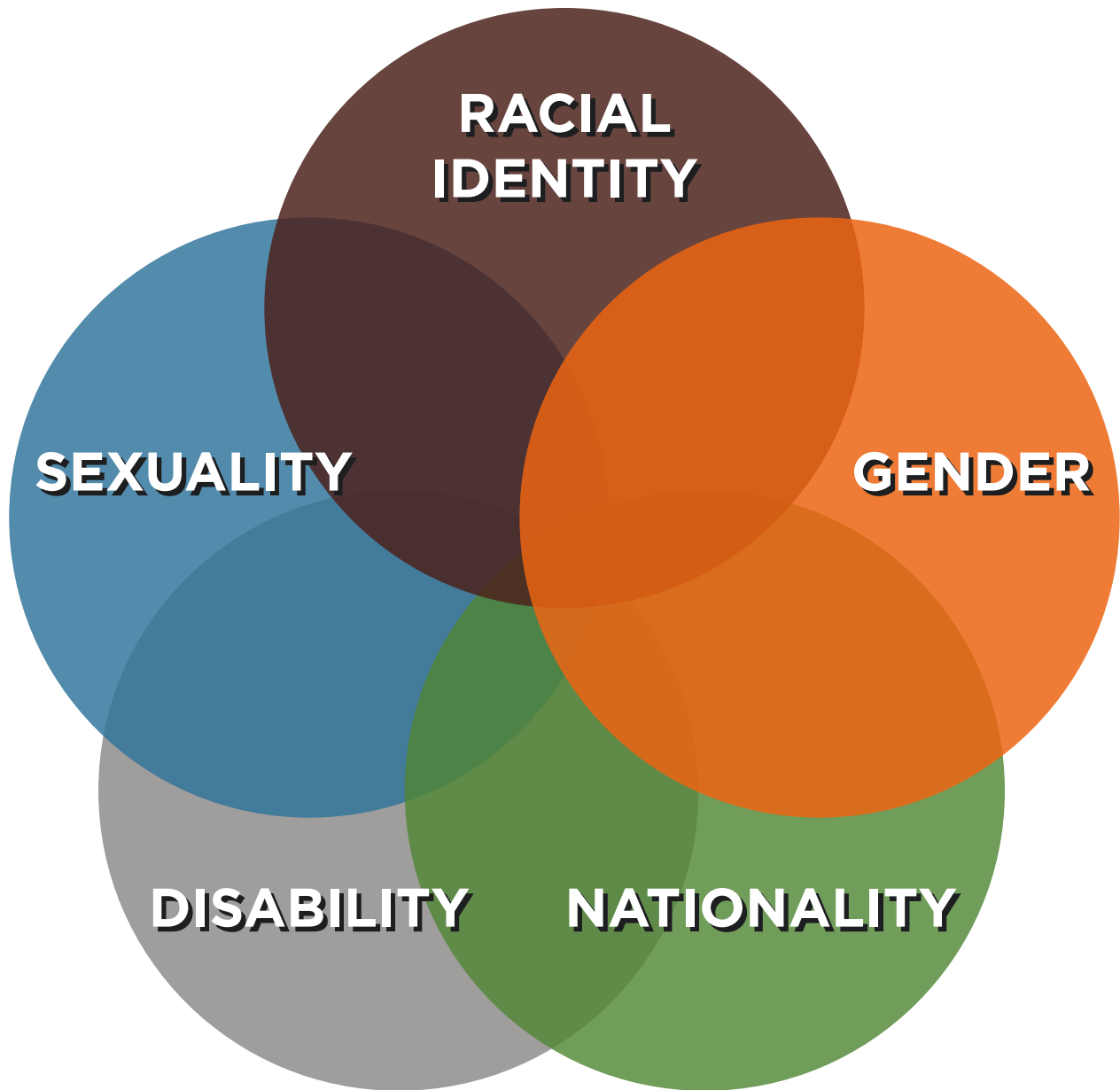


Figure illustrates a Venn diagram with five intersecting circles with the following labels: Racial Identity, Gender, Nationality, Disability, and Sexuality.

Office of Equity and Human Rights 2021-2024 Goals and Plan of Action

Each member of the Office of Equity is responsible for and accountable to the goals and tactics outlined below, regardless of position or title. While some staff members have more connection and expertise in specific goals and tactics, this does not exempt all staff members from active participation in this plan. As a collective, the Office of Equity is committed to providing leadership, guidance, tools, and resources Citywide to advance equity. The goals and actions described below also honor the importance of meaningful partnership and collaboration with bureaus Citywide, and specifically, Equity Managers.

| Timeline/ Frequency | Goal – Description - Actions | Accountability Partners |
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| July 1, 2021 – Jun 30, 2024 i. Yearly, ongoing ii. Twice a year, July 2021 – June 2024 iii. June 2022 iv. June 2022 | <p>1. Embedded and aligned citywide policies, procedures, and practices to ensure collective implementation and understanding of equity work in the City is institutionalized, dismantling systemic oppression in City policy and practice. Establish an anti-racist, intersectional foundation within the City of Portland. Change internal policy, practice, and procedure to eliminate institutional and structural racism.</p> <p>Actions:</p> <ul style="list-style-type: none"> i. In partnership with the City Budget Office, strengthen equity outcomes within the Citywide budget process ii. Facilitate gatherings, events, and listening sessions with City employees and community to advance our understanding of racism and ableism and efforts to reimagining a just City. iii. Collaborate with the Bureau of Human Resources and bureau Equity Managers to create the structures that support the removal of policy, practice, and procedure that is situated in white supremacy. iv. Develop new equity policies and toolkits for Council adoption and bureau implementation v. Redesign Racial Equity Plans considering a framework that is inclusive of Civil Rights Title VI, Title II, and Affirmative Action plans | <p>Office of Equity & Human Rights, BHR, CBO, BTS, Procurement, Tribal Relations Office, Equity Managers</p> |

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| <p>v. June 2022</p> <p>vi. June 2022</p> <p>vii. June 2022</p> <p>viii. December 2021</p> <p>ix. June 2022</p> <p>x. June 2022</p> <p>xi. June 2022</p> | <p>vi. Improve equity toolkits</p> <p>vii. Design equity dashboards as a tool for understanding progress</p> <p>viii. Provide Equity glossary of terms to be referenced Citywide</p> <p>ix. In partnership with the Bureau of Human Resources, provide e-learning or virtual training on how to use toolkits</p> <p>x. In partnership with Bureau of Technology Services, ensure that the Office of Equity website is an accessible and friendly user to resource</p> <p>xi. Provide support to Equity Managers on the creation of tools and processes that address specific bureau needs</p> | |
| <p>July 2021 – June 2024</p> <p>i. October 2021</p> | <p>2. Nurturing authentic, trusting community relationships/partnerships; supporting the co-creation of City policy with community. To inform, organize, and strengthen relationships with communities who are currently and historically impacted by systemic racism and ableism, by aligning our equity efforts with the local communities.</p> <p>Actions:</p> <p>i. Recruit and engage the Office of Equity Bureau Advisory Group comprised of diverse community members who will provide guidance, feedback, and advisement budget, policy, and practice.</p> | <p>Office of Equity & Human Rights, Civic Life, Tribal Relations Office, Equity Managers</p> |

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| <p>ii. June 2022</p> <p>iii. December 2021</p> <p>iv. Twice a year, July 2021 – June 2024</p> <p>v. December 2021 – June 2024</p> <p>vi. July 2021 – June 2022</p> | <p>ii. Engage disability community in creating a mutual aid coalition and mechanism for disability community to partner with the City on issues and policies that impact their lives.</p> <p>iii. Support expansion of the Black Male Achievement Program</p> <p>iv. Support creation of a Native Male Achievement Program</p> <p>v. Ensure that community voice is highlighted and incorporated into our work through convening, supporting, and regular participation in community focused gatherings and events.</p> <p>vi. Partner with Civil Life and make sure that their leadership program is receiving enough support from bureaus to adopt and implement an antiracist framework.</p> <p>vii. Revisit guidance provided from plans like the People’s Plan to advance the work of equity through community partnership and advocacy.</p> | |
| <p>July 2021 – June 2024</p> <p>i. July 2021 – June 2024</p> <p>ii. July 2022</p> | <p>3. Equitable, anti-racist and anti-ableist City policies. Provide guidance to Council and Bureaus on existing and/or new ordinances, resolutions, and policies.</p> <p>Actions:</p> <p>i. Engage in regular communication, planning, evaluation, and advisement with City Council offices on emerging ordinances, resolutions, and policies</p> | <p>Office of Equity & Human Rights, Council Offices, City Bureaus/Offices, Equity Managers</p> |

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| iii. July 2022 | ii. Partner with stakeholders to develop templates for ordinances, resolutions, and policies that center race, disability, and intersectionality | |
| iv. June 2022 | iii. Provide guidance to bureaus in the creation of bureau-specific racial and disability equity policy and practice as a part of Council process | |
| v. July 2022 | iv. Provide regular updates to City Council on current implementation of equity policy and practice such as the COVID Equity Toolkit for Relief and Recovery | |
| | v. Collaborate with bureau Equity Managers to create mechanisms for implementation of policy and guidance | |
| July 2021 – June 2024, yearly | 4. Front-end accountability systems for bureaus. Establish for bureaus to implement racial equity and disability equity goals through policy, education, and compliance | |
| i. July 2021 – June 2024 | Actions: | |
| ii. June 2022 | i. Require responsible bureau staff to attend professional development on racial and disability equity | Office of Equity & Human Rights, Tribal Relations Office, BHR, Civic Life, CBO, BTS, Equity Managers |
| iii. June 2022 | ii. Conduct training impact surveys to collect data on how staff and bureaus are applying the learning and tools received through training and education | |
| iv. July 2022, yearly | iii. Imbed racial and disability equity goals into larger bureau Racial Equity Plans | |
| | iv. Collect yearly progress reports on bureaus' racial equity plans and goals and disability equity goals for transparency publishing reports on the Office of Equity website and report findings to City Council. | |
| v. July 2021 – June 2024 | v. Provide support to Equity Managers on the implementation of racial equity and disability equity goals through bureau Equity Plans. | |

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| <p>July 2021 – June 2024</p> <p>i. July 2022, yearly</p> <p>ii. July 2022, yearly</p> <p>iii. July 2022</p> <p>iv. December 2022</p> <p>v. June 2023</p> <p>vi. July 2023</p> <p>vii. June 2024</p> <p>viii. June 2022, yearly</p> <p>ix. July 2021, ongoing</p> | <p>5. Citywide and Bureau priority of Civil Rights education and compliance. Develop criteria for how to move the City and its bureaus into alignment with the expressed goals, intents, and provisions of Civil Rights Laws, ADA Title II and Civil Rights Title VI, specific to race, language, and disability</p> <p>Actions:</p> <ul style="list-style-type: none"> i. Develop and provide training on Title II of the Americans with Disabilities Act including but not limited to: effective communication, complaints and investigations, making accommodation and modifying policy, creating accessible events, document and web accessibility ii. Develop and provide training on Title VI of the Civil Rights Act iii. Provide toolkits and resources on Title VI of the Civil Rights Act iv. Redesign of Civil Rights plans with ties to just and equitable community outcomes and impacts v. Update Transition Plan vi. Create ADA Title II report cards until budget can support a full City-wide Self Evaluation Plan vii. Provide continued development of policies and practices, and guidance viii. Regular updates on implementation, progress and performance of policy and practice ix. Standardize compliance language in every training we offer | <p>Office of Equity & Human Rights, BHR, Equity Managers</p> |

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| July 2021 – June 2024 | <p>6. Anti-racist, anti-ableist City workforce. Build equity framework capabilities through Citywide education and training</p> <p>Actions:</p> | |
| i. July 2022 | <p>i. Refine and create Citywide equity training in partnership with City bureaus to provide a learning pathway from entry to proficiency</p> | |
| ii. April 2021 – June 2024 | <p>ii. Continue facilitation of Results-Based Accountability (RBA) training cohorts and identify other opportunities for Citywide adoption of equity tools and practices</p> | |
| iii. June 2022 | <p>iii. Refine Racial Equity 101 to include an antiracist intersectional framework</p> | |
| iv. July 2022 | <p>iv. Work with Equity Managers, affinity groups, and equity practitioners to audit current training offerings to identify gaps</p> | |
| | <p>v. Develop “Equity 201” for folks who want deeper learning & strategy development.</p> | |
| v. June 2023 | <p>vi. Develop “Disability Equity 101”</p> | |
| June 2022 | <p>vii. Establish a deep understanding and analysis Citywide on the following concepts: Anti-blackness, white supremacy, systems of oppression, social construct of the white race, intersectionality, colorism and internalized racism</p> | |
| June 2022 | <p>viii. Create a shared understanding foundational equity language through a Citywide Equity Glossary of Terms</p> | |
| | <p>ix. Align training effort to reflect collaboration and communication across Office of Equity and Human Rights programs</p> | |
| viii. December 2021 | <p>x. Develop training sessions that support specific audiences such as Black, Indigenous, and People of Color staff, white staff, and managers/supervisors,</p> | |
| ix. June 2022 | <p>xi. Design, develop and deliver trainings for community members</p> | |
| x. June 2023 | | |

**Office of Equity
& Human
Rights, Tribal
Relations Office,
BHR, Civic Life,
CBO, Equity
Managers**

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| xi. July 2023 | xii. Co-create equity-driven professional learning opportunities with Equity Managers and Bureau of Human Resources | |
| xii. July 2022 | | |

Measures of Success

Goal #1: Internal measures

- City policies, procedures, and practices include anti-racism, anti-oppression, racial equity, and disability equity.
- City policies, procedures, and practices of resource allocations result in equitable outcomes for all people in Portland.

Goal #2: External measures

- City bureaus establish, rebuild, and maintain authentic, transparent relationships with communities who are currently and historically impacted by systemic racism and ableism.
- Communities report consistently that the City is contributing to improving their living conditions.
- Communities report that they are influencing City's policies, procedures, practices, and having access more access to City's resources.

Goal #3: Internal measures

- Number of ordinances, resolutions, and bureau policies that were reviewed by the Office of Equity and Human Rights.
- Number of existing ordinances, resolutions, and bureau policies that were improved based on guidance and support from the Office of Equity and Human Rights.

Goal #4: Internal and External Measures

- Number of City employees who receive specific training in ADA Title II, Title VI, and Language Access compliance training.
- Bureaus' annual reports to the Office of Equity on the implementation of Title VI and Title II guidance.

Goal #5: Internal measures

- Bureaus' annual reports to the Office of Equity and Human Rights on progress toward annual equity goals, including workforce, contracting, and community engagement.
- Bureaus' annual reports to the Office of Equity and Human Rights on progress toward 5-year equity plans.

Goal #6: Both Internal and external measures

- Bureaus' annual report to the Office of Equity and Human Rights toward compliance to Civil Rights Title VI.
- Bureaus' annual report to the Office of Equity and Human Rights toward compliance to the ADA Title II.

Goal #7: Internal measures

- Number of City employees who received basic racial equity training
- Number of City employees who received basic disability equity training
- Number of City employees who received tribal relations training
- Number of City managers who received RBA training
- Percentage of employees who are satisfied with the different training received
- Percentage employees who are applying the learning from their trainings

