

Portland Bureau of Development Services Citywide Racial Equity Action Plan (dashboard link) September 2023-July 2025
Result Statement: All people in the City of Portland, especially Black, Indigenous, and People of Color, are physically safe in and around Portland, and thrive through self-determination, prosperity and
Bureau Equity Outcome(s): Complete Neighborhoods Equitable Home Ownership Racially Inclusive Growth Derived with reference to historical indicators in The Portland Plan (2012)

Year 1 Strategies	Policy/Program/Service Strategy (and Related Actions)	Action Key Result (What is the root cause this strategy seeks to address and how? What is the key result of this program that directly impacts the	Performance Measure	Update Frequency	Lead Staff	Partners
I. Land Use Services Competency Expansion						
As a gatekeeper for zoning approval of projects, we provide information to the public and control the advancement of development projects. If effective, strategies advanced hold our Land Use Services division accountable for antiracist impact within their sphere(s) of influence.	Inclusive Workplace Culture Program. Shifting culture of hiring and retention through training, communications, and reviews. For entry level planner positions, eliminate preference for candidates with degrees in urban planning and focus on recruiting BIPOC candidates with other needed skills and abilities such as customer service, problem-solving, effective communication, etc. Create professional development opportunities to support employees who lack a degree in planning to find opportunities to work and grow professionally in our bureau through mentorship, on-the-job training, etc.	Key Result: racially diverse/representative workforce Root Causes Addressed: Bureau complicity with white development design, comfort, and decision-making.	Employee demographics (demographic makeup of LUS employees represents demographic of broader Portland community), % positive feedback from BIPOC staff in LUS who feel supported in professional development opportunities.	quarterly	Kimberly Tallant	BHR, BDS Recruitment & Hiring
	Community-Specific Outreach Services (No-Fee, BIPOC Intentional Services Pilot): Provide pilot set of services outside of typical 8-5 working hours intentionally in response to services desired from underrepresented neighborhoods.	Key Result: Eliminating over-enforcement and excessive fines for Black/BIPOC residents Root Causes Addressed: Bureau complicity with white development design, comfort, and decision-making. Funding decision-makers see us as providing a product for paying customers as opposed to a service for all Portlanders and we have internalized that mindset of prioritizing our predominantly white, privileged, paying customers. Increases services and access to zoning and land use information for Black Portlanders, and provides a variety of venues to better understand and respond to their needs. Provides needed adjustment in balance between services at no cost to the community (with emphasis on increasing services to historically underserved Black Portlanders), and services provided for a fee. Also, to breakdown the BDS LUS internalized mindset of prioritizing services that have fees associated with them, and feeling reluctant/concerned about spending time on services that don't generate revenue. Most customers seeking services that have a fee associated with them are white, and often with resources to afford these services.	% reduction in code compliance cases resulting in fines in BIPOC neighborhoods (where outreach targeted) # of community engagement activities LUS involved in; and % BICOP attendee feedback got information and services they needed	quarterly	Kimberly Tallant	TBD
II. Technology, Training, and Continuous Improvement: Centering Equity, Building Community						
Create and implement a program for centering the experience of Black, Indigenous, and People of Color communities in the design, implementation, and improvement of technology at BDS. During the development of this program TPCI is committed to identifying one or more projects that would inform the program specifics, positioning TPCI staff to learn on-the-ground how best to define and implement the program guidelines and structures. If effective, strategies advanced hold our TPCI division accountable for antiracist impact within their sphere(s) of influence.	BIPOC-Centered Technology Redesign Piloting Program (project for customer experience, especially but not exclusively black customers). Create and implement a program for centering the experience of Black, Indigenous, and People of Color communities in the design, implementation, and improvement of technology at BDS.	Key Result: (1) % staff understand + internalize BDS anti-racism as operational priority; (2) white staff cultural competency Root Causes Addressed: (A) Bureau complicity with white development design, comfort, and decision-making. (B) Internal antiracist work avoidance and detachment. BDS TPCI has not prioritized building relationships with Black communities because we have not seen them as our primary customers. TPCI designs and implements technology systems and processes catered to white communities and business stakeholders and larger developers with resources, and repeat customers who are familiar with City permitting processes and systems. These relationships are already established and involve less work outside TPCI staff's comfort zone.	Technology projects include customer engagement with Black, Indigenous, and People of Color communities. Additional qualitative and quantitative measures: -- Staff and employees feel engaged, open, positive about interacting with Black people and people of color. -- TPCI staff trained to coordinate and facilitate community engagement meet training assessment standards and receive positive feedback (in-person anonymous surveys) from community engagement participants. -- Bureau staff express interest and proactive reaching out to Black customers for their perspectives and opinions. -- We receive increased feedback spontaneously and through active solicitation, whether positive or negative. -- There are trusted relationships with specific employees that Black	bi-annually	Brenda Fahey	Equity & Policy Development Team; Community Engagement Program Manager: Marco Mejia Yopez; community organizations
III. Antiracist Policy Development						
As the Hiring, Equity & Policy division, the team is charged with equity-						

centered influence BDS staff, leaders, and residents, and advancing community approaches and mindsets around race and disability. Divisional roles include: working to ensure that BDS activities and services are community-centered and community first, creating policy and practice in service of BIPOC communities, and sharing tools and ideas that demonstrate or build the capacity of our partners. Ultimately, our plans and policies that guide bureau services should be developed and accountable to disproportionately impacted communities and equity goals.

Equitable Code Policy Standardization: Develop a policy that tells how and when to update and create BDS code utilizing antiracist methodologies and practices (including co-creation with community, prioritizing community needs through meaningful engagement, shifting power dynamics).
NOTE: Code writing is the responsibility of a different Section. The bulk of the work on this project will be done by the Hiring, Equity and Policy Development Division, in consultation with other stakeholders.

Key Result: Shifts policies to center disproportionately impacted communities of color in our administration of code. More specific organizational "better-offs" include: (1) (Black/BIPOC) customer satisfaction, (2) eliminating over-enforcement and excessive fines for Black/BIPOC residents, (3) staff understand and internalize BDS anti-racism as an operational priority.
Root Cause: (A) There is a cultural piece within BDS of antiracist work avoidance and detachment; (B) BDS disregard of Black/BIPOC racialized wealth gaps and trauma arising through development.

(a) %/# of codes and policies updated using anti-racist racial equity analysis with clear and naming antiracist RBA results. (b) %/# Black individuals expressing an ability to co-create code, and indicating a greater confidence in BDS processes to include community involvement, and better understanding of how code impacts their livelihood.

quarterly

Leesha Posey

TBD - Land Use Services, Plan Review, Code and Policy Development, Building Codes Division (State), Appeals, BPS, PHB (?), TBD - Community,

Equitable Impact Data & Performance Prioritization. Racial Equity Implementation Plan Cross-Divisional Guidance practices, including data infrastructure, affinity, and progress coaching. Support and guide BDS divisions in the implementation of their racial equity plans; to measure and track their strategies, to receive and incorporate staff feedback.

Key Result: BDS Divisions are responsible and accountable to their equity strategies and performance measures.
Root Cause: There is a cultural piece within BDS of antiracist work avoidance and detachment.

(a) Bureau Director's semi-annual assessment of racial equity strategic initiative and leadership, (b) Division Manager's bi-monthly review of guideline adherence and problem-solving capabilities, and (c) bi-annual direct report (employee) feedback reflecting their section's understanding, support, and integration of the racial equity strategy and performance measures.

quarterly

Leesha Posey

Director Esau, Division Managers, Employee Survey Staff,

IV. Property Compliance Proactive Equity Programming

Anchored by the Property Compliance division of BDS, this strategy area supports ensuring BIPOC occupants have safe housing, achieving compliance without financial harm and trauma for BIPOC community. If effective, strategies advanced hold our Property Compliance services division accountable for antiracist impact within their sphere(s) of influence.

Rental Unit Certification Program: Develop and fund a systemic rental property inspection program for the City of Portland, focused on supporting BIPOC and other marginalized members of our community. Fund and Implement a routine rental property maintenance inspection program in the City of Portland that deprioritizing the enforcement of non-critical violations at owner occupied, non-rental properties (recent policy change).

Key result: A rental property focused inspection program would shift our priorities to center disproportionately impacted communities of color with our development compliance efforts to ensure safe and healthy housing. **Root Cause:** Property Compliance responds to building safety and maintenance issues at rental properties on a complaint basis, meaning we are reactive rather than proactive. The complaint based model means we do not prioritize our resources to ensure the needs of renters are addressed. 70% of Black Portland residents are renters. Based on cases records and experience, property maintenance and upkeep for rental property owners is not a priority, which disproportionately impacts BIPOC people and other marginalized members of our community. When the housing needs of BIPOC Portlanders are deprioritized by our service model of having a complaint-only system; this is institutional racism.

(a) % reduction violations at rental properties overall (BIPOC focused); (b) % reduction in complaints from tenants; (c) # of violations decrease between each systemic rental inspection.

quarterly

Beth Benton

TBD

Compliance Letter Notification Revision: Review and improve process for engaging and notifying owners, occupants and responsible parties about property compliance violations and requirements. Strategy actions include creating BIPOC culturally responsive, friendly letter, revised compliance notice cover sheet-review with stakeholder groups and finalize.

Key Result: Increase in (Black/BIPOC) customer satisfaction. Eliminating over-enforcement and excessive fines for Black/BIPOC residents. Qualitative results may include BIPOC owners having more meaningful access, feeling more supported throughout a responsive process, and making health and safety improvements without added financial/legal penalties.
Root Cause: BDS disregard of Black/BIPOC racialized wealth gaps and trauma arising through development.

% reduction in # of code compliance cases that result in fees/liens, especially in BIPOC neighborhoods (where outreach is targeted)

quarterly

Beth Benton

TBD

V. Innovative Equity Plan Review Processes

Plan Review acts as a key "gatekeeper" in the approval of customers' buildings/development projects by evaluating projects' compliance with codes, regulations, and city rules. Plan Review has the capacity to interpret and apply these rules in a manner to assist BIPOC customers to achieve their building goals. Plan Review also has the capacity to offer free, code-compliant resources to support customers who lack access to paid design professionals. If effective, strategies advanced hold our Plan Review services division accountable for antiracist impact within their sphere(s) of influence.

Community SMART Plans: With input from BIPOC communities about common construction needs, develop a set of code-compliant, permit-ready plan drawings that can be customized for simple projects like decks, porch covers, stairs and garages, and do culturally specific outreach to share these plans for use.

Key Result: Community SMART Plans will benefit economically vulnerable neighborhoods by providing a pathway through which permit applicants can obtain code-compliant, permit-ready plans at lower cost for simple projects designed to meet the needs and preferences of BIPOC communities.
Root Cause(s): (A) Weak Black/BIPOC voice and partnerships by design- internal systems are established to center historically strong development partnerships that drive and perpetuate racial disproportionality.

(a) Percent increase in BIPOC community members submitting building permit applications using Community SMART Plans and (b) reduction in the time for BIPOC community members to obtain a permit.

quarterly

Amit Kumar and Natalie Didion

Community Engagement Program Manager, Property Compliance; Empowered Communities; BIPOC Community Organizations; BOFS Graphic Designers

Equity and Acknowledgment Policy: Acknowledge and "own" the history of BDS's (Building Department) active participation with other agencies in racist policies and practices, particularly as it relates to the work of the Plan Review Division.

Research and document past racist practices. Raise BDS staff awareness through "Equity 201: BDS Story" training and onboarding. Use this as a tool to identify harm and disparate outcomes for communities, neighborhoods, and projects to then propose changes to undo systemic racism that still exists particularly in the systems, services and policies of the Plan Review Division. This policy and practice advancement, in collaboration with the Equity & Policy division, also aligns with content or information used in decision making as part of bureau broader efforts to center equity in decision making and accountability.

Key Results: Advances truth and community reconciliation through development services. (A) % staff understand + internalize BDS anti-racism as operational priority; and (B) (Black/BIPOC) customer satisfaction. **Root Cause(s):** BDS disregard of Black/BIPOC racialized wealth gaps and trauma arising through development. Continuously centering frequent customers with resources, perpetuating culturally harmful policies, and lack of acknowledgment of BDS history.

Increase in the number/percentage of Plan Review Division staff who can describe the City Building Department's role in racist planning and development practices in Portland.

bi-annually

David Wood and Jason Butler-Brown

BPS; PSU; Oregonian; BDS Equity and Policy Development Div.; BDS Training and Workforce Development; BDS Communications

VI. Property Inspections Competency Expansion

Inspectors act as gatekeepers of valuable code knowledge that can

potentially help BIPOC customers. If effective, strategies advanced hold our Inspection Services division accountable for antiracist impact within their sphere(s) of influence.

Inspector Equity Training Program: Concurrent with executive leadership public prioritization, launch of inspector-mandated equity training program to improve bureau-wide knowledge and internalization of problematic history of the Bureau's relationship with BIPOC community., create cross-cultural relationship building, and improve capacity of inspectors to communicate and teach/learn in BIPOC communities, and build relationships with groups supporting minority contractors, etc. Work with BHR Classification and Compensation staff on any changes needed to inspector Job Classifications/Descriptions to add more explicit language to be clear that it IS our job, and we will be holding staff accountable to build relationships, and serve these communities with intentionality, and the values of anti-racism and equity.

Key Result: (A) White staff cultural competency (and knowledge) growth. (B) (Black/BIPOC) customer satisfaction
Root Cause: BDS disregard of Black/BIPOC racialized wealth gaps and trauma arising through development. Continuously centering frequent customers with resources, perpetuating culturally harmful policies, and lack of acknowledgment of BDS history.

(a) % inspectors culturally competent engagement with community (self-reported); (b) BIPOC community post-inspection survey

monthly

Dave Tebeau

TBD

VII. Permitting Services Equitable Community Outreach and Resource Plan.

As an initial and continuing point of contact for residents' desires for historical records, construction, permitting, and general information, we act as a potential equity-centered glue or connectivity tissue for residents, including BIPOC residents, and the built environment. If effective, strategies advanced hold our Permitting Services division accountable for antiracist impact within their sphere(s) of influence.

Community Stakeholder Engagement Expansion: Divisional internal review and BIPOC outreach for services enhancement. Do internal practice and program assessment for Permitting Services work for harm/disparate outcomes to BIPOC Portlanders, followed by dedicated team outreach to underrepresented communities about our services to discuss changes/improvements and the community's needs and how we can best meet them.

Key Result: (A) White staff cultural competency (and knowledge) growth. (B) (Black/BIPOC) customer satisfaction
Root Cause: Weak Black/BIPOC voice and partnerships by design. Internal systems are established to center historically strong development partnerships that drive and perpetuate racial disproportionality.

Attendance at #/% of community events to a) build relationships within the Black and Indigenous communities, and b) educate the public on what work requires a permit, how to obtain a permit, and why permits are a benefit to them and to the community.

quarterly

David Kuhnhausen

TBD

VIII. Equitable Business and Finance Operations for Development Services

The division of Business Operations and Finance Services ensures that anti-racist approaches and tactics are used in its internal and external service delivery, in collaboration with other divisions. If effective, strategies advanced hold our BOFS division accountable for antiracist impact within their sphere(s) of influence.

Bureau Employee Equitable Training Program and Policy: Update the Employee Handbook to remove/replace prejudicial and/or biased language, followed by development and implementation of equitable employee training program to support internal upward mobility, including of BIPOC staff. Partner with Inspections Division on using Employee Handbook and other tools for clarifying employee expectations regarding anti-racism and equity and what is part of someone's job, and why.

Key Result: Shifts power in decision-making from a historical root that white people have decision making power and are in leadership positions. (A) % staff understand + internalize BDS anti-racism as operational priority; (B) racially diverse/representative workforce; (C) BIPOC bureau experience of belonging.
Root Cause(s): Bureau complicity with white development design, comfort, and decision-making. Inadequate application of organizational values and design, from leadership and job context to perceived operational priorities.

(a) staff demographics (demographic makeup of BDS employees/leaders represents demographic of broader Portland community); (b) retention, tenure, promotion rates among BIPOC employees match or exceed those of non-BIPOC peers

bi-annually

Eishad Hajiyev

TWD in collaboration BHR, City Equity Office and Equity and Policy Development

Equitable Developer Incentive Program: Collaborate with stakeholder and development community to develop a program to promote companies that champion equitable practices, internally and externally, through public recognition/awards, etc.

Key Result: (1) racially diverse/ representative workforce; (2) % staff understand + internalize BDS anti-racism as operational priority.
Root Cause(s): Weak Black/BIPOC voice and partnerships by design. Internal systems are established to center historically strong development partnerships that drive and perpetuate racial disproportionality.

(a) % developer participation rates; (b) % BIPOC representation among local design/construction professionals; (c) % BDS developer use of COBID-certified firms; (d) % BIPOC/COBID-developers/customers;

bi-annually

BOFS - Bureauwide Projects Section Ross Caron and Kyle OBrien

TBD

Employee Leadership Team Education Program: Establish an employee (or leadership team) education program to increase transparency on how BDS funds its equity programs and initiatives. Includes the following milestones: Develop Equity Funding Education Program and perform stakeholder engagement. Based on needs assessment, develop Bureau's equity funding approach, benefits and accomplishments, include (a) how flexible resources are set aside for equity projects, (b) how an equity team and infrastructure is supported and resourced, (c) how BOFS Division own team works to undue historic harm, etc. Work with Equity & Policy Development to establish KPIs and/or workload statistics tracking the impacts of equity work at BDS. Perform stakeholder engagement feedback. Update proposal based on feedback.

Key Result: % staff understand + internalize BDS anti-racism as operational priority.
Root Cause(s): Bureau complicity with white development design, comfort, and decision-making. Inadequate application of organizational values and design, from leadership and job context to perceived operational priorities. Internal anti-racist work avoidance and detachment. Evidenced by cultural practices, including limited investment in actually disrupting disparities.

% of employees that understand how equity work is funded at BDS

bi-annually

BOFS- Kyle O'Brien

Equity and Policy Development

Citywide Equity Outcome: Feel free to use this space to document and identify a connection to a related citywide equity goal from existing documents such as the Portland Plan, the City of Portland's 6 Core Values, the Comprehensive Plan, the City Racial Equity Goals, etc. Currently identifying/drafting Equity Outcomes for citywide alignment. We will work with you to connect to a Citywide Equity Outcome.

From the Citywide Racial Equity Goals and Strategies:
 •EQUITY GOAL #1 OVERALL STRATEGIES
 oWe will end racial disparities within city government, so there is fairness in hiring and promotions...

Bureau Equity Outcome:	Strategy:	Bureau Policy / Program / Service	Action & Key Result	Performance Measures	Update Frequency	Year 1 Update	Year 2 Update	Year 3 Update	Year 4 Update	Year 5 Update	Lead Staff	Partners
What is an equitable outcome for the population served by your bureau? What are some of the equity-related goals specified in your bureau's Strategic Plan that tie to this Citywide Equity Outcome?	Please describe the strategy that will help achieve this Bureau Equity Outcome	List the program, policy, service, or action that contributes to this strategy. What is the key result of this program that directly impacts the equity outcome?	What is the key result of this program that directly impacts the equity outcome?	Select an indicator using the Results-based Accountability (RBA) process that measures progress towards this policy/program/service/action's key result.	How often is this data point collected and when will it be updated?						Identify a point of contact within your organization responsible for providing updates to the indicator data	Identify if your indicator data involves other bureaus' or organizations' data sources
<p>External community (especially those who are BIPOC, immigrant, refugee, multicultural, disabled, and LGBTQIA2S+)</p> <p>Community is inclusive beyond City of Portland, including all of Multnomah County, Gresham, Wood Village, Troutdale, Fairview, Maywood Park, Linnton, and Corbett</p>	<p>Retain BOEC staff of historically marginalized, underrepresented, and underserved identities, so that the BOEC workforce is representative of the community it serves</p> <p>Create and maintain an equitable and inclusive environment that allows this community to thrive, with representation of the community being above the national average</p>	<p>Training Department (principle hiring body): hires new staff with a focus on diversity and equity, including multi-lingual call-takers—seeking out and providing outreach to communities that are historically marginalized, underrepresented, and underserved</p> <p>Bureau Equity Committee: comprised of bureau staff from all divisions; develops, maintains, and assists in the application of the bureau Equity Lens—especially, as it applies to hiring. Sits on interview panels. Strategizes and problem-solves workplace issues surrounding equity and inclusion</p> <p>BHR: supports bureau equity and inclusion efforts and takes action against staff who violate HRARs and contribute to toxic work environments; supporting multi-lingual call-takers</p> <p>Bureau Leadership Team: supports bureau equity and inclusion efforts, steers bureau initiatives and policies toward inclusion and equity, and commits bureau resources to this endeavor; supports multi-lingual call-takers</p> <p>Operations Supervisors: supports staff that belong to historically marginalized, underrepresented, and underserved communities; forwards concerns of inequities raised by staff and the public to bureau leadership and the Equity Committee for review, strategy, and resolution; supports multi-lingual call-takers</p> <p>Quality Assurance Unit: procures licensing and supports multi-lingual triage software (ProQA) to serve communities whose primary languages may not be English</p>	<p>Create a formal exit interview process; Create "Stay Survey"</p> <p>Create framework and promote opportunities for employees to volunteer with community-based organizations</p> <p>Evaluate retention efforts to improve processes; evaluate culture; evaluate who is leaving and why;</p> <p>Retention is equitable, inclusive, and representative of the community served and is above the national average</p> <p>Increase number of Multi-lingual call-takers; enact a multi-lingual emergency call-taker certification program; multi-lingual calls are reviewed and audited for accuracy; increase in multi-lingual calls processed directly by BOEC;</p> <p>Increase in staff participation in BIPOC affinity groups and BIPOC leadership development programs</p>	<p>Indicators:</p> <p>Staff retention rates (disaggregated by race)</p> <p>Recruitment diversity (disaggregated by race)</p> <p>Exit interview trends (and actions implemented to address any negative trends)</p>	<p>Annually to bi-annually (twice per year)</p>						<p>Training Division</p> <p>BOEC Leadership Team</p> <p>Human Resources Business Partner</p>	<p>Bureau of Human Resources</p>

Citywide Equity Outcome: Feel free to use this space to document and identify a connection to a related citywide equity goal from existing documents such as the Portland Plan, the City of Portland's 6 Core Values, the Comprehensive Plan, the City Racial Equity Goals, etc. Currently identifying/drafting Equity Outcomes for citywide alignment. We will work with you to connect to a Citywide Equity Outcome.

From the Citywide Racial Equity Goals and Strategies:
 •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.
 •Racial inequities are not random; they have been created and sustained over time. Inequities will not disappear on their own. 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."

Bureau Equity Outcomes	Strategy	Bureau Policy / Program / Service	Action & Key Result	Performance Measures	Update Frequency	Year 1 Update	Year 2 Update	Year 3 Update	Year 4 Update	Year 5 Update	Lead Staff	Partners
What is an equitable outcome for the population served by your bureau? What are some of the equity-related goals specified in your bureau's Strategic Plan that tie to this Citywide Equity Outcome?	Please describe the strategy that will help achieve this Bureau Equity Outcome	List the program, policy, service, or action that contributes to this strategy. What is the key result of this program that directly impacts the equity outcome?	What is the key result of this program that directly impacts the equity outcome?	Select an indicator using the Results-based Accountability (RBA) process that measures progress towards this policy/program/service/action's key result.	How often is this data point collected and when will it be updated?						Identify a point of contact within your organization responsible for providing updates to the indicator data.	Identify if your indicator data involves other bureaus' or organizations' data sources
<p>Community voices are supported in advancing new narratives about violence that bring accountability, healing and prevention.</p> <p>Community is inclusive beyond City of Portland, including all of Multnomah County, Gresham, Wood Village, Troutdale, Fairview, Maywood Park, Linton, and Corbett</p>	<p>Meaningful, community trust is built as part of a community engagement strategy. Community groups and BIPOC community leaders are engaged with honest messaging that reflects equitable outcomes for their communities.</p>	<p>BOEC Equity Committee: comprised of bureau staff from all divisions; coordinates and provides community engagement through listening, outreach, and education</p> <p>Bureau Leadership Team: supports bureau equity efforts, steers bureau initiatives and policies toward inclusion and equity, and commits bureau resources to this endeavor</p> <p>Community Safety Division: supports bureau equity efforts, steers Community Safety Division initiatives and policies toward inclusion and equity, and commits resources to this endeavor</p> <p>Office of Management and Finance (Communications): supports bureau equity efforts and commits resources to this endeavor</p> <p>OMF Equity Manager: supports bureau equity efforts and commits resources to this endeavor</p>	<p>Community narratives around crime, justice, and access to services are led by underrepresented communities (particularly BIPOC and multi-lingual). Community voices are supported in advancing new narratives about violence that bring accountability, healing and prevention.</p> <p>Community engagement is achieved through listening, outreach, and education.</p> <p>Expand web, print, and social messaging presence</p> <p>Expand social messaging to include multi-cultural/multi-lingual media presence</p> <p>Enact a multi-lingual emergency call-taker certification program</p> <p>Multi-lingual calls are reviewed and audited for accuracy</p>	<p>Narratives are BIPOC led and accountable to community</p> <p>Narratives are reviewed and produced by community-based media</p> <p>Increase in multi-lingual call-takers</p> <p>Increase in multi-lingual calls processed directly by BOEC</p>	Annually to bi-annually (twice per year)						<p>BOEC Equity Committee</p> <p>Bureau Leadership Team</p> <p>Public Information Officer</p>	Community Safety Division

Citywide Equity Outcome: Feel free to use this space to document and identify a connection to a related citywide equity goal from existing documents such as the Portland Plan, the City of Portland's 6 Core Values, the Comprehensive Plan, the City Racial Equity Goals, etc. Currently identifying/drafting Equity Outcomes for citywide alignment. We will work with you to connect to a Citywide Equity Outcome.

Bureau Equity Outcomes	Strategy	Bureau Policy / Program / Service	Action & Key Result	Performance Measures	Update Frequency	Year 1 Update	Year 2 Update	Year 3 Update	Year 4 Update	Year 5 Update	Lead Staff	Partners
<p>What is an equitable outcome for the population served by your bureau? What are some of the equity-related goals specified in your bureau's Strategic Plan that tie to this Citywide Equity Outcome?</p> <p>BOEC policies and procedures, as informed by partner agency criteria (e.g., law enforcement, fire, and emergency medical services), are racially equitable and uphold the anti-racism split</p> <p>Connected to BOEC 2022-2024 Strategic Plan items:</p> <p>3. Collaboration with community members and partner agencies</p> <p>4. Embody and normalize a culture of equity and anti-racism</p>	<p>Please describe the strategy that will help achieve this Bureau Equity Outcome</p> <p>Through conscientious, concerted, and thoughtful design, review, and partnership, ensure that bureau policies and procedures, as developed and informed by BOEC partner agencies, do not create disparate outcomes for BIPOC community members</p>	<p>List the program, policy, service, or action that contributes to this strategy. What is the key result of this program that directly impacts the equity outcome?</p> <p>9-1-1 Call-taking operations: as the primary means of collecting and notifying emergency responders of emergency events, the emergency communications call-taker is in a vital role of gathering and informing critical information for responder partners who rely on this accurate and unbiased information to contact involved parties (or uninvolved parties) in these situations.</p> <p>Impacted policies: 4,000 General Operations policies, 5,000 Call Taking Operations policies, 6,000 Fire/EMS Operations policies, as they apply to call-taking, 7,000 Police Operations policies, as they apply to call-taking, 8,000 Emergency/Joint Operations policies, as they apply to call-taking, and any other policies or procedures that apply to call-taking</p> <p>Emergency Dispatch operations: as the primary means of disseminating critical information to responder partners in the field, the radio operator is in a vital role of delivering accurate and unbiased information to responders who contact involved parties (or uninvolved parties), in emergency situations</p> <p>Impacted policies: 4,000 General Operations policies, 6,000 Fire/EMS Operations policies, 7,000 Police Operations policies, 8,000 Emergency/Joint Operations policies, 9,000 Emergency Management policies</p>	<p>What is the key result of this program that directly impacts the equity outcome?</p> <p>Conscientious, concerted, and thoughtful design, review, application, and refinement of critical Call-taking and Dispatch policies will help ensure equitable outcomes for BIPOC community members</p> <p>Quality Assurance: the BOEC Quality Assurance Unit (QAU) is responsible for systematically gathering, organizing, reviewing, and providing feedback for emergency medical calls for the organization. Adherence to policy and procedure—for emergency medical calls only, at this time—are discerned by this department</p> <p>Operations Supervisors: the BOEC Operations Supervisors monitor the call-taking and dispatch staff for compliance to policy and procedure. Training, guidance, coaching, and performance correction are performed by this workgroup</p> <p>Training Department: the BOEC Training Department disseminates and trains new processes, policies, and procedures to staff—both at the beginning of a call-taker/dispatcher's career, and throughout their employment</p> <p>Operations Management: responsible for approving policy and procedure and any changes to existing policies and procedures. May also be the source of communicating new policies and changes to existing policies and procedures</p> <p>BOEC Equity Committee: gathers information, reviews, and recommends policy and procedural changes. Develops, recommends for refinement, and assists with the application of the bureau's Equity Lens</p> <p>Bureau Leadership Team: provides overall steering and guidance for policy and procedure and liaises with partner agencies for policy and procedure criteria</p>	<p>Select an indicator using the Results-based Accountability (RBA) process that measures progress towards this policy/program/service/action's key result.</p> <p>Indicator: Inequitable outcomes for BIPOC community members are not the result of BOEC policies, procedures, or practices</p>	<p>How often is this data point collected and when will it be updated?</p> <p>Continuous feedback loop for compliance with policy and procedure</p> <p>Annual policy and procedural review—in partnership—with Operations Management and BOEC Equity Committee</p>						<p>Identify a point of contact within your organization responsible for providing updates to the indicator data</p> <p>BOEC Equity Committee BOEC Leadership Team Client Relations Manager Training Manager Operations Management BOEC QAU</p>	<p>Identify if your indicator data involves other bureaus' or organizations' data sources</p> <p>Partner Agencies (e.g., Portland Police Bureau, Portland Fire and Rescue, Gresham Police Department, Gresham Fire Department, Multnomah County Sheriff's Office, American Medical Response, Corbett Volunteer Fire District, Sauvie Island Volunteer Fire District) for disparate impacts to BIPOC community members</p> <p>Regional Public Safety Answering Points (PSAPs/9-1-1 centers) for disparate impacts to BIPOC community members as any result of information relayed from BOEC</p>

Citywide Equity Outcome: Feel free to use this space to document and identify a connection to a related citywide equity goal from existing documents such as the Portland Plan, the City of Portland's 6 Core Values, the Comprehensive Plan, the City Racial Equity Goals, etc. Currently identifying/drafting Equity Outcomes for citywide alignment. We will work with you to connect to a Citywide Equity Outcome.

Bureau Equity Outcome:	Strategy:	Bureau Policy / Program / Service	Action & Key Result	Performance Measures	Update Frequency	Year 1 Update	Year 2 Update	Year 3 Update	Year 4 Update	Year 5 Update	Lead Staff	Partners
What is an equitable outcome for the population served by your bureau? What are some of the equity-related goals specified in your bureau's Strategic Plan that tie to this Citywide Equity Outcome?	Please describe the strategy that will help achieve this Bureau Equity Outcome	List the program, policy, service, or action that contributes to this strategy. What is the key result of this program that directly impacts the equity outcome?	What is the key result of this program that directly impacts the equity outcome?	Select an indicator using the Results-based Accountability (RBA) process that measures progress towards this policy/program/service/action's key result.	How often is this data point collected and when will it be updated?						Identify a point of contact within your organization responsible for providing updates to the indicator data	Identify if your indicator data involves other bureaus' or organizations' data sources

It would be helpful to have the some outcomes and strategies that include the 911 as a service. Equity Plans, like strategic plans, should account for services that contribute to the well being of everyone. We know we aren't there yet. BOEC plays a role in how we ensure safety and handle emergencies (this can be positive or negative). How does BOEC contribute to safety and health? You are a connector. These plans are an opportunity to describe how the specific work of BOEC links to equitable health and safety for all? Efficiently and effectively delivering that service can contribute to those equitable outcomes and conditions. see line of thinking below.

All people in portland are safe and healthy

all people in portland have access to efficient and effective emergency communication to connect them to needed health and safety emergency services.

improve call times and efficiencies and trauma informed response...

emergency call center. Describe this program - what does it do, it triages calls and connects people with other emergency services, etc.... trauma informed training program

new system
multilingual staff
triage training to

could describe how you dispatch to other services like emts/fire and rescue, etc.

improve system functions to...

people who speak languages other than english receive same care, service, and benefits in emergencies
calls that need to go to portland street response, maybe know to include details as a check to help manage calls where someone is calling to perpetuate racism (ie. Person of color being in a space

PMS - used to measure, how many calls go to safety services, how do you measure success and outcomes?

With the creation of this Equity Plan, the Bureau of Environmental Services (BES) recognizes that this Bureau and the City of Portland historically and presently marginalizes Black Communities, Indigenous Communities, Communities of Color and many other communities that face economic vulnerability and societal discrimination. This Equity Plan describes how we might begin to repair BES' relationships with these communities through improvements to the Bureau's Government Cultural Competency, approach to Equitable Workforce Development, Environmental Justice, and Equitable Service Delivery.

Equity Focus Area: Government Cultural Competency	Bureau Equity Outcome:	Strategy:	Bureau Policy / Program / Service	Actions & Key Results	Performance Measures	Update Frequency	6 Month Update	12 Month Update	18 Month Update	Lead Staff	Partners
<p>Focus Area Vision: The Bureau (BES) intends to be one that welcomes, celebrates, and is respectful of the diversity of cultures, lived experiences, and approaches Bureau employees bring through a person-centered, human-first approach that actively challenges and transforms historically oppressive ways of being such as limiting, fixed-mindset, and one-right-way thinking to name a few. To foster a culture of mutual trust and understanding, BES is committed to transforming the way bureau employees relate to each other. Tied to this commitment is dedication to understanding and interrupting the harmful impacts of how the Bureau's historic and current approaches to work relationships, and culture impact bureau employees.</p>	<p>Power is decentralized and shared among all levels of employees across the Bureau. The Bureau is accountable to the community and itself. As a collective the Bureau and its employees make and honor commitments to Equity and Antiracism. Aspects and tenets of white supremacist and colonized culture, such as subtle biases built into Bureau systems and unchallenged assumptions governing "right" ways to present the Bureau and do work, are dismantled. There is a culture of consent and love that is alive and thriving within the Bureau, especially for Black Communities, Indigenous Communities, Communities of Color, and other Communities intentionally marginalized by the City of Portland.</p>	<p>(Information Sharing/Transparency/Participatory Practice) 1.1) Create a culture of consent, openness, honesty, inclusion, and co-creation by engaging with Bureau employees at every level. Redefine leadership and power in the Bureau to include the diversity and innovation inherent in Bureau employees. Transition from the current hierarchical form of Bureau leadership based in dominance and control to a form where power is shared horizontally and cross sectionally across the Bureau. 1.2) Foster a work environment where transparency, feedback, and accountability are at the forefront of interactions and inform how all Bureau employees approach their work. 1.3) Reduce gatekeeping of information and messaging to control the narrative approaches from Bureau Leadership and Management, transforming towards a normative culture of transparency and trust-based, co-created, informed, and shared decision making</p>	<p>1.1) Augment the Director's Leadership Team to include employees from all levels of the organization. Like many organizations, there is currently no policy, program, or service that directly oversees the leadership team. 1.2) This internal communications policy applies to management-level meetings and decisions. 1.3) Led by Bureau Leadership and Management teams with the participation of all Bureau members.</p>	<p>Action 1.1) Create and empower a cross-sectional leadership team with employees throughout the organization wherein employees actively and consistently serve on each of the three Focus Area teams of the Bureau Leadership Team on a rotational basis of fixed terms. (e.g., have Path to Leadership (P2L) candidates sit on the Leadership Team for the year after they graduate the program). Result 1.1) Increased power-sharing across the bureau and increased understanding among Bureau employees of Leadership Team functions and among Bureau leadership of what Bureau employees need from leadership to do their work. Action 1.2) Create meaningful access and communication platforms (e.g., intranet and SharePoint resources, Bureau-wide emails, in-person forums, etc.) that all Bureau employees have access to and are encouraged to use. Regularly publish and share major topics, decisions, and information used to inform bureau governance (e.g., agendas, meeting minutes, and records of decisions from Leadership meetings, StageGate meetings, Management Team meetings, budget decisions, etc.) Result 1.2) An increased understanding and transparency of Management- and Leadership-level decisions regarding Bureau governance. Action 1.3) Bureau director holds The Management Team accountable to the dissemination of information outwards to all Bureau members. The director will likewise provide clear and regular guidance to the Management Team regarding their primary role in the proactive, timely and accessible sharing of information. Result 1.3) Bureau employees feel more engaged in and represented by the Bureau.</p>	<p>1.1) Number of participants in regular Leadership Team meetings that are not included in the Bureau's Management Team. 1.2.1) % Strongly agree, "I understand how governance decisions that impact me are made." 1.2.2) # of Page views from digital communications platform as proxy for content engagement. 1.3) % Strongly agree, "I feel that I am able to engage with and influence decisions that affect me and my work."</p>					Bureau Director	Communications/Management Team Coordinator/ Executive Assistant to the Director/Technical Services
		<p>(Organizational Culture Change & Evaluation) 2.1) Promote a culture of belonging and mutual respect at all levels of the organization. All bureau employees are partners in remediating aspects of culture that remain motivated by colonial thinking such as valuing power and control. Such aspects of workplace culture are harmful to employees internally and externally have resulted in some communities being overburdened and underserved. 2.2) Address systems of oppression - name racism, all other -isms and establish a culture of transparency regarding racial inequity, racial justice, and all other forms of social and economic inequity, injustice, and marginalization.</p>	<p>2.1) Expand the Equity Program to include a team called Organizational Health and Wellbeing. 2.2) Adequately resource the existing Employee Support Committee (ESC) to develop and administer an annual Bureau Workforce Culture Survey which will evaluate progress toward organizational cultural change.</p>	<p>Action 2.1) Ensure the Organizational Health and Wellbeing body of work is properly resourced and is in the queue for funding. Result 2.1) Bureau culture begins to shift to be more person-centered and human-first. Internally, employees' sense of belonging, inclusion, and wellbeing advances in an upward trajectory towards thriving. Action 2.2) ESC has funding to support its mission and is able to track expenditures and time. Result 2.2) The Bureau's Employee Support Committee, as part of the Workforce Culture Survey, will establish a baseline understanding of cultural competency among Bureau members and track changes over time. The survey will enable the Bureau to track gaps in employee understanding and practice related to anti-racism and other -isms, enabling the Bureau to provide targeted programming (e.g., trainings) to address gaps. Over time, progress will be tracked towards a more inclusive and welcoming workforce culture.</p>	<p>2.1) Organizational Health and Wellbeing team is chartered within the Equity Program and funding for core work is established. In collaboration with Strategy 2.2) results from the Bureau's annual Workforce Survey show a trajectory towards thriving among Bureau members (e.g. % Change in positive responses to the Workforce Culture Survey [eg Strongly Agree, very Familiar etc.]) 2.2) # of Respondants to Workforce Culture Survey and a trajectory in survey responses towards increased understanding of anti-racism and other -isms among Bureau members.</p>					Employee Support Committee	Equity Team/Technical Services

Equity Focus Area: Equitable Workforce Development (Internal)	Bureau Equity Outcome:	Strategy:	Bureau Policy / Program / Service	Actions & Key Results	Performance Measures	Update Frequency	6 Month Update	12 Month Update	18 Month Update	Lead Staff	Partners
<p>Focus Area Vision: So that the Bureau (BES) can truly be an equitable and anti-racist organization, the bureau maintains an integrated program to support education, outreach, and community engagement that results in culturally relevant, person-centered workplace culture where all employees are included and feel a sense of belonging.</p>	<p>(Internal Workforce Development) BES supports bureau members at all levels of the organization and explicitly works to improve retention, promotion rates, and opportunities for success, with particular focus on Black people, Indigenous people, People of Color, and other communities intentionally marginalized by the City of Portland.</p>	<p>(Employee Support/Wellness) 1) BES will provide enhanced systems of emotional and professional support for new and existing members of the bureau with specific focus on improving outcomes for members that identify as Black People, Indigenous People, and People of Color.</p>	<p>BES maintains an Employee Support Committee which is responsible for promoting employee wellness. The Employee Support Committee (ESC) will create a sub-committee that focuses on supporting Black members, Indigenous members, and other members of Color within BES. The ESC may collaborate with the Peer Employee Empowerment & Recognition (PEER) Program, the future Committee for Equity and Diversity (CED), the BELONG initiative, and any other City/community programs to create a safe and supportive space.</p>	<p>Action 1.1 The ESC, in coordination with the Bureau Equity Team and appropriate resourcing, will host a series of listening sessions with Bureau members who identify as Black People, Indigenous People or as People of Color (BIPOC). Result 1.1 A BIPOC Employee Support Program that provides a safe space, supports professional development, and connects bureau members to other supports will be implemented by the ESC.</p>	<p>1.1) % Increase of BIPOC Employee retention rates % of BIPOC Employees who strongly agree that the Bureau supports them % of BIPOC Employees who strongly agree that their coworkers can empathize with their lived experience Dollar commitments by the bureau to support the wellbeing of BIPOC and other marginalized employees</p>					Employee Support Committee	Equity Managers/PEERS/DEEP/Group Equity Leads
		<p>The city-wide BELONG (Black and Brown Employee Longevity, Networking and Growth) Initiative is currently being proposed and created by employees across the City. Bureau Leadership will advocate for the creation and utilization of this program for our own members.</p>	<p>Action 1.2 Support the implementation of the BELONG (Black and Brown Employee Longevity, Onboarding, Networking and Growth) Project Proposal from 2022-2023 P2L Cohort. Result 1.2 Managers are trained on how to engage with the program and understand how to connect new hires to BELONG and existing Bureau members to the program as mentors. Communicating to staff that this exists for their benefit. Staff receive meaningful access and communication to the program and its benefits.</p>	<p>Number of new BES members who identify as Black, Indigenous, or as a Person of Color that are aware of the BELONG program or have been offered the program by their supervisor. Number of existing BIPOC employees who are able to serve as a mentor in the BELONG Program.</p>				Bureau Managers	Employee Support Committee/Communications (Internal)		
		<p>(Employee Wellness/Professional Development) 2) BES will expand flexibility in daily responsibilities, expected job assignments, and job performance to encourage creative growth among bureau employees and accommodate diverse needs.</p>	<p>BES management will support employee wellbeing, flexibility, and professional growth by utilizing existing programs or processes such as LEAP (Learning, Exchange, and Assistance Program), WPRC (Workforce Planning Review Committee), Working out of Class (WOC), temporary assignments, PROTEC 17 Paid Volunteer Benefits, etc. BES Management may also seek additional training or peer support to accommodate diverse employee needs and creating personalized professional development plans for their teams' growth.</p>	<p>Action 2.1 BES will support and aid in streamlining process improvements to LEAP, and BES Section Managers will evaluate re-starting the job rotation program. Result 2.1 BES will Action 2.2 Management will support each other in understanding how to use WOC as a valuable stretch assignment tool. Managers will help staff understand the WOC process, when it might apply, and that staff can ask managers to evaluate their assignments. Result 2.2 BES Employees (mgmt and staff) will feel empowered to pursue a Working Out of Class agreement and understand the system through which it happens. WPRC will provide clear and consistent expectations and results. Action 2.3 BES will train managers and all bureau members on professional development opportunities available to them and their teams. Result 2.3 Employees will feel empowered by their organization and direct supervisors to pursue professional development, engage in their work with flexibility and be valued for their contributions to the organization. BES will recognize and value employee contributions to the organization while offering pathways for future career development. Action 2.4 BES will encourage employees to utilize the PROTEC-17 Paid Volunteer Time benefits, which is currently in a pilot program stage which will document their results and expand to all bureau members. Results 2.4 BES members will now have the opportunity to use an allotment of paid time to volunteer and connect with the community.</p>	<p>Number of bureau members benefiting from LEAP or WOC who have not had these opportunities previously. % of BES members that feel like they may take advantage of the opportunities available such as the LEAP program or other professional development tools by a diversity of bureau members disaggregated by race and gender. Number of professional development opportunities available to staff throughout the update periods.</p>				2.1) Administrative Services 2.2) Workforce Planning and Review Committee (WPRC) 2.3) Communications 2.4) Bureau Managers	All Bureau members/Workforce Development Sub-committee of CED	
		<p>(Safety/Wellbeing/Transparency) 3) BES leadership will support a proactive approach to employee mental wellbeing and physical safety by engaging with employees across all workgroups to learn of specific workgroup needs and foster a workforce that is both supported and provides support to each other.</p>	<p>BES will leverage several internal programs (PEER, Health Safety Security and Environmental Team, Operations & Maintenance (O&M) Support and Engagement, and Employee Support Committee) to address needs identified in the various employee assessments, such as the 2022 O&M Community Needs Assessment, by supporting and promoting safe work environments, proper accommodations, and a healthy work-life balance.</p>	<p>Action 3.1 The O&M Support and Engagement Effort will create discussion and collaboration spaces with impacted staff and implement wellness solutions as identified in listening sessions. Result 3.1 Increased transparency and accountability around the resolution, or lack there, of employee identified issues. Action 3.2 Provide clear answers and expectations for the resolution of workplace safety/wellness challenges. Publish resolutions to identified workplaces issues bureau wide on an accessible platform, such as a dashboard or status report card. Celebrate safety and acknowledge positive improvements in employee safety. Result 3.2 A workplace that is safer and supporting of all employee's wellbeing. Action 3.3 Implement a virtual suggestion box and an annual survey for all BES employees Result 3.3 Bureau members know where they can leave suggestions and have confidence that those suggestions will be responded to.</p>	<p>% of positive perception around the communication and transparency of employee identified issues. Number of bureau member identified issues resolved. % Strongly agree, "I feel that I am able to engage with and influence decisions that affect me and my work."</p>				3.1) O&M Support and Engagement team 3.2) BES Management 3.3) Administrative Services	3.1) O&M Staff/Employee Support Committee 3.2) Communications (Internal) 3.3) Technical Services	

Equity Focus Area: Equitable Workforce Development (External)	Bureau Equity Outcome:	Strategy:	Bureau Policy / Program / Service	Actions & Key Results	Performance Measures	Update Frequency	6 Month Update	12 Month Update	18 Month Update	Lead Staff	Partners	
<p>Focus Area Vision: So that the Bureau (BES) can truly be an equitable and anti-racist organization, the bureau maintains an integrated program to support education, outreach, and community engagement that results in culturally relevant, person-centered workplace culture where all employees are included and feel a sense of belonging.</p>	<p>(External Workforce Development) BES is a visible, trusted, and active community partner in Science, Technology, Engineering, Architecture, and Math (STEAM) education and workforce development, especially with Black Communities, Indigenous Communities, Communities of Color, and other communities intentionally marginalized by the City of Portland.</p>	<p>(Community Outreach & Education) 1) BES will support meaningful community education that spotlights all areas of our work and services, with specific focus on providing education to communities and schools in vulnerable geographies. BES will foster these relationships to connect presently/historically excluded individuals with internship, pre-apprenticeship, apprenticeship, and credit-based opportunities to foster career pathways with particular focus on recruitment towards staffing needs with our organization such as wastewater operators, engineering technicians, positions at the Columbia Boulevard Wastewater Treatment Plant, and other front-line opportunities.</p>	<p>1.1) BES' existing Community Engagement and Environmental Education programs will connect Subject Matter Experts (SMEs) from across the bureau (to be named the STEAM Team) with equity-based community programs, community colleges, and schools where more than 50% of a) programs and b) schools/orgs meet one of these equity-priority metrics. Metrics include: oB50 % Combined Historically Underserved (CU); oB50% Free and Reduced Lunch program. oTitle I-funded schools;</p>	<p>Action 1.1: On a voluntary basis (within working hours) a STEAM Team composed of SMEs from across the bureau will be created and lead by the Community Engagement and Environmental Education programs. The STEAM Team will receive necessary training from these BES programs for interacting with marginalized students and creating educational content without perpetuating white supremacy. Result 1.1: BES members will feel supported in contributing to community education; additionally, community organizations and schools will receive diverse educational content that represents all areas of work that BES might do.</p>	<p>1.1.1) # of Students engaged by the STEAM Team in a Year 1.1.2) # of Students who participate in pre-apprenticeships or internship opportunities disaggregated by demographics 1.1.3) # of instances students to participate in job shadow opportunities 1.1.4) % of Students who pursue STEAM related careers/post-secondary education programs</p>					STEAM Team	Community Engagement / Environmental Education Team / Committee for Equity and Diversity / All Bureau Work Groups	
		<p>(Capacity Building/Partnership/Education) 2) BES members will engage with regional and local workforce development organizations and contracting/consulting communities with specific focus on organizations that serve businesses that are Black owned, Indigenous owned, and other businesses owned by contractors that are intentionally marginalized by the City of Portland. (e.g., National Association of Minority Contractors, Latino Built, etc.)</p>	<p>1.2) The Project Management Office in partnership with the Community Engagement Team will add community engagement and education components to the project template so that there is a formalized avenue for BES projects to fund community education on a geographic basis. The PMO office and Community Engagement Team will then partner with technical SMEs in the STEAM Team, to aid in creating education content/presentations specific to a given project.</p>	<p>Action 1.2) A community and educational outreach component is added to the project template. Result 1.2) BES capital projects are packaged with educational outreach touch points, such as construction sites hosting safe educational engagements with students (e.g., Cedar Crossing + David Douglas), in collaboration with the Community Benefits Framework implementation (See Equitable Service Delivery – ESD).</p>	<p>1.2) # of educational events facilitated as part of capital projects</p>						Project Management Office (PMO)	Community Engagement / Environmental Education Teams / STEAM Team / All Bureau Work Groups
			<p>2.1) The future Equitable Workforce Development CED will partner with the Project Management Office (PMO), the Contracts division, the Bureau of Human Resources (BHR), Procurement, and community programs to connect with and provide technical and professional support to regional and local contracting/consulting communities.</p>	<p>Action 2.1) Bureau members will identify potential topics for and provide technical seminars, and/or other educational/advertising opportunities related to partnering on bureau work and contracting mechanisms. Result 2.1) Local and regional contracting businesses and organizations have a sense of ease, familiarity and support when contracting with BES – they feel empowered to grow and learn as a business within the City, BES members feel more connected to the contracting community</p>	<p>2.1.1) % of seminar/event participants who feel they have received meaningful and actionable information 2.1.2) % of seminar/event participants who feel information shared can grow their business 2.1.3) # of new relationships with prime and sub-contractors</p>						PMO/Contracts	Central Procurement/Equitable Workforce Development sub-committee / All Bureau Work Groups
			<p>2.2) The Project Management Office (PMO) and the Contracts division, in partnership with Procurement, will provide insights on the % of COBID participation on awarded contracts, and the number of exemptions given for COBID contracting in order to develop targeted strategies to improve participation rates.</p>	<p>Action 2.2) BES' future Equitable Workforce Development CED will coordinate with the PMO and the Contracts division to Track and analyze existing trends at both bureau and programmatic levels of % COBID Participation on awarded contracts. Result 2.2) Improved internal understanding of where we meet or do not meet our COBID participation aspirational goals Action 2.3) BES' future Equitable Workforce Development CED will coordinate with the PMO and the Contracts division to Analyze trends in contracts that have low COBID participation rates to understand the root cause. Result 2.3) Using insights from the Root Cause Analysis, strategies are developed to increase COBID Participation.</p>	<p>2.2.1) % Reductions in COBID Exemptions on awarded contracts 2.2.2) % Increase of Projects that satisfy COBID Participation goals 2.2.3) Dollars directed to COBID Firms on projects which must comply with the 2022 Regional Workforce Development Agreement (RWEA).</p>						PMO/Contracts	Equitable Workforce Development sub-committee / Business Analysts / Central Procurement / BHR

Equity Focus Area: Environmental Justice	Bureau Equity Outcome:	Strategy:	Bureau Policy / Program / Service	Actions & Key Results	Performance Measures	Update Frequency	6 Month Update	12 Month Update	18 Month Update	Lead Staff	Partners
<p>Focus Area Vision: The Bureau (BES) is committed to improving environmental outcomes for our most disadvantaged residents through equity-focused planning, project selection, community engagement, solution delivery, and long-term operations, maintenance, and stewardship activities.</p>	<p>BES is a trusted community partner. We collaborate to support a healthy and safe environment by providing sustainable stormwater and wastewater services to all community members with particular focus on Black Communities, Indigenous Communities, Communities of Color, and other communities intentionally marginalized by the City of Portland.</p>	<p>(Data-informed Practice) 1.) All BES teams and members will understand how BES' work may affect environmental factors: water, air, and environmental quality; urban heat island; flooding; noise pollution; connectivity; access to green spaces; etc. These effects will be considered in the development and evaluation of service delivery alternatives, beginning with risk assessment and planning, through delivery to longer term operations and maintenance (O&M), as well as programmatic, support, and administrative services.</p>	<p>Develop Priority Area Plans to address existing Environmental Justice gaps in vulnerable geographies. Meaningfully engage with community to develop solutions to address Environmental Justice gaps and infrastructure needs.</p>	<p>Action 1.1) Recharter the Committee for Equity and Diversity (CED) and establish an Environmental Justice (EJ) sub-committee to support teams in aligning bureau work towards environmental justice goals and initiatives. (See the following actions).</p> <p>Action 1.2) Conduct an environmental gap analysis, with input from the various Bureaus in the City of Portland and Community Organizations, with particular focus on socially vulnerable geographies.</p> <p>Action 1.3) Develop and implement projects, programs, and wholistic long term O&M Stewardship plans that address environmental justice concerns identified in the gap analysis and elevated in the Priority Area Plan.</p> <p>Action 1.4) targeted education and community partnership work in the Priority Area(s).</p> <p>Result: Environmental Justice factors and gaps are used to develop new Priority Area Plans as well as adjust existing Priority Area Plans to meet gap needs which informs other bureau projects, programs, and long-term O&M</p> <p>Result: Bureau members will understand if there are environmental justice lens questions they can ask or an environmental justice tool (existing or proposed) they can apply to the gap to elevate environmentally conscious work. Examples of existing tools: Environmental Protection Agency (EPA) EJ Screening Tool, the Equity Data Toolkit (EDT), the Bureau of Planning and Sustainability (BPS) Equity Toolkit, and/or any other future City tools. (e.g., Priority Area Planning has developed an EJ screening tool for use in planning and will coordinate a report of City EJ issues and make it available for use throughout the bureau.)</p>	<p>Number of Capital Projects Generated in EJ informed Priority Area Plans</p> <p>Number of Priority Areas Identified in an EJ Screen</p>		<p>CED EJ Sub-committee is formed with members across the bureau</p>			<p>Strategy and Integrated Planning</p>	<p>All bureau workgroups</p>
				<p>(Data Tools and Sharing) 2.) Partner with Oregon Water Justice Network to incorporate the Environmental Justice (EJ) screening tools into the Equity Data Toolkit (EDT), a Portland Water Bureau (PWB) & BES partnership supported by the Bureau of Technology Services (BTS).</p>	<p>The Equity Data Toolkit team (a multi-disciplinary group including members from PWB, BES, and BTS) will continue to develop this tool that allows BES members to see social vulnerability as identified by the CDC per census tracts. The EDT team will incorporate environmental justice lenses with input from the Oregon Water Justice Network.</p>	<p>Action 2.1) The Equity Data Toolkit (EDT) team, in collaboration with the Oregon Water Justice Network, will add environmental justice factors into the Equity Data Toolkit</p> <p>Result 2.2) Bureau members have ready access to geographic tools and data that inform their work with environmental quality</p>	<p>% of Bureau members who understand how to apply an environmental justice analysis to their work using the Equity Data Toolkit (EDT)</p>				<p>EDT Core Team</p>

Equity Focus Area: Equitable Service Delivery	Bureau Equity Outcome:	Strategy:	Bureau Policy / Program / Service	Actions & Key Results	Performance Measures	Update Frequency	6 Month Update	12 Month Update	18 Month Update	Lead Staff	Partners
<p>Focus Area Vision: Bureau members approach their work with a Targeted Interventions Framework that recognizes that people are situated differently with respect to power, wealth, and resources, so meeting universal service delivery outcomes for all Portlanders requires targeted approaches.</p>	<p>Black Communities, Indigenous Communities, Communities of Color, and other communities intentionally marginalized by the City of Portland receive equitable services from the Bureau relative to other Portland communities that have not been historically overburdened and underserved. The Bureau has transparent expectations of equitable investment outcomes throughout concept development and implementation of all Bureau services using a community investment framework that reduces the inequitable burdens and benefits experienced by communities as a result of Bureau work.</p>	<p>1.1) Establish a clear understanding of the Bureau's history of inequitable service delivery.</p> <p>1.2) Apply equity tools and lenses to how we approach our work and to our work processes.</p> <p>1.3) Deliver community-focused benefits to reduce the inequitable burdens and benefits experienced by communities as a result of Bureau work.</p>	<p>1.1) Conduct a coordinated, Bureau-wide evaluation of historical and existing processes and services to understand the bureau's history of inequitable service delivery.</p> <p>1.2) Bureau-wide equitable service delivery visioning and planning at the individual, team, division, and work group levels.</p> <p>1.3) Develop a plan and toolkit for providing community-focused benefits that include community vision and agency as an integral part of the bureau's capital investment, programmatic delivery, and maintenance work.</p>	<p>Action 1.1) Conduct an analysis of the Bureau's history to identify service delivery actions or inactions and the impacts they have had on Black Communities, Indigenous Communities, Communities of Color, and other communities intentionally marginalized by the City of Portland.</p> <p>Result 1.1) Use the results to analyze whether and how benefits and burdens in our current service delivery are experienced, generate a report of findings using the BPS Historical Context of Racial Planning as a model.</p> <p>Action 1.2) Each bureau member, team, division, and group identifies equity gaps in their service delivery and co-creates and adopts both an equity North Star statement of intent and a plan for equitable service delivery that includes tools to bridge equity gaps.</p> <p>Result 1.2) Institutional visioning (at all levels) of what equitable service delivery will look like.</p> <p>Action 1.3) As part of their equitable service delivery planning (Strategy 1.2), Bureau members will identify where community-centered benefits could be implemented by BES or BES-directed funds in partnership with and to uplift marginalized communities that are burdened by inequitable levels of service. Implementation of community-centered benefits will include community partnerships, community grants, Indigenous traditional ecological and cultural knowledge (ITECK), capital project delivery, affordability-based utility rates, and other strategies. Recharter the Bureau's Neighborhood to the River Program to deliver community engagement and fund community projects.</p> <p>Result 1.3) A plan for equitable community benefit investments, called a Community Benefits Framework, reflecting the Bureau's scope of services is produced, and the Neighborhood to the River Program is rechartered to deliver explicit, public-facing equity work, including education, outreach, and incentive for community engagement and action (also known as Community Benefits Framework).</p>	<p>1.1) % of bureau employees who understand how our service delivery is inequitable.</p> <p>1.2) % of Bureau members who created equity north star statements of intent describing what equity means to them personally, and % of Bureau members who participated in creating equitable service delivery plans for their team, division, and/or work group.</p> <p>1.3) % of projects that include community benefits for marginalized communities that are burdened by inequitable levels of service.</p>		<p>1.1) Bureau members identify areas in their service delivery they either know or suspect have historically been inequitable. Decision is made to either spread the research out across the bureau or choose a researcher/consultant to do most of it.</p> <p>1.2) Form bureau-wide working group, with a representative from each of the bureau work groups and the Equity Team to share with the bureau the identified equity gaps and existing or proposed equity lenses/tools.</p> <p>1.3) Rechartering of the Neighborhood to the River Program to expand the scope of services to intentionally marginalized communities throughout the city.</p>	<p>1.1) Analysis completed and shared with the bureau</p> <p>1.2) Working group shares lessons learned from existing equity lenses/tools that already exist in the bureau and assists with the creation of new equity tools.</p> <p>1.3) Funding and mechanism for applying a Community Benefits Framework has expanded beyond the Neighborhood to the River Program to the whole bureau.</p>	<p>1.2) Lenses/tools exist for all major known equitable service gaps</p> <p>1.3) Neighborhood to the River Program is rechartered to deliver explicit, public-facing equity work, including education, outreach, and incentive for community engagement and action (also known as Community Benefits Framework).</p>	<p>1.1) Integrated Planning Staff</p> <p>1.2) Bureau Equity Leads</p> <p>1.3) Neighborhood to the River Core Team</p>	<p>1.1) Bureau members with deep institutional knowledge. Explore research opportunities with universities, internships or fellowships (use BPS's Racial In Land Use Planning as a model).</p> <p>1.2) Committee for Equity and Diversity</p> <p>1.3) Bureau community engagement specialists</p>
		<p>2.) Publish the Equity Data Toolkit (EDT), a collaborative project between Portland Water Bureau (PWB) & Bureau of Environmental Services (BES) Equity & Data Practitioners, including guidance and initial use cases. Identify additional EDT applications for equitable service delivery.</p>	<p>The Portland Water Bureau (PWB) & BES EDT Team will provide technical support for both bureaus by publishing early EDT applications to train equity practitioners and data analysts to conduct additional equity data analysis.</p>	<p>Action 2.1) Complete equity analysis for PWB/BES priority applications as identified and supported by BES & PWB Leadership and the Oregon Environmental Justice Network, most notably a delinquency and financial assistance equity data analysis, by December of 2023.</p> <p>Result 2.1) is a sample equity data analysis to use as a model for subsequent equity data analysis.</p> <p>Action 2.2) Create an intake process with instructions for equity practitioners and data analysts to evaluate requests for equity data analysis by December of 2023.</p> <p>Result 2.2) is a definition of how to conduct an equity analysis and to collect, shape and prioritize analysis</p> <p>Action 2.3) Produce and provide guidance on an interactive dashboard for employee use in January of 2024.</p> <p>Result 2.3) is giving employees access to the tool and instructions on how to use it.</p> <p>Action 2.4) Select and train equity practitioners from the CED to advise on statements of work for equity data analysis in January of 2024.</p> <p>Result 2.4) is to increase our capacity to conduct equity data analysis.</p> <p>Action 2.5) Select and train data analysts from the Information Technology and Data Management and Governance Committee (ITDMGC) to conduct equity data analysis in January of 2024.</p> <p>Result 2.5) is to increase bureau capacity to conduct equity data analysis.</p> <p>Action 2.6) The data analysts will publish key equity data analysis on the EDT dashboard and use early EDT analysis to train and promote additional EDT applications on a quarterly basis in 2024.</p> <p>Result 2.6) is to show how equity data analysis can be applied to identify and correct service inequities.</p> <p>Action 2.7) The Equity Team will produce an annual report to show our accomplishments and how outcomes shifted based on our equity considerations to correct benefits and burdens.</p> <p>Result 2.7) BES members and the community will be able to see our progress or lack thereof.</p>	<p>Number of Equity Data Analyses Conducted and Published</p> <p>Number of new EDT application Requests</p> <p>Number of Equity Practitioners and Data Analyst Tools</p> <p>Number of Quarterly EDT Dashboard views/engagement</p> <p>% Strongly agree, "I am aware of tools available to conduct an equity analysis or who can help me conduct an analysis for my work."</p>				<p>EDT Core Team</p>	<p>Technical Services/Bureau Equity Leads</p>	
		<p>3.) Create a BES/PWB Water Utility Affordability Framework. Draft water utility affordability policy recommendations driven by City values, bureau shared goals and supported by industry best practices for leadership endorsement and group/division workplan integration.</p>	<p>Establish a Utility Affordability Policy informed by a cross section of bureau advisors in partnership with community and academia.</p>	<p>Action 3.1) Bring on PSU Oregon Hatfield Fellow to consolidate information on bureau actions and current resources offered by BES/PWB as an indicator of a shared understanding of affordability, defined by the tenets of cost management, equitable billing systems and rate structures, innovative financial assistance, and supplemental non-rate revenue as previously affirmed by BES and PWB in 2020 across three deliverables.</p> <p>Result 3.1) Three Key Deliverables that inform Bureau Affordability Policy</p> <p>3.1.1) Annual Affordability Report. A FY summary of affordability efforts. Policy recommendations.</p> <p>3.1.2) A memo based on research and discussion.</p> <p>3.1.3) Bill donation proposal.</p> <p>Action 3.2) Explore regionalization of utility affordability to distribute the burden on ratepayers in supporting the administrative costs associated with affordability programs.</p> <p>Result 3.2) Streamlined administrative processes that reduce overall financial assistance program costs.</p> <p>Action 3.3) Define utility affordability as a portion of essential household expenditures (rent, energy, fuel, healthcare, and food) in addition to as a % of monthly household income to better calibrate financial assistance benefits.</p> <p>Result 3.3) Bureau policies and programs are informed by a more holistic understanding of utility burdens.</p> <p>Action 3.4) Coordinate with PWB in implementing a routinized program evaluation of the financial assistance program to ensure the financial assistance programs are meeting our utility rate affordability goals and objectives.</p> <p>Result 3.4) Programs are regularly analyzed and are adjusted, refined, or removed to best meet needs of ratepayers.</p>	<p>3.1.1) Ordered list of affordability programs by administrative costs.</p> <p>3.2) Number of neighboring utilities or regional partners identified.</p> <p>3.3) Identify Cost of Living Studies conducted for the Portland-Vancouver-Hillsboro Metropolitan Statistical Area to establish a baseline.</p> <p>3.4) 6-month update: Key Performance Indicators and activities identified and published internally to help solicit data that may be held by individual bureau personnel.</p>	<p>3.1.1) % Increase in revenue generated through Bill Duration Program year over year</p> <p>3.2) % Decrease in utility debt trends over time</p>		<p>3.1.1) Priority matrix for changes or resources needed for affordability programs.</p> <p>3.2) 12-month update: Number of information sharing and discussion meetings with identified neighboring utilities and regional partners.</p> <p>3.3) 12-month update: Number of stakeholder engagement and community outreach events conducted.</p> <p>3.4) 12-month update: Identify data sources that help drive program evaluation activities, solicit further data that may be collected by bureau personnel but is only accessible to specific outreach teams or program administrators.</p>	<p>3.2) % target established for reduction in administrative costs of affordability programs.</p> <p>3.3) Utility affordability as a % of essential expenditures in Portland (aggregate metric).</p> <p>3.4) Establish workplan for collecting data not currently tracked/monitored, delegate shared responsibilities for conducting the evaluation between relevant BES/PWB personnel.</p>	<p>Business Services/Hatfield Fellow</p>	<p>Hatfield Fellow Advisor/PWB Liaison/Academic Institutions</p>

Bureau Outcome 1: BIPOC communities have greater household prosperity and reduced income and health disparities.

Strategy: Please describe the strategy that will help achieve this Bureau Equity Outcome	Bureau Policy/Program/Service or Action & Key Result: List the program, policy, service, or action that contributes to this strategy. What is the key result of this program that directly impacts the equity outcome?	Performance Measure: Select an indicator using the Results-based Accountability (RBA) process that measures progress towards this policy/program/service/action's key result.	Update Frequency: How often is this data point collected and when will it be updated?	6 Month Update	Year 1 Update	18 Month Update	Lead Staff: Identify a point of contact within your organization responsible for providing updates to the indicator data	Partners: Identify if your indicator data involves other bureaus' or organizations' data sources
Increased industrial areas to stimulate middle wage job growth	Housing and Economic Policy - Economic Opportunity Analysis - Land supply - acres of land that supports middle wage sectors (industrial) Key indicator: Increase in middle wage jobs.	Household income self-sufficiency improves for BIPOC Household. Job growth in middle wage - low barrier jobs based on income reporting and tax data.	Annually				Planning-Housing and Economic Policy Team	Prosper Portland, PHB
Grow the supply of housing (market rate and affordable) to keep pace with population growth	Housing and Economic Policy - HNA/HPS - reducing housing cost burden, especially for BIPOC/low income HH Key Result: Lower percentage of households living in cost burdened housing	Level of community diversity retained within neighborhoods as reported by GIS	Annually		N/A	N/A	Tom Armstrong	Multi-Bureau
Develop a City-applied policy and process to stabilize residents and businesses in advance of major public investments and policy change.	Housing and Economic Policy - Adoption of Anti-Displacement Action Plan with land use strategies that aim to mitigate displacement and stabilize communities of color and low income residents. Key Result: Reduction in the amount of vulnerable communities experiencing displacement.	Level of community diversity retained Representation of typically under-represented groups (immigrants, communities of color, elderly, low income)	N/A		Complete in FY	N/A	Tom Armstrong	ADAP PDX, Prosper Portland, PHB, Metro
Increased middle-wage job and trade sector competitiveness	Housing and Economic Policy - Minimize Displacement of middle-wage job sector. Key Result: Decrease in middle-wage jobs leaving the City limits	Household income self-sufficiency improves for BIPOC Household. Job growth in middle wage - low barrier jobs based on income reporting and tax data.	Annually		N/A	N/A	Tom Armstrong	
Complete The Economic Opportunity Analysis to guide employment growth, climate resiliency and a transition to a zero-carbon economy	Housing and Economic Policy - Tradeoff of expanded environmental protections on employment lands. Key Result: Alignment of environmental protections and land use zoning.	Application of City code that addresses both environmental protections and the growth of the economic and housing sectors.	N/A		N/A	N/A	Tom Armstrong	Prosper Portland, PHB
Develop more, varied and climate-friendly housing types in connected centers and neighborhoods, allowing priority populations to stay rooted in their community.	Code Development and Housing and Economic Policy - Support housing production in complete neighborhoods Key Result: Increase in climate friendly housing and decrease in displacement.	Percent of Portlanders Living in Complete Neighborhood Residential Infill Project Annual Monitoring and Reporting	Ongoing		N/A	N/A	Tom Armstrong	
Equip staff with tools for professional growth and development for increased prosperity, income potential and personal wellbeing. Engagement, satisfaction, and reduced rate of attrition.	Provide skills development, mentorship opportunities, and trainings for BPS staff. Key Result: Increased retention for BIPOC staff and for those staff that do leave, that they do so for promotional opportunity.	Retention of staff; specifically Black, Latine/x, Indigenous, women and LGBTQ+ identified staff. Participation rate in optional bureau trainings (outside of yearly required training) to be determined by the Planning & Sustainability Equity Manager. Success Factors see increased rates of employee performance at "Exceptional".	Yearly Every six months Yearly				Harmonee Dashiell	Fritz, BHR, Training Partners
Reduce costs for essential garbage and recycling service among vulnerable communities	Low Income Discount for Residential Garbage and Recycling Collection. Key Result: Development and implementation of the Low Income Rate Assistance Program.	Establishment and implementation of the program; volume of discounts provided	Once the program is approved by Council we can collect this information quarterly				Quintin Bauer (may shift to a policy team member in future months)	Unknown

Bureau Outcome 2: Reduced carbon emissions from buildings, transportation, industry, production of building materials and manufactured goods, food waste, and food production.								
Strategy: Please describe the strategy that will help achieve this Bureau Equity Outcome	Bureau Policy/Program/Service or Action & Key Result: List the program, policy, service, or action that contributes to this strategy. What is the key result of this program that directly impacts the equity outcome?	Performance Measure: Select an indicator using the Results-based Accountability (RBA) process that measures progress towards this policy/program/service/action's key result.	Update Frequency: How often is this data point collected and when will it be updated?	6 Month Update	Year 1 Update	18 Month Update	Lead Staff: Identify a point of contact within your organization responsible for providing updates to the indicator data	Partners: Identify if your indicator data involves other bureaus' or organizations' data sources
Targeted-Business Outreach with Community Engagement Liaisons (CELS)	Reaching to and creating a relationship with BIPOC-owned businesses around the food scrap mandate. Key Result: Increased education and participation for BIPOC owned businesses	Number of businesses consulted with on sustainability requirements	After each outreach contract has been completed.				Paul de Block	Community Engagement Liaisons (CELS)
Partner with Natural Resources Defense Council's (NRDC) Food Matters campaign as a city partner	NRDC project that helps us update residential-level food waste prevention messaging and education, with a focus on cultural relevance and specificity for Spanish-speakers Key Result: Reduced food waste	Number of outreach opportunities to Spanish speaking community members.	Semi-annually				Paul de Block/Stefanus Gunawan	Natural Resources Defense Council (NRDC)
Invest in improvements and programs that reduce household utility bills, address deferred maintenance, create healthier homes, reduce vehicle miles traveled (VMTs), and grow local sustainable foods.	Climate Investment Plan strategic programs 1, 2, 3, 4, 6, 7, among others slated for City Council consideration in September 2023. https://www.portland.gov/bps/cleanenergy/climate-investment/documents/pcef-climate-investment-plan/download . Key result: Application of resiliency measures in communities and households	Number of households receiving energy retrofits, e-bikes, or transportation wallets.	Quarterly				Vania Fong	
Advocate for policies that support right-to-repair and manufacturing standards that support technology re-use and waste reduction	Digital Equity Action Plan https://www.portland.gov/bps/com-tech/digital-equity/deap Key Result: Reduction of digital waste	Number of advocacy efforts participated in	Annually				Kevin Block	CODE/OGR
Explore the feasibility of last-mile urban logistics hubs and right-sizing the number of Central City off-street loading/unloading areas to support the decarbonization of delivery vehicles	Comprehensive Planning and Climate Teams: Climate Emergency Workplan-Land Use action (LU-3) Key Result: Decreased carbon emissions from delivery vehicles	Support implementation of 2040 Freight Plan actions Reduced number of loading/unloading spaces on private property	ongoing		N/A	N/A	Comp Plan team	PBOT
Secure federal funding for climate action.	Climate team staff monitor federal funding opportunities and connect with other bureaus, Office of Government Relations, and external partners on proposals. Key result: Greenhouse gas reductions are accelerated through federal funding support.	Number of projects funded; dollar amount awarded; progress on Climate Emergency Workplan (CEW) measures	Annually, through budget process and CEW updates				Vivian Satterfield, Sonrisa Cooper, Paul Hawkins	Co-applicant data as needed
Reduce industrial carbon, pollution, and waste.	Clean Industry Initiative will set a greenhouse gas reduction target, apply for federal funding to support industrial energy transition, connect businesses to additional resources, and support pilot projects with multiple benefits. Key result: industrial sector produces fewer green house gas emissions, pollution, and waste.	Industrial sector-based emissions, industrial waste, federal funding, pilot projects	Greenhouse gas inventory is updated annually.				Sonrisa Cooper	Multnomah County, Metro, Prosper Portland, Portland State University, PGE, Pacific Power, NWNatural, DEQ, Energy Trust of Oregon

Bureau Outcome 3: More East Portlanders have safe and easy access to healthy, prosperous, resilient, and connected communities.

<p>Strategy: Please describe the strategy that will help achieve this Bureau Equity Outcome</p>	<p align="center">Bureau Policy/Program/Service or Action & Key Result: List the program, policy, service, or action that contributes to this strategy. What is the key result of this program that directly impacts the equity outcome?</p>	<p>Performance Measure: Select an indicator using the Results-based Accountability (RBA) process that measures progress towards this policy/program/service/action's key result.</p>	<p>Update Frequency: How often is this data point collected and when will it be updated?</p>	<p align="center">6 Month Update</p>	<p align="center">Year 1 Update</p>	<p align="center">18 Month Update</p>	<p>Lead Staff: Identify a point of contact within your organization responsible for providing updates to the indicator data</p>	<p>Partners: Identify if your indicator data involves other bureaus' or organizations' data sources</p>
<p>Better coordination of infrastructure investment in East Portland</p>	<p>District Planning - East Portland Equitable Investment Framework Bureau Advisory Group coordination - better coordination between bureaus to deliver invest service to East Portland. Result: additional investment Presently, the way this is worded does not reflect an additional investment. Please clarify.</p>	<p>Number or percentage of East Portland households in complete/connected community.</p>	<p>Subset of budget performance</p>				<p>Bill Cunningham Ludwig Saltzmann</p>	
<p>Reduce displacement pressure</p>	<p>Housing and Economic Policy - ADAP (Anti-Displacement Action Plan) - create strategy to assess infrastructure investment impact to reduce displacement due to economic and infrastructure investments. Key Result: Maintain community demographic status quo while improving housing and economic measures.</p>	<p>Level of community diversity retained.</p>	<p>One time project (ongoing implementation)</p>		<p align="center">N/A</p>	<p align="center">N/A</p>	<p>Tom Armstrong</p>	<p>PBOT</p>
<p>Portland Business Alliance East Portland Disparity Survey</p>	<p>Transportation access to jobs Key Result: Increased transportation opportunities in East Portland</p>	<p>Commute times</p>						
<p>Increase housing opportunity</p>	<p>Housing and Economic Policy - Housing Production Strategy - incentivize market rate development, sub geography strategy for East Portland Key Result: Increased housing production</p>	<p>Housing Production Data (Land use reviews and permits issued)</p>	<p>Annually</p>		<p align="center">N/A</p>	<p align="center">N/A</p>	<p>Tom Armstrong</p>	<p>Multi-Bureau</p>

In East Portland, use community-led plans and a coordinated approach across City bureaus to guide public investments and programs focused on needs of East Portland residents to create healthy connected neighborhoods	District Planning - Parkrose Action Plan implementation Key Result: Increased investment in East Portland	Representation of typically under-represented groups	ongoing		N/A	N/A	Bill Cunningham	
Bulky waste collection events will take place with a focus on low-income multifamily properties and East Portland	Community members have easy access to free or low cost disposal of bulky waste. Key Result: Increased Accessibility for bulky waste disposal	Number of participants, number of events organized, tons of material disposed of.	Annually, more frequently if needed.				Monica Kelly	PEMO
Provide targeted graffiti removal services to businesses and homeowners in East Portland	Businesses and homeowners have increased access to graffiti removal resources. Key Result: Square foot of graffiti removed, number of properties cleaned	Graffiti Abatement Program.	Annually, more frequently if needed.				Matt Olguin	PEMO
Focused Multifamily outreach and education around recycling and waste reduction	Working with contractor Trash for Peace offering a train the trainer pilot to offer a community-based program to reach more residents and multifamily housing sites with recycling information and resources. Key Result: Increased bandwidth in community education leading to decreased contamination in the waste stream.	Residents reached with sustainability engagement/training	Annually, more frequently if needed.				Stefanus Gunawan and new Multifamily Coordinator	Trash for Peace (TfP)
Build on equitable grant application process	Portland Clean Energy Community Benefits Fund responsive grant solicitation. Key Result: Increased grant funding and accessibility	% of funding distributed to East Portland neighborhoods	Annually, more frequently if needed.				Vania Fong	
Ensure Coalition of Digital Equity (CODE) membership has equitable representation of east Portland communities	Digital Equity Action Plan Outreach to east Portland community leaders and representatives to encourage engagement in CODE Key Result: Increased representation in CODE	% of membership that represent East Portlanders	Annually				Alonso Melendez	

<p>Include decision making criteria in Digital Inclusion Fund grant opportunities that support projects and programs focused on the digital adoption needs of east Portlanders</p>	<p>Digital Equity Action Plan Key Result: Increased digital accessibility and adoption in East Portland</p>	<p>At least 50% of Digital Inclusion Fund resources dedicated to supporting community members are awarded to organizations serving east Portlanders</p>	<p>Annually</p>				<p>Alonso Melendez</p>	
<p>Prioritize resilience for East Portland neighborhoods and communities, including heat and smoke response and energy resilience.</p>	<p>River and Environmental Team - East Portland Urban Heat Strategy - Key result: Prepare a report outlining a multi-disciplinary approach to reducing the impacts of extreme heat in East Portland</p>	<p>Data Collection/complete report</p>	<p>One time project</p>		<p>N/A</p>	<p>N/A</p>	<p>Whitney Holt</p>	
<p>Establish a community resilience hub at East Portland Community Center.</p>	<p>In partnership with PP&R and PBEM, BPS is supporting federal and private grant applications to fund community engagement, planning, siting, and installation of an energy efficient resilience center at East Portland Community Center (EPCC). The resilience hub will be used during extreme heat, smoke, ice, extreme cold, power outages, and other disasters. Solar and battery storage will further increase community resilience and connectivity. Key Result: East Portland Community Center is retrofitted as a resilience center. Key result: East Portlanders have access to community resilience hubs during disaster events.</p>	<p>The ability to secure external funding, such as FEMA's Building Resilient Infrastructure and Communities grant, will be a key performance metric in this strategy's success.</p>	<p>Upon funding awards and at project design milestones (i.e. 30%, 50%, 70% design review)</p>				<p>Paul Hawkins, Chris Silkie PP&R</p>	<p>Portland Parks & Recreation, Portland Bureau of Emergency Management, McKinstry Inc. (ESPC contractor), Portland General Electric</p>

Develop climate justice plan for City of Portland.	<p>In partnership with the Coalition of Communities of Color and Multnomah County. Key Result - Develop 5-year Climate Justice Plan to address community-led climate priorities in frontline communities.</p> <p>Key result: community climate priorities are reflected in government plans and systems, and East Portland communities are more resilient to climate disasters including extreme heat and wildfire smoke.</p>	Progress on community priority actions; progress on City priority actions; engagement of community partners	Progress milestones to be determined, but expect annual updates.				Sonrisa Cooper	Coalition of Communities of Color, Multnomah County Office of Sustainability, Multnomah County Health Department
Institutionalize use of community-owned data for climate resilience and environmental justice.	<p>Participate in MADE for Health Justice grant led by the Coalition of Communities of Color to develop an anti-racist data ecosystem in Portland. Key Result: The goal of the 3-year, \$1.2 million grant is to institutionalize the use of community-owned data in government decisionmaking. BPS partners include staff from Smart City team and East Portland resilience planning staff.</p> <p>Key result: government data systems partner with and use community-owned EJ data when needed.</p>	Collaborative governance structure components; development of data charter; progress toward community data pilot	Annually over three years				Sonrisa Cooper, Christine Kendrick, Whitney Holt	Coalition of Communities of Color (Research Justice Institute), Multnomah County Office of Sustainability, Multnomah County Health Department, Citywide Data Governance Committee
82nd Ave Transportation Improvement Project	<p>Planning - Comprehensive Plan Team</p> <p>Roadway safety enhancements and transportation project on the corridor Key Result: Greater accessibility and usability of 82nd Ave, increased tree canopy along 82nd avenue</p>	<p>Level of community diversity retained</p> <p>Representation of typically under-represented groups</p>	ongoing		N/A	N/A	Barry Manning/Bill Cunniff	PBOT, Metro, 82nd Ave Coalition

East Portland TIF Exploration	Comprehensive Planning Team - Key Result: Study to evaluate the potential for creating TIF districts in East Portland to achieve community goals around stabilization, anti- displacement, and equitable growth.	Level of community diversity retained Representation of typically under- represented groups	ongoing		N/A	N/A	Bill Cunningham/Kiel Jer	Prosper Portland, PBOT, PHB
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RACIAL EQUITY PLAN
Furthering the Citywide Racial Equity Goals and Strategies
 For the Period October ____ 2023 to _____

Bureau: City Attorney's Office

Director: Robert Taylor

Bureau Equity Guiding Statement:

The City Attorney's Office works with clients to ensure that all Portlanders have meaningful access to City services, benefits and programs, and that the civil rights of all Portlanders are legally recognized and protected by the City. In addition, the office works to foster a welcoming and inclusive atmosphere where members are respected and valued, equity is the norm, and a diverse workforce can thrive.

Citywide Equity Outcome	Bureau Equity Outcome	Strategy	Bureau Policy/Program/Service or Action & Key Result	Performance Measure	Update Frequency	Year 1 Update	Year 2 Update	Year 3 Update	Year 4 Update	Year 5 Update	Lead Staff	Partners
ALL PORTLANDERS ARE PROTECTED AND REPRESENTED BY LOCAL GOVERNMENT City Core Values: Anti-Racism and Equity	INCREASED KNOWLEDGE OF DEI AND INCORPORATION OF DEI INTO DAILY WORK TO BETTER SUPPORT BUREAUS IN ADVANCING THE CITY'S EQUITY GOALS	Strategy: During the hiring and promotion process, give weight to candidates who demonstrate understanding of the City's Core Values of Anti-Racism and Equity and/or demonstrate a commitment to DEI through lived or work experience. ¹	Bureau Action: 1) Add Supplemental Question to Job Application regarding DEI experience or commitment; and/or 2) Include application instructions to include equity topic in cover letter (e.g. "Your cover letter should reflect ways that you've gained cultural competency with a demonstrated commitment to public service and equity"); and/or 3) Include equity question(s) during interview process. 4) During the promotion process, management shall consider and give weight to candidates that show experience and commitment to DEI. Key Results: - Applicants are aware of our racial equity goals and are able to articulate their DEI experience as applied to the job. - Bureau will have a baseline understanding of equity into the hiring and promotion practice. Add'l Comments: Answers to any DEI questions will not disqualify applicants from the process. Need more discussion on how to incorporate equity in promotions and if equity recruitment requirements should be the same for all positions.	Performance Measures: 1) Bureau continues meeting 100% compliance for all employees completing Equity 101 training and all employees obtaining a rating of "meets expectations" or higher in Success Factors for the Bureau Equity Objective. 2) Annually review how hiring panels gave weight to candidates who demonstrated experience in and/or commitment to DEI and change hiring approach as warranted by review. (Are we giving the right weight to equity answers and/or demonstration of DEI knowledge and commitment? Are the equity hiring questions effective?) 3) Determine if new hires demonstrated competitive scoring as to knowledge and/or commitment to DEI.	Annual						IDEA ² Racial Equity Plan Evaluation Subcommittee; Chief Deputy of Mgmt & Admin; Hiring Managers; Staff who participate in interview panels or hiring process	BHR
		Strategy: Provide set of internal tools and training to view work with an equity lens.	Bureau Action: (1) Create and maintain an information trove/database with legal limits and example alternatives to address equity issues, document specific subject-matter topics, DEI trainings, and form email/paragraphs to facilitate advice. Identify and centralize a location for the database; ensure the office knows where it is and how to use it. (2) Encourage & engage in office-led updates on legal cases that may have significant impact on advancement of equity and anti-racist City-wide policies. (3) Promote trainings, legal analysis opportunities, or other legal-based equity conversations through outside resource groups. (4) Periodic evaluation of cases, practices, trainings, and/or policies from other governments and follow up with our own training/policies/practices. (5) Train on issue spotting for equity concerns and how to raise equity related concerns when clients seek legal advice. (6) Train attorneys to respond with creative alternatives to help clients achieve their equity goals when the client's existing or desired practices or policies pose a legal risk or when we are not able to implement equity related actions. Key Results: Attorneys can spot equity issues and effectively communicate with clients about equity concerns. Clients feel better supported by CAO in advancing equity goals.	Performance Measures: (1) Ongoing maintenance of the database; Determine if employees are using the database. (2) Increased opportunities for discussions and training on equity issues and easier access to information on equity related legal analysis and advice. (3) Office survey if all tools and trainings are useful. (4) Determine whether evaluation of other governments occurred and were followed up with related trainings. (6) Track attendance at DEI activities and trainings. Add'l Comments: -Can we assign some one to comb through existing stuff and pull out examples to add to the information trove/training on issue spotting? -Will need additional conversations about what will go into Database and how it will look. -Office to amend timesheets to list potential activities, e.g. TedTalk, IDEA committee meeting, DEI bookclub, DEI movie, CLE focused on DEI, ERGs, etc.) or find other ways to make these actions easier to track.	Ongoing maintenance of database as need. Yearly reminder of the availability of this resource and at onboarding. Yearly review of total number of equity related trainings held and % attendance.						IDEA Training Subcommittee; SMEs who have researched or acquired experience in advice on the topic; Data analytics staff	OEHR; GARE; OSB's Diversity sections and specialty bar; Local Governments

	<p>Strategy: Establish processes that incorporate equity in work/advice where feasible.</p>	<p>Bureau Actions: (1) For Litigation section, include equity analysis in opening case risk analysis & closing memos. (2) For other sections and general advice attorneys, incorporate equity discussions into their regular section meetings. (3) Survey bureaus on what barriers they have/how can CAO better support on equity projects, analyze survey data and identify any barriers. (4) Incorporate referral to bureau equity managers or OEHR in advice review.</p> <p>Key Results: Attorneys will build a knowledge base that leads to consistent practice of incorporating equity analysis into work and advice.</p> <p>Add'l Comments: Where and how can we track data in the work/advice given that we can use to analyze if we are working towards equity? e.g. Tracking settlements and demographics.</p>	<p>Performance Measures: (1) After action conversations or memos to share/document equity advice given and the result, as well as debrief of what we could have done, or what we didn't do. (2) Present the results and a response to the client bureau survey. Implement a plan to address the barriers and feedback from the survey. (3) Possible Long-Term Measures: Track what happens with issue and result of advice given. (4) Track referrals. We will need to decide how often, how many expected, etc. (5) Soliciting feedback and input regularly from equity managers of clients/others within client bureau.</p>	Ongoing.							City Attorney; Management Team; Practice Groups; IDEA Committee collaborating with practice groups with SMEs; Bureau Advisors to solicit info from bureaus	Bureau Equity Managers
	<p>Strategy: Improve communications regarding equity efforts internally so that REP work does not get "lost."</p>	<p>Bureau Actions: (1) IDEA and CAO leadership reporting to office regarding equity plan, actions and metrics. (2) Annual training or event to discuss the REP & updates. (3) Solicit regular feedback from CAO. (4) Communication for new hires about the CAO's REP in office manuals/onboarding materials.</p> <p>Key Results: There is office-wide awareness and accountability to the bureau's Racial Equity Plan and implementation.</p>	<p>Performance Measure: (1) Communicate IDEA work periodically; newsletter? (2) Annual State of Office announcement from CAO (3) Increase in Office awareness of Racial Equity Plan, Strategies and Bureau Actions.</p>	At minimum, bi-annual communications on important updates; Annual communication from City Attorney							IDEA Committee; City Attorney; Onboarding Admin	
	<p>Strategy: Identify opportunities to engage with the public for feedback and/or data to improve equity/equitable results.</p>	<p>Bureau Action/Policies: 1) Public listening/feedback sessions. 2) Explore other ways to receive public feedback and public comments.</p> <p>Key Results: Establishes an opportunity for community feedback.</p>	<p>Performance Measures: TBD.</p>	TBD.							TBD.	
FOSTER AN INCLUSIVE ATMOSPHERE WHERE MEMBERS OF A DIVERSE WORKFORCE ARE REPRESENTED AND VALUED, AND EQUITY IS THE NORM	<p>Strategy: Bring awareness to the importance of diversity and inclusiveness in the workplace and address office culture that does not promote equity or that does not welcome diverse viewpoints.</p>	<p>Bureau Actions/Policies: (1) Formalize process and designate a person/people to receive, address, and track complaints and concerns about office culture (that are not 2.02 related) in order to identify strategies/trainings that work on these trends. For external-bureau complaints (not 2.02 related), we should identify the bureau responsible, bring the complaint to their attention, follow up if there is a resolution, and provide support if needed. (2) Encourage section discussions on equity issues faced by/addressed by section members. (3) Formalize that everyone has the right to ask for mentoring on both technical/legal skills as well as soft skills of navigating the office and politics. (4) Ongoing mandatory Ted Talk Trainings - with alternatives for non-attendance (watch/follow-up for employees who could not attend) and additional voluntary dialogue groups, e.g., documentary movies, book club. (5) Evaluate employees annually on meeting equity objectives and ensure employees who are not meeting expectations are held accountable. (6) Encourage celebration of diversity through event information sharing and hosting Bureau events (e.g. diversity potluck).</p> <p>Key Results: Enhance and maintain an office culture that is welcoming to all.</p>	<p>Performance Measure: (1) CAO follows up on complaints and concerns (not 2.02 related), and whether complainant was satisfied with resolution. (2) Analyze demographic makeup/retention of City Attorney's Office employees. (3) Continue exit interviews & track reasons for leaving. (4) Conduct a periodic office survey (use consistent questions, with potential additional questions) to track employee satisfaction or concerns.</p>	Annual							Complaint Process: Heidi, Linh, or Tony. Survey: IDEA Committee Performance Evaluations: Supervisors Exit Interviews and Stats: IDEA Committee or Hiring Admin	
	<p>Strategy: Ensure we are reaching a diverse field of applicants.</p>	<p>Bureau Action: 1) Post/Share Opportunities in many diverse channels for a wider reach of candidates.</p> <p>Key Results: There are new diverse applicant pools.</p>	<p>Performance Measures: 1) Use Neogov to track where applicants learned about the position.</p>	Annual								Hiring Admin.

¹ Demonstrating commitment to DEI can include, for example, experience with interacting with individuals from diverse backgrounds and identities, taking action to resolve racial inequities, making workplaces and/or public spaces more inclusive; advocating for historically underrepresented groups in government decision-making, etc.).

² The Inclusion, Diversity & Equity Awareness (IDEA) Committee oversees DEI initiatives for the City Attorney's Office, including implementation and evaluation the CAO's Racial Equity Plan, and DEI training and events.

Citywide Equity Outcome:	Bureau Equity Outcome:	Strategy:	Bureau Policy / Program / Service or Action	Key Result	Performance Measures	Update Frequency	Year 1 Update	Year 2 Update	Lead Staff	Partners
Feel free to use this space to document and identify a connection to a related citywide equity goal from existing documents such as the Portland Plan, the City of Portland's 6 Core Values, the Comprehensive Plan, the City Racial Equity Goals, etc. Currently identifying/drafting Equity Outcomes for citywide alignment. We will work with you to connect to a Citywide Equity Outcome.	What is an equitable outcome for the population served by your bureau? What are some of the equity-related goals specified in your bureau's Strategic Plan that tie to this Citywide Equity Outcome?	Please describe the strategy that will help achieve this Bureau Equity Outcome	List the program, policy, service, or action that contributes to this strategy.	What is the key result of this program that directly impacts the equity outcome?	Select an indicator using the Results-based Accountability (RBA) process that measures progress towards this policy/program/service/action's key result.	How often is this data point collected and when will it be updated?			Identify a point of contact within your organization responsible for providing updates to the indicator data	Identify if your indicator data involves other bureaus' or organizations' data sources
All people in Portland have the resources they need to thrive.	The City Budget Office has three Bureau Equity Outcomes: All people in Portland are empowered to influence the City's budget. All people in Portland have their civic needs meaningfully reflected in City budget decisions. All people in Portland have transparent and accessible information about the City's budget.	The City Budget Office will implement several internal equity-centered policies, regarding hiring, onboarding, professional development, and wellbeing, that seeks to continue building internal capacity. By better centering and supporting staff in an equitable way, the bureau will be more capable and equipped to serve community and work towards the Citywide Equity Outcome and Bureau Equity Outcomes.	The City Budget Office's internal hiring policy: The office will review all City Budget Office job descriptions prior to recruitment processes and ensure equity is explicitly centered. The office will include at least one interview question centers equity and anti-racism per recruitment. The office will ensure that interview panels include at least one equity manager or equity practioner per recruitment.	The City Budget Office intends to hire and retain a diverse workforce, at all levels, with knowledge of and experience in advancing the City Core Values of equity and anti-racism.	100% of all City Budget Office job postings are reviewed to ensure equity is elevated. 100% of all recruitments include at least 1 question that centers equity and anti-racism. 100% of all City Budget Office recruitments include at least one equity manager or equity practitioner on a hiring panel. The City Budget Office will introduce a survey for new employees to better understand and improve the hiring and onboarding process. In the City Budget Office's annual Staff Satisfaction Survey, 100% of employees report having a strong understanding of equity. Further, City Budget Office leadership will review the Bureau of Human Resources' Analytics Dashboard annually, to understand the office's workforce retention, especially for staff who identify as Black, Indigenous, and/or people of color.	The City Budget Office will collect data on all policies and initiatives in this Racial Equity Plan throughout the year, every year. That data will be collected by the designated lead staff member(s). The bureau will evaluate and the share data associated with each policy and initiative with the Office of Equity and Human Rights at the beginning of each Fiscal Year, which starts in July.			Director and Deputy Director	The Bureau of Human Resources
			The City Budget Office's internal onboarding policy: All new office employees will be provided with resources on DEEP, City Affinity Groups, information regarding benefits and resources available to City employees (i.e. mental health, Path to Leadership, walk/ride bucks, etc.), information on the City Core Values, information from DEEP related on the use of pronouns, and the Inclusive Writing Guide from the Office of Equity and Human Rights. All current City Budget Office employees who did not receive that information will by the end of calendar year 2023.	The City Budget Office acknowledges that staff wellbeing is an integral aspect of internal equity and inclusion work and intends on continuing to build and foster a workplace culture where the shared perception among staff is that their working environment is respectful of, and values, their intersectional identities as well as their shared humanity. With the sharing of City resources to all staff, the intended outcome is that staff reflect the learnings and values in their work and in the City Budget Office's workplace culture.	100% of new City Budget Office employees receive onboarding materials. In the Staff Satisfaction Survey, at least 75% of City Budget Office employees report benefitting from the City's equity resources. In the Staff Satisfaction Survey, at least 75% of City Budget Office employees report applying the learnings from City resources to their work.			The City Budget Office Process Improvements Team	N/A	
			The City Budget Office's internal staff professional development policy: Funds will be available annually for every City Budget Office staff member to use for professional development and equity-centered trainings.	The intended outcomes include that staff apply their equity-centered knowledge to their work with bureaus and City Council to better serve community, including Black, Indigenous, and communities of color, immigrants and refugees, LGBTQIA2S+, people with disabilities, and other communities that have been systemically excluded. Further, the office supports and empowers its employees to pursue professional development opportunities, to continue centering staff wellbeing.	50% of City Budget Office employees attend trainings or conferences in 2024, and 100% by 2025. The City Budget Office will capture demographic data of employees that attend trainings or conferences. In the Staff Satisfaction Survey, at least 50% of employees report applying their learnings from trainings to their work in the City Budget Office. In the Staff Satisfaction Survey, at least 75% of employees report benefitting from continued equity-based education.			Deputy Director	N/A	

		<p>The City Budget Office's internal staff wellbeing policy:</p> <p>The City Budget Office will hold quarterly all-staff equity activities, to increase staff knowledge about equity and anti-racism.</p>	<p>The intention is that the City Budget Office, which has a small number of employees, holds safe and courageous spaces for staff to learn and un-learn collectively, to work towards building a workplace culture that embodies the meaning of equity, which includes the presence of wellbeing, and the absence of abuse, mistreatment and discrimination*.</p> <p>Through intentionally focusing on staff education and wellbeing, the City Budget Office is better positioned to advance equity externally.</p>	<p>Four quarterly all-staff equity-centered activities per year, attended by 75% of employees.</p> <p>The City Budget Office will capture demographic data of attendees.</p> <p>In the Staff Satisfaction Survey, at least 75% of employees report feeling supported in their role in the City Budget Office, and 100% of employees who identify as Black, Indigenous, and/or a person of color, reporting feeling supported in their role in the City Budget Office.</p>			The City Budget Office's Equity Committee members	Office of Equity and Human Rights
	The City Budget Office will expand on community outreach and engagement, and transparent and accessible budget information.	<p>The City Budget Office will provide accessible Budget 101's to partners and community-based organizations, with a focus on Black, Indigenous, and communities of color, immigrants and refugees, people with disabilities, LGBTQIA2S+, and other communities that have been systemically excluded.</p>	<p>The City Budget Office seeks to increase transparency and understanding of the City of Portland's annual budget process, to community-based organizations that center Black, Indigenous, and communities of color, immigrants and refugees, people with disabilities, LGBTQIA2S+, and other communities that have been systemically excluded.</p> <p>The intent is that through community's more comprehensive understanding of the budget process, there is more empowerment of community-based organizations and/or their constituencies to advocate to City Council on budget decisions.</p>	<p>The City Budget office will provide at least two Budget 101's annually to community-based organizations.</p> <p>Data will be collected on general demographics of community-based organization's constituencies.</p> <p>The City Budget Office will provide a short optional survey for attendees at the end of each session.</p> <p>At least 75% of respondents report a better understanding of the City of Portland's budget process than before taking the training.</p> <p>At least 50% of respondents feel empowered to advocate for the City of Portland's budget decisions.</p>			Deputy Director and Community Engagement and Communications Analyst	The Office of Community and Civic Life
		<p>The City Budget Office will help develop changes to the budget listening sessions to increase transparency and community engagement, particularly from Black, Indigenous, and communities of color, immigrants and refugees, people with disabilities, LGBTQIA2S+ and other communities that have been systemically excluded, and provide more accessible budget content in those listening sessions.</p>	<p>The City Budget Office seeks to increase transparency, accessibility, and understanding of the City of Portland's annual budget, in budget listening sessions, particularly from Black, Indigenous, and communities of color, immigrants and refugees, people with disabilities, LGBTQIA2AS+, and other communities that have been systemically excluded.</p>	<p>The City of Portland intends to reach out to at least 20 community-based organizations per year.</p> <p>The City Budget Office will collect demographic data on which community-based organizations are reached out to and identify if any groups were unintentionally left out.</p>			Deputy Director and Community Engagement and Communications Analyst	The Office of Community and Civic Life The Office of Equity and Human Rights
		<p>The City Budget Office will make it's website more transparent, with more easily accessible information and resources for community members.</p>	<p>The intended outcome is that the City Budget Office's website will continue to become more transparent, with easily accessible resources for community members to access and better understand the City of Portland's annual budget and budgetary requests and decisions.</p>	<p>Performance data will be gathered through a short survey at the end of the Budget 101's with partners and community-based organizations.</p> <p>At least 50% of attendees report the information on the City Budget Office's website is easily accessible.</p>			Deputy Director	The Office of Equity and Human Rights
	The City Budget Office will use the budget process to help bureaus integrate Bureau Equity Outcomes and/or City Equity Outcomes, and Portland Insights Survey data, in their budget proposals.	<p>As the City Budget Office is working with partners and the City of Portland's Transition Team on redesigning the budget process for the new form of government, the bureau will work towards ensuring that equity outcomes are incorporated in that process.</p>	<p>The intended outcome is that bureaus stated Citywide Equity Outcomes or Bureau Equity Outcomes, as outlined in their Racial Equity Plans, are reflected and/or inform the new budget process in the City of Portland's new form of government that will begin in 2025.</p>	<p>In the City Budget Office's annual Citywide Satisfaction Survey, 75% of respondents report that the City Budget Office effectively incorporates equity in the annual budget process.</p>			The City Budget Office's Performance Management and Process Improvements Team	The City of Portland's Transition Team
		<p>The City Budget Office will review and make changes to the City Budget Office's annual bureau decision package request form to provide better guidance on how bureaus' requests advance equity. This could be advancing equity internally or in community, and the request should, when possible, demonstrate a nexus to their Racial Equity Plan or other City Equity Outcomes.</p>	<p>The City Budget office intends on receiving, from bureaus, annual budget decision package requests that seeks to advance equity and reduce harm, from their Racial Equity Plan or other City equity goals. The intended key result is that the City of Portland's annual budget has equity deeply embedded throughout it, from every bureau.</p>				Director and Deputy Director	The Office of Equity and Human Rights
		<p>The City Budget Office will support bureaus with their analysis of the Portland Insights Survey 2022 results, and 2023 focus groups, through the use of disaggregated demographic data, to help inform policy and budget decision-making.</p>	<p>The disaggregated demographic data from the Portland Insights Survey 2022 informs bureaus' policies and/or budget decision-making that seeks to positively impact Black, Indigenous, and communities of color, immigrants and refugees, people with disabilities, LGBTQIA2S+ and other communities that have been systemically excluded.</p>	<p>There will be a question added to the Citywide Satisfaction Survey, to solicit feedback on the efficacy of this process:</p> <p>At least 50% of respondents report using information, including the disaggregated demographic data, from the Portland Insights Survey to help inform policy and/or budget decision-making for their bureau.</p>			Community Engagement and Communications Analyst	N/A

*Definition from Lily Zheng, NW Equity Summit presentation (September 26, 2023)

Draft Civic Life Racial Equity Plan

<p>The equity outcome was in part developed in consultation with 2021-22 Civic Life equity committee's work to understand and apply Racial Equity Results Based Accountability practices. The equity outcome is directly aligned with Civic Life's mission, the City's Racial Equity Goal #2, and Chapter 2 of the Comprehensive Plan centered on removing barriers to conduct diverse, equitable, and inclusive community outreach and engagement.</p>	<p>Civic Life Equity Outcome</p>	<p>Strategies</p>	<p>Bureau Programs & Services</p>	<p>Actions & Key Results</p>	<p>Performance Measures</p>	<p>Update Frequency</p>	<p>Year 1 Update</p>	<p>Year 2 Update</p>	<p>Lead Staff</p>	<p>Partners</p>
<p>The strategies and program results that impact the equity outcome are related to Civic Life's 2016-2020 Racial Equity Plan community-facing goals and are in alignment with the assessment of these program goals in 2021 and the 2023-24 Requested Budget Equity Report. As our Office experienced recent unprecedented change (other equity aligned programs were reassigned to different bureaus), this community-facing equity outcome reinforces our commitment to addressing systemic inequities to build and restore community trust with current and historically underserved and underrepresented communities.</p>	<p>All Portlanders have options to engage in civic issues that matter most to them and see their voices reflected in decision-making for a representative City of Portland government.</p>	<p>Offer leadership development opportunities to people in Portland. Partner with adversely impacted and marginalized communities to increase diverse participation in leadership development.</p>	<p>Neighborhood and Diversity Civic Leadership Program offers grants & sponsorships and supports the neighborhood data mapping tool.</p>	<p>Center youth and immigrant and refugee voices that impact community and City government relations and shape policy recommendations. Advance community recruitment policies and equity practices that increase meaningful multilingual and multicultural engagement on boards and commissions. Build shared understanding with monthly presentations on community engagement practices that build two-way relationships with marginalized communities. Connect the results of the FY 2022-23 Portland Engagement Project to engagement teams and the City</p>	<p>Analyze grant reporting data of Civic Life grantee organization's service population and geographic area information. Measure % of grant funding awarded to under resourced communities as the indicator of Civic Life's overall investment to</p>	<p>Annually with FY grant program cycles</p>			<p>Neighborhood and Diversity Civic Leadership program grant administrator(s), Neighborhood Profiles lead</p>	<p>Immigrant and Refugee Community Organization (IRCO), NAYA Family Center, Urban League of Portland, Unite Oregon, Latino Network, SE Uplift,</p>
		<p>Create more inclusive participatory structures to elevate underrepresented and marginalized community voices in City processes.</p>	<p>Adapt To Impact Program supports the Immigrant & Refugee program/New Portlanders Policy Commission, Multnomah Youth Commission, City Advisory Bodies, Bureau Advisory Committee, and the Equitable Engagement Practitioners group.</p>		<p>Assess the % rate of participation on Civic Life supported Commissions. Analyze demographic information of applicants to City advisory bodies. Analyze youth involvement with the number of youth participating on committees and % of youth engaged in policy work through the Youth Commission. Assess the rate of participation of engagement practitioners at presentations and provide narratives around the awareness and effectiveness of methods and tools presented. Provide qualitative and quantitative data from the Portland Engagement Project themes. Measure % of primary themes that are included in each of the engagement listening projects. Provide examples</p>	<p>Annually, Every 6 months for advisory bodies</p>			<p>New Portlanders Policy Commission, Multnomah Youth Commission, City Advisory Bodies program, Equitable Engagement Practices lead(s)</p>	<p>Multnomah County</p>

		Provide accessible information to people in Portland. Partner with marginalized and culturally specific communities to increase Civic Life's reach to diverse communities.	Neighborhood Program and Communications Team provides communication services to the communities we serve.	Incorporate data-driven equity values and practices into communications with the communities we serve. Increase multicultural and disability community access to City government through language and disability accommodations (outreach documents and for community events). Offer communications into the identified languages of the City of Portland Languages List. Prioritize other languages identified by the communities we serve.	Assess the % rate of participation in Civic Life events compared with prior year. Summarize social & electronic media analytics. Identify the number of new community partnerships. Analyze qualitative and quantitative accessibility and translation data of FY 2022-23 of the Portland Engagement Project.	Annually			Public Information Officer	SE Uplift, NE Coalition of Neighborhoods, Central NE Neighbors, Neighbors WNW community orgs.
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Citywide Equity Outcome:	Bureau Equity Outcome:	Strategy:	Bureau Policy / Program / Service or Action:	Key Result:	Performance Measures:	Update Frequency:	Year 1 Update:	Year 2 Update:	Lead Staff:	Partners:
Citywide Equity Outcome: Feel free to use this space to document and identify a connection to a related citywide equity goal from existing documents such as the Portland Plan, the City of Portland's 6 Core Values, the Comprehensive Plan, the City Racial Equity Goals, etc. Currently identifying/drafting Equity Outcomes for citywide alignment. We will work with you to connect to a Citywide Equity Outcome.	What is an equitable outcome for the population served by your bureau? What are some of the equity-related goals specified in your bureau's Strategic Plan that tie to this Citywide Equity Outcome?	Please describe the strategy that will help achieve this Bureau Equity Outcome	List the program, policy, service, or action that contributes to this strategy.	What is the key result of this program that directly impacts the equity outcome?	Select an indicator using the Results-based Accountability (RBA) process that measures progress towards this policy/program/service/action's key result.	How often is this data point collected and when will it be updated?			Identify a point of contact within your organization responsible for providing updates to the indicator data	Identify if your indicator data involves other bureaus' or organizations' data sources
All people in Portland are empowered, feel safe, are seen, experience joy, and have a sense of community.	The Office of Government Relations has three Bureau Equity Outcomes: All people in Portland have their needs met in the City's advocacy outcomes. All people in Portland are empowered to intentionally participate and meaningfully influence their government(s). All people in Portland recognize and honor local Indigenous communities and the sovereignty of Tribal governments.	The Office of Government Relations will implement several internal equity-centered policies, regarding hiring, onboarding, professional development, and wellbeing, that seeks to continue building internal capacity. By better centering and supporting staff in an equitable way, the Office of Government Relations will be more capable and equipped to serve community and work towards the Citywide Equity Outcome and Bureau Equity Outcomes.	The Office of Government Relations internal hiring policy: All office recruitments will include at least one interview question centering equity and/or anti-racism. All office recruitments will include at least one equity manager or equity practitioner on at least one interview panel. The Office of Government Relations will work with the Bureau of Human Resources to identify further opportunities for improving recruitment, particularly from Black, Indigenous, and communities of color, as well as hiring and retention best practices.	The Office of Government Relations intends to hire and retain a diverse workforce, at all levels, with knowledge of and experience in advancing the City Core Values of equity and anti-racism.	100% of office recruitments will include one interview question centering equity and/or anti-racism. 100% of recruitments include at least one equity manager or practitioners in interview panel. The Office of Government Relations will introduce an annual internal Staff Satisfaction Survey. The data will be discussed during the bureau's annual staff retreat, with an emphasis on anonymity. In the Staff Satisfaction Survey, 100% of Office of Government Relations employees report having a strong understanding of equity. Further, Office of Government Relations leadership will review the Bureau of Human Resource's Analytics Dashboard annually to understand bureau workforce retention, particularly around retention of staff of color.	The Office of Government Relations' designated staff leads will collect data throughout the year for every policy and initiative. In July of each year, the bureau will analyze the findings, and report out on the bureau's performance to the Office of Equity and Human Rights.			Director, Deputy Director, and Hiring Manager	The Bureau of Human Resources
			The Office of Government Relations internal onboarding policy: All new office employees will be provided with resources on DEEP and City Affinity Groups, information regarding benefits and resources available to City employees (i.e., mental health, Path to Leadership, walk/ride bucks, etc.), information on the City Core Values, information from DEEP related to the use of pronouns, and the Inclusive Writing Guide from the Office of Equity and Human Rights. Ensuring that all new staff have comprehension of Tribal Relations and continued education on equity helps position the office, when working with bureaus, City Council, and regional partners, to apply that knowledge to better serve community, including Black, Indigenous, and communities of color, immigrants and refugees, LGBTQIA2S+, people with disabilities, and other communities that have been systemically excluded. All new office employees will be required to take a training related to Tribal Relations. All new office employees will be required to take internal equity-centered trainings, complimentary to the City's required Racial Equity 101 training.	The Office of Government Relations acknowledges that staff wellbeing is an integral aspect of internal equity and inclusion work and intends on continuing to build and foster a workplace culture where the shared perception among staff is that their working environment is respectful of, and values, their intersectional identities as well as their shared humanity. In the Staff Satisfaction Survey, 100% of Office of Government Relations employees report benefitting from continued equity-based education and/or the City's equity resources. In the Staff Satisfaction Survey, at least 50% of staff report applying their learnings from trainings to their work in the Office of Government Relations.	100% of new staff and current staff receive resources and take the required trainings. In the Staff Satisfaction Survey, 100% of Office of Government Relations employees report benefitting from continued equity-based education and/or the City's equity resources. In the Staff Satisfaction Survey, at least 50% of staff report applying their learnings from trainings to their work in the Office of Government Relations.				Business Operations Manager	N/A
			The Office of Government Relations internal professional development policy: The office will allocate funds annually to each Office of Government Relations employee, to be used for professional development opportunities and equity-centered trainings. The office is committed to providing all staff with the opportunity to participate on City Affinity Groups or related activities and groups, or professional development opportunities. Supervisors/managers will work with staff to arrange schedules to manage workload.	The intended outcomes include that staff apply their equity-centered knowledge to their work with bureaus, City Council, and regional partners, to better serve community, including Black, Indigenous, and communities of color, immigrants and refugees, LGBTQIA2S+, people with disabilities, and other communities that have been systemically excluded. Further, the office supports and empowers its employees to pursue professional development opportunities, with the intended outcome for the office to continue to center staff wellbeing.	Goal of 50% of all staff attending at least one equity-centered training or conference, or professional development opportunity, in the first year; 100% by the second year. Demographic data will be collected to determine who are attending trainings or conferences. In the Staff Satisfaction Survey, at least 50% of staff report applying their learnings from trainings to their work in the Office of Government Relations.				Business Operations Manager	N/A

		<p>The Office of Government Relations internal professional wellbeing policy:</p> <p>The office will have quarterly community-centered group opportunities that center Black, Indigenous, and communities of color, immigrants and refugees, people with disabilities, LGBTQIA2S+, and/or people experiencing homelessness.</p>	<p>The Office of Government Relations intends to provide opportunities for staff to interact directly with Portland community members who have been systemically excluded. While education is integral to learning about equity, so is being in community. Currently, the majority of the Office of Government Relations' Programs has limited interactions with community. Through these volunteer experiences, staff may build connections, and broaden the scope of their work, to better center communities that have systemically excluded.</p>	<p>Four group events will be held each year.</p> <p>An average of at least 75% of staff attend the 4 events.</p> <p>Data captures which groups were supported and will inform the following year's agenda.</p> <p>In the Staff Satisfaction Survey, at least 50% of staff report having meaningful experiences.</p> <p>In the Staff Satisfaction Survey, 25% of staff report developing professional connections through these volunteering experiences.</p>			Executive Assistant	Partner organizations
	<p>The Office of Government Relations will elevate equity and anti-racism in the State and Federal legislative agenda setting process, with internal equity tools and processes.</p>	<p>The Office of Government Relations will continue utilizing the bureau's Equity Scoring Rubric for all annual State and Federal Legislative agenda proposals. Proposals will be ranked based on three equity-centered criteria and high-ranking proposals (tier 1) will be elevated to the State and Federal legislative agenda for City Council's approval.</p>	<p>The intent is that State and Federal Legislative agendas are mostly comprised of high-level, equity-centered initiatives that the Office of Government Relations then advocates for during the State and Federal legislative sessions.</p>	<p>At least 50% of all items on the State and Federal legislative agendas have tier 1 (high ranking) equity scores.</p>			State and Federal Program leads	The Office of Equity and Human rights
		<p>The Office of Government Relations will continue to elevate equity and anti-racism on annual bureau State and Federal legislative agenda issue sheets to encourage bureaus to provide proposals that seeks to advance equity and reduce harm in community.</p>	<p>The intended outcome is that City of Portland bureaus will provide legislative proposals to the Office of Government Relations that seeks to advance equity and reduce harm in community, particularly to Black, Indigenous, and communities of color, immigrants and refugees, LGBTQIA2S+, people with disabilities, and other communities that have been systemically excluded.</p>	<p>50% of the policy proposals submitted to the Office of Government Relations seeks to advance equity and anti-racism.</p>			State and Federal Program leads	The Office of Equity and Human rights
	<p>The Office of Government Relations will help establish community conversations regarding the State and Federal legislative agenda process.</p>	<p>Working with City Council, the Office of Government Relations will provide community educational sessions, that provide background and education on the State and Federal legislative agenda process to community-based organizations that center Black, Indigenous, and communities of color, immigrants and refugees, LGBTQIA2S+, people with disabilities, and other communities that have been systemically excluded.</p>	<p>There are several intended outcomes with this initiative. The Office of Government Relations seeks to increase transparency of the City of Portland's State and Federal legislative process, to community-based organizations, particularly in the new districts, that center Black, Indigenous, and communities of color, immigrants and refugees, LGBTQIA2S+, people with disabilities, and other communities that have been systemically excluded, and as well Tribal nations. The office also intends to ask, during those sessions, what outcomes participants want in their communities.</p> <p>Further, the office intends to build, and present to City Council, annual State and Federal legislative agendas that center those stated priorities, which will then be advocated for during legislative sessions.</p>	<p>Number of community-based organizations that have been reached out to, with consideration of demographic data and size of organization. Additional outreach to Tribal nations.</p> <p>Funding allocated annually to the State and Federal programs for capacity building, specifically for community outreach and engagement.</p> <p>The Office of Government Relations plans to conduct a short survey for participants to take after attending the community conversations.</p> <p>75% of respondents report gaining knowledge of the legislative process.</p> <p>50% of respondents report feeling more empowered to advocate to the City of Portland for legislative issues than they did prior to the community conversation.</p>			State and Federal Program leads	The Office of Community and Civic Life
	<p>The Office of Government Relations will continue to elevate Tribal Relations work across the City of Portland.</p>	<p>The Office of Government Relations' Tribal Relations Program will continue to host an annual Tribal Summit with local Tribal nation leaders as well as a City employee training specifically to expand knowledge about Tribal affairs, anti-racism and anti-colonialism.</p>	<p>The intent is that City of Portland employees who attend the City employee training gain knowledge about Tribal affairs, anti-racism, and anti-colonialism, which they can then apply to their bureau's work and workplace culture.</p>	<p>A survey will be sent out to City staff participants after the training.</p> <p>75% of participants report gaining knowledge on Tribal affairs, anti-racism, and anti-colonialism.</p>			Tribal Relations Program lead	Tribal nations
		<p>The Tribal Relations Program continues to require that all bureaus submit annual Tribal Relations Reports and Workplans, detailing their work with and for Tribal nations and urban Native community members.</p>	<p>City of Portland bureaus, through drafting and completing annual Tribal Relations reports and workplans, advances equity and anti-racism with Tribal nations and urban Native community members. The scope of the Tribal Relations program is to promote culturally grounded, long-term, positive relationships and decision-making through engagement with Tribal governments and the urban American Indian / Alaska Native community, and these reports and workplans are intended to move that work forward.</p>	<p>50% of all bureaus submit Tribal Reports in 2024, and 75% by 2025.</p> <p>25% of all bureaus meet all their objectives as outlined in their workplans.</p>			Tribal Relations Program lead	N/A
		<p>The Tribal Relations Program requires that each bureau have a Tribal Relations Liaison. The Tribal Relations Program will continue to host quarterly meetings with bureau liaisons, to advance the work of Tribal Relations.</p>	<p>The intended outcome is that by every bureau having a Tribal Relations liaison, it helps encourage bureaus to center and elevate Tribal relations work. Through each bureau having a Tribal Relations liaison who attends regular meetings, the City's Tribal Relations work and progress is transparent, consistent, and more unified among bureaus.</p>	<p>4 meetings per year.</p> <p>75% of all bureaus have Tribal Liaisons by 2024, and 100% by 2025.</p>			Tribal Relations Program lead	N/A

Bureau of Human Resources Interim Racial Equity Plan 2023 -2025

Bureau of Human Resources

Citywide Equity Outcome: We will work with you to connect to a Citywide Equity Outcome. Feel free to use this space to document and identify a connection to a related citywide equity goal from existing documents such as the Portland Plan, the City of Portland's 6 Core Values, the Comprehensive Plan, the City Racial Equity Goals, etc.	Bureau Equity Outcome: What is an equitable outcome for the population served by your bureau? What are some of the equity-related goals specified in your bureau's Strategic Plan that tie to this Citywide Equity Outcome?	<u>Strategy:</u> Please describe the strategy that will help achieve this Bureau Equity Outcome	<u>Bureau Policy/Program/Service or Action & Key Result:</u> List the program, policy, service, or action that contributes to this strategy. What is the key result of this program that directly impacts the equity outcome?	<u>Performance Measure:</u> Select an indicator using the Results-based Accountability (RBA) process that measures progress towards this policy/program/service/action's key result.	<u>Update Frequency:</u> How often is this data point collected and when will it be updated?	Year 1 Update	Year 2 Update	Year 3 Update	Year 4 Update	Year 5 Update	<u>Lead Staff:</u> Identify a point of contact within your organization responsible for providing updates to the indicator data	<u>Partners:</u> Identify if your indicator data involves other bureaus' or organizations' data sources
	<u>Bureau Equity Outcome:</u> Is there more than one outcome that relates to this Citywide Equity Outcome?	<u>Strategy</u>	<u>Bureau Policy/Program/Service or Action & Key Result</u>	<u>Performance Measure</u>	<u>Update Frequency</u>	Year 1 Update	Year 2 Update	Year 3 Update	Year 4 Update	Year 5 Update	<u>Lead Staff</u>	<u>Partners</u>
The Bureau of Human Resources outcome operationalizes the City Core Values of Anti-Racism, Equity, Communication, Collaboration, Transparency and Fiscal Responsibility by supporting the employee lifecycle. This is a strategy to improve the overall effectiveness and growth of the organization. This includes focusing on the following: a) providing intentional and targeted outreach through the Focused Outreach Program recruiting Black, Indigenous, People of Color providing access to career opportunities and wage paying jobs, b) enhance and standardize the onboarding process to focus on the employee's first year of service, c) tracking employee retention, d) encouraging collaboration amongst city bureaus, leadership teams and employee resource groups.	The Bureau of Human Resources will support Citywide leadership in holding managers and supervisors accountable for improving their hiring and retention results by providing tools, training, and resources.	Create the tools for hiring managers and supervisors to improve their hiring and retention practices for Black, Indigenous and people of color employees; and create the tools for bureau and Citywide leadership to hold managers and supervisors accountable for improving their hiring and retention results. This strategy addresses a) the lack of diversity within the city, necessary to transform culture, and b) the lack of accountability and being intentional in providing access to opportunities for historical marginalized employees	The actions to achieve this outcome are: 1) People + Culture(P+C) Focused Outreach Program team collaborating with Workforce Recruitment & Training (WRT) team, hiring managers and community-based organizations to support and sustain effective, recruitment, hiring and retention practices, 2) P+C will collaborate with WRT and Path to Leadership cohort to enhance the new hire onboarding process to focus on employees first year of hire to include wrap around services, mentorship, connect employees with internal and external community partners, foster working relationships and create a customized plan to meet the needs of employees, 3) Leverage the WRT and Focused Outreach Program data to track and monitor hiring demographics and retention. 4) Submit quarterly reports to bureau and Citywide leadership on the results of this strategy, with recommendations on how bureaus and teams that are not improving the hiring and retention of Black, Indigenous and people of color can improve their results The key result will be an increase in Focused Outreach Program Black, Indigenous, People of Color clients by 20% resulting in an increase of 10% of hiring of Black, Indigenous and people of color employees.	The first step will be to obtain baseline data for the number and percentage of employees who identify as Black, Indigenous and people of color across the City of Portland as of Oct. 1, 2023. Then, the following performance measures will be tracked: •Percentage of all City hiring processes in which the P+C Focus Outreach program becomes a partner to bring effective, recruitment, hiring and retention practices. •Creation of a standardized onboarding protocol or guiding document that includes holistically centering the needs of the employee to help with retention •Percentage of new hires Citywide who go through the new, standardized onboarding protocol during their first year of employment •Percentage of bureaus the implement recommendations from the P+C team to improve their hiring and retention practices	We will work with the BHR Data Analyst to collect the performance measures data and track progress quarterly.						Tiffani Penson, People & Culture Manager, BHR	Carol Cruzan, Senior HR Project Analyst

Sample Template for Racial Equity Plans

Citywide Equity Outcome: Feel free to use this space to document and identify a connection to a related citywide equity goal from existing documents such as the Portland Plan, the City of Portland's 6 Core Values, the Comprehensive Plan, the City Racial Equity Goals, etc. Currently identifying/drafting Equity Outcomes for citywide alignment. We will work with you to connect to a Citywide Equity Outcome.

Bureau Equity Outcome:	Strategy:	Bureau Policy / Program / Service	Action & Key Result	Performance Measures	Update Frequency	Year 1 Update	Year 2 Update	Year 3 Update	Year 4 Update	Year 5 Update	Lead Staff	Partners
What is an equitable outcome for the population served by your bureau? What are some of the equity-related goals specified in your bureau's Strategic Plan that tie to this Citywide Equity Outcome?	Please describe the strategy that will help achieve this Bureau Equity Outcome	List the program, policy, service, or action that contributes to this strategy. What is the key result of this program that directly impacts the equity outcome?	What is the key result of this program that directly impacts the equity outcome?	Select an indicator using the Results-based Accountability (RBA) process that measures progress towards this policy/program/service/action's key result.	How often is this data point collected and when will it be updated?						Identify a point of contact within your organization responsible for providing updates to the indicator data	Identify if your indicator data involves other bureaus' or organizations' data sources

Sample Template for Racial Equity Plans

Citywide Equity Outcome: Feel free to use this space to document and identify a connection to a related citywide equity goal from existing documents such as the Portland Plan, the City of Portland's 6 Core Values, the Comprehensive Plan, the City Racial Equity Goals, etc. Currently identifying/drafting Equity Outcomes for citywide alignment. We will work with you to connect to a Citywide Equity Outcome.

Bureau Equity Outcome:	Strategy:	Bureau Policy / Program / Service	Action & Key Result	Performance Measures	Update Frequency	Year 1 Update	Year 2 Update	Year 3 Update	Year 4 Update	Year 5 Update	Lead Staff	Partners
What is an equitable outcome for the population served by your bureau? What are some of the equity-related goals specified in your bureau's Strategic Plan that tie to this Citywide Equity Outcome?	Please describe the strategy that will help achieve this Bureau Equity Outcome	List the program, policy, service, or action that contributes to this strategy. What is the key result of this program that directly impacts the equity outcome?	What is the key result of this program that directly impacts the equity outcome?	Select an indicator using the Results-based Accountability (RBA) process that measures progress towards this policy/program/service/action's key result.	How often is this data point collected and when will it be updated?						Identify a point of contact within your organization responsible for providing updates to the indicator data	Identify if your indicator data involves other bureaus' or organizations' data sources

Office of Management and Finance - Interim Equity Plan 2023-2025
Bureau of Technology Services (BTS)

Citywide Equity Outcome: We will work with you to connect to a Citywide Equity Outcome. Feel free to use this space to document and identify a connection to a related citywide equity goal from existing documents such as the Portland Plan, the City of Portland's 6 Core Values, the Comprehensive Plan, the City Racial Equity Goals, etc.	Bureau Equity Outcome: What is an equitable outcome for the population served by your bureau? What are some of the equity-related goals specified in your bureau's Strategic Plan that tie to this Citywide Equity Outcome?	Strategy: Please describe the strategy that will help achieve this Bureau Equity Outcome	Bureau Policy/Program/Service or Action & Key Result: List the program, policy, service, or action that contributes to this strategy. What is the key result of this program that directly impacts the equity outcome?	Performance Measure: Select an indicator using the Results-based Accountability (RBA) process that measures progress towards this policy/program/service/action's key result.	Update Frequency: How often is this data point collected and when will it be updated?	Quarter 1 Update	Quarter 2 Update	Quarter 3 Update	Quarter 4 Update	Quarter 5 Update	Lead Staff: Identify a point of contact within your organization responsible for providing updates to the indicator data	Partners: Identify if your indicator data involves other bureaus' or organizations' data sources
The Bureau of Technology Services is committed to the City Core Values, and is particularly focusing on Collaboration through Intentional Inclusion in our current plan.	In order to ultimately diversify our workforce by starting with a focus on applicant diversity, the Bureau of Technology Services (BTS) will intentionally consider all people of Portland in community outreach around BTS job opportunities. We recognize that this step is not directly focused on the final goal of increased employee diversity in BTS. However, we think this is an achievable goal given our current skillsets, knowledge and availability. There is a historical correlation between the percentage of racially diverse applicants and the percentage of racially diverse hires in BTS, so we do believe there will ultimately be a direct relation in the hiring percentage. In addition, the BTS Equity Committee is doing other activities that will improve the hiring percentage, such as interview questions and equity sessions centered on hiring and retaining applicants and employees from historically and continually marginalized groups.	Increase and sustain a methodology for reaching out to more diverse applicants, so that the hires increase the current racial diversity of BTS. BTS is an employer making recruitment and pay decisions, and contributing to stability and financial well-being of the whole community. People are our most significant asset and input to our work. However, BTS faces workforce challenges that mirror larger inequities often found in the tech field. We can be better equipped to operate with transparency and build out meaningfully accountable systems if we create an inclusive environment and have staff diversity.	As part of the strategy and to contribute to the outcome, BTS needs engaged recruitment practices to build opportunities, internally and externally, for qualified and diverse candidates. We will increase the bureau's presence at technology and other events focused on reaching out to racially diverse applicants. Between September 1, 2023 and March 31, 2025, BTS employees will attend at least one job fair, outreach and/or recruitment event focused on racially diverse participants per quarter. This could include spaces focused on technologists, school fairs, We Are Better Together events, Women Hack and more.	BTS will measure the percentage of applicants from Black, Indigenous and people of color communities for open BTS positions for FY 2023/24 to monitor for an increased percentage from the previous fiscal year (42 percent). The bureau will also monitor incremental information updates to determine if attendance at events correlates with improved number and percentage of applicants from Black, Indigenous and people of color communities.	Quarterly - findings will be recorded in BTS Equity Committee Teams folders. The source of this information will be the BHR Recruitment Analytics Dashboard.	Baseline: 42 percent of Black, Indigenous and people of color applicants for BTS jobs in fiscal year 2022/23.					BTS Equity Committee: Tom Lupton, Chair; Edith Brown, Vice Chair. Executive Sponsors: Elyse Rosenberg (BTS Deputy Director), and Jeff Baer (BTS Director).	Carol Cruzan, Senior HR Project Analyst

KEY RESULT 1 (KR1): Increase the number of female and non-binary employees in the Facility Maintenance and Vehicle and Equipment Maintenance classification groups from 3% as of 7/1/2023, to 10% by the end of 2029.

KEY RESULT 2 (KR2): Increase the number of Black, Indigenous, and People of Color employed in the facility maintenance and vehicle and equipment maintenance classification groups from 30% as of 10/1/2023, to 40% by the end of 2029.

For KR2: percentage of Black, Indigenous and people of color employees in the facility maintenance or vehicle and equipment maintenance classification groups who are satisfied or very satisfied with opportunities for advancement at the City.

For KR1: percentage of female or non-binary employees in the facility maintenance or vehicle and equipment maintenance classification groups who are satisfied or very satisfied with their earning potential at the City.

For KR2: percentage of Black, Indigenous and people of color employees in the Facility Maintenance and Vehicle and Equipment Maintenance classification groups who are satisfied or very satisfied with their earning potential at the City.

For KR1: percentage of female or non-binary employees in the facility maintenance or vehicle and equipment maintenance classification groups that feel satisfied or very satisfied with the support that the Division of Asset Management has provided to advance their careers.

For KR2: percentage of Black, Indigenous and people of color employees in the Facility Maintenance and Vehicle and Equipment Maintenance classification groups that feel satisfied or very satisfied with the support that the Division of Asset Management has provided to advance their careers.

Sample Template for Racial Equity Plans

Citywide Equity Outcome: Feel free to use this space to document and identify a connection to a related citywide equity goal from existing documents such as the Portland Plan, the City of Portland's 6 Core Values, the Comprehensive Plan, the City Racial Equity Goals, etc. Currently identifying/drafting Equity Outcomes for citywide alignment. We will work with you to connect to a Citywide Equity Outcome.

Bureau Equity Outcome:	Strategy:	Bureau Policy / Program / Service	Action & Key Result	Performance Measures	Update Frequency	Year 1 Update	Year 2 Update	Year 3 Update	Year 4 Update	Year 5 Update	Lead Staff	Partners
What is an equitable outcome for the population served by your bureau? What are some of the equity-related goals specified in your bureau's Strategic Plan that tie to this Citywide Equity Outcome?	Please describe the strategy that will help achieve this Bureau Equity Outcome	List the program, policy, service, or action that contributes to this strategy. What is the key result of this program that directly impacts the equity outcome?	What is the key result of this program that directly impacts the equity outcome?	Select an indicator using the Results-based Accountability (RBA) process that measures progress towards this policy/program/service/action's key result.	How often is this data point collected and when will it be updated?						Identify a point of contact within your organization responsible for providing updates to the indicator data	Identify if your indicator data involves other bureaus' or organizations' data sources

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

Furthering the Citywide Racial Equity Goals and Strategies

For the Period: June 2023- July 2025

Bureau: Portland Bureau of Transportation (PBOT)

Director: Millicent Williams

Updated Action Plan Development Lead(s): Wendy Serrano, Equity and Inclusion Manager

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 and continuous goals to advance racial equity. This plan is subject to edits and changes as needed as it did through the pandemic. It is due to change given our FY 23-24 budget status and the new form of government.

Citywide Equity Outcome:	Bureau Equity Outcome:	Strategy:	Bureau Policy/Program/Service or Action & Key Result:	Performance Measure:	Update Frequency:	Year 1	Year 2	Year 3	Year 4	Year 5	Lead Staff:	Partners:
Citywide Racial Equity Goal: Provide equitable City services to all resident	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.	Equity and Inclusion team leads coordination across the bureau to build capacity and resources within the various staff groups. Increase staffing of Equity team to develop capabilities on core areas of focus	Continue to add capacity to our equity team, equity committees across the bureau and the Transportation Justice Committee	Tracking of efforts and resources on Equity intranet page. Organizational chart	Yearly	Fund requested FTE's within the Equity team	Based on continuous assessments allocate staffing time as needed and incorporate equity work and tasks to key bureau positions				Equity and Inclusion Manager and Group Directors	
		Advance Transportation Justice (racial equity) through our communications and engagement with the public	Incorporate Transportation Justice into PBOT's overall communication strategy, and create and publish an annual equity report	Track, respond and share community engagement with staff and public	Ongoing	Create standards of operation for responding to events, projects and programs. Share, socialize and facilitate conversations around Transportation Justice goals internally and externally	Solicit feedback on annual report from community partners and external stakeholders				Public Information Manager and Equity and Inclusion Manager	Group Directors
Shift the culture of the Bureau. End disparities in city government	Staff understand, articulate and apply racial equity principles and practices. Management champions racial equity and incorporates a racial equity lens into all policies, programs, projects, and procedures.	Build organization capacity by curating materials and resources within a landing page for staff	Equity/Transportation Justice intranet page	Review of monthly usage, access/visits	As needed	Update existing Transportation Justice page, upload pertinent materials, trainings and	Reference the page on Streetcred on a quarterly basis				Equity Manager, Equity Committees, Communications	
		Build organizational capacity	Ramp up lunch and learns to provide racial equity discussion and training spaces	Sign-In sheets and Project Members	Ongoing	Hold at least 5 events	Obtain feedback and adapt presentation and reporting strategies				Equity and Inclusion Manager, Transportation Justice Committee and Equity Committees	
		Build organizational capacity	Support existing requirements for equity and success factors trainings by creating and providing resources and opportunities for learning (i.e. Tribal Relations training)	Success factors and training records	Yearly and Ongoing	Track progress through performance evaluation	Track progress of additional trainings done by staff e.g. anti-bias for hiring				Employee Relations Manager, BHR Team, and Equity and Inclusion Manager	Transportation Justice Committee

		Build organizational capacity	Conduct Racial Equity Presentations twice a year for managers group	PBOT Director will meet with all managers and supervisors annually to communicate and emphasize the transportation justice goals of the Bureau.	As needed	Conduct equity presentations twice a year at group-wide management team meetings.	Review and continue trainings				PBOT Director and Equity and Inclusion Manager	Transportation Justice Committee	
End disparities in city government hiring and promotions.	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	Build organizational capacity	Design and include an orientation to the Bureau's strategic plan, equity work, and workgroups within PBOT in a new employee orientation meeting	Gather feedback from new hires 6 months post hiring on boarding	As needed	Schedule orientations and curate content	Update content	Pilot with new hires			Employee Relations Manager and Equity and Inclusion Manager	Business Services, Communications and Equity Team	
		Partner with other institutions and communities	Expand opportunities for communities of color, including youth of color, to job shadow at PBOT and expose youth to PBOT's jobs and development career opportunities *	Strategic Plan and Worksheet	Ongoing	Analyze current funding and existing opportunities	Evaluate the process such as Summer works and create a pipeline for youth of color to be part of the process	Ongoing build up of opportunities			Group Directors and Equity Team	Business Services	
		Build organizational capacity	Update hiring checklist for all new staff to include equity best practices	New employee Handbook and Checklist Feedback	Annual Review and Ongoing							Employee Relations Manager	Business Services, Communications and Equity Team
		Build organization capacity	Research and establish a welcoming peer program for new hires	Hiring management assignment tracking sheet	Exit interview	Work with other bureaus to learn best practices	Launch strategy					PBOT Hiring Managers	Business Services and Equity Team
Change existing City services using racial equity best practices to increase access for communities of color and immigrant and refugee communities	PBOT uses a racial equity framework and has institutionalized the effective use of various racial equity tools.	Build capacity, be data driven and accountable	Internally socialize on a yearly basis racial equity tools e.g. Equity Matrix, Title VI, Budget equity tool, and equity committees	Develop a presentation for program managers and liaisons. Share content and tools on Equity intranet website	Annual Review and Ongoing	Launch planned policy updates and coordinate with key staff from various groups to fully integrate tools and make them available to staff					Equity Team	Group Directors	
		Build organizational capacity and operate with urgency and accountability	Continue to 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.	Review of Success Factors from staff and their equity/anti racism goals and outcomes	Quarterly	Establish process for tracking and reporting with Employee Relations and BHR. Update and continue to share existing resources on employee newsletters, Team channels and intranet	Collect staff feedback about the quality and impact of resources and materials. Report findings back to staff	Update as needed				Equity Team, Communications, Business Services and BHR	
Collaborate with communities and institutions to eliminate racial inequity in transportation	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 decision	Operate with urgency and accountability and partner with other institutions and organizations	Standardize a system to coordinate and document engagement with external stakeholders, including		Ongoing	Collaborate and meet by-monthly with outreach staff					Equity Team	Outreach Team	
		Build organizational capacity and implement a racial justice equity lens	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		Advisory bodies membership	Complete baseline analysis of current advisory committee memberships.	Require specific facilitation best practices for all staff who facilitate advisory committee meetings, and training on				Senior Community Engagement Coordinator and Senior Transportation	Communications, Policy, Planning and Projects Group and Office of Civic Life	
		Build organizational capacity and implement a racial equity lens	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	Ongoing and update yearly	Meeting Agendas and After meeting debrief notes						Equity Team	Advisory bodies staff liaisons, Communications, Civic Life and PPP	

		Operate with urgency and accountability and partner with other institutions and organizations	Provide requirements for transparent, well-designed, thoughtful, culturally specific, relevant, representative, and responsive fiscal responsibility, public processes for planning and investment decisions, implementation and monitoring.	Yearly	use of training and protocols							Bureau of Parks and Recreation, Communications
		Build organizational capacity and be data driven	Shape and advance standard practices to increase outreach and engagement with Limited English Proficient (LEP) communities	Ongoing	Language Access Plan	Research and asses a language access plan	Identify barriers and propose solutions to increase participation of communities of color and LEP communities in PBOT engagement opportunities and decision making.				Equity Team and Outreach Team	Communications and PPP

Bureau Director has reviewed and approved the plan and supports the implementation for these changes.
 Director Signature:
 Printed Name: Millicent Williams
 Date: 09/27/2023

Sample Template for Racial Equity Plans

Citywide Equity Outcome: Feel free to use this space to document and identify a connection to a related citywide equity goal from existing documents such as the Portland Plan, the City of Portland's 6 Core Values, the Comprehensive Plan, the City Racial Equity Goals, etc. Currently identifying/drafting Equity Outcomes for citywide alignment. We will work with you to connect to a Citywide Equity Outcome.

Bureau Equity Outcome:	Strategy:	Bureau Policy / Program / Service	Action & Key Result	Performance Measures	Update Frequency	Year 1 Update	Year 2 Update	Year 3 Update	Year 4 Update	Year 5 Update	Lead Staff	Partners
What is an equitable outcome for the population served by your bureau? What are some of the equity-related goals specified in your bureau's Strategic Plan that tie to this Citywide Equity Outcome?	Please describe the strategy that will help achieve this Bureau Equity Outcome	List the program, policy, service, or action that contributes to this strategy. What is the key result of this program that directly impacts the equity outcome?	What is the key result of this program that directly impacts the equity outcome?	Select an indicator using the Results-based Accountability (RBA) process that measures progress towards this policy/program/service/action's key result.	How often is this data point collected and when will it be updated?						Identify a point of contact within your organization responsible for providing updates to the indicator data	Identify if your indicator data involves other bureaus' or organizations' data sources

Increase understanding of equity and inclusion goals, principles, and applications to our work.	<ol style="list-style-type: none"> 1. Conduct racial equity presentations twice a year. 2.
Create and direct equity and inclusion trainings	<ol style="list-style-type: none"> 1. Enhance on 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.
Build accountability around internal and external equity and inclusion at PBOT	<ol style="list-style-type: none"> 1. Develop an internal and external communication strategy to convey PBOT's leadership and commitment to racial diversity, equity and inclusion.
Standardize and implement community best practices across the bureau	<ol style="list-style-type: none"> 1. Community Engagement and Education around Safety 2. Public involvement best practices within programs, services, plans, and policies <ol style="list-style-type: none"> 1. Set stadardized best practice documents and distribute across the Bureau.

	Bureau Equity Outcome:	Strategy:	Bureau Policy / Program / Service	Action & Key Result	Performance Measures	Update Frequency	Lead Staff	Partners
	What is an equitable outcome for the population served by your bureau? What are some of the equity-related goals specified in your bureau's Strategic Plan that tie to this Citywide Equity Outcome?	Please describe the strategy that will help achieve this Bureau Equity Outcome	List the program, policy, service, or action that contributes to this strategy. What is the key result of this program that directly impacts the equity outcome?	What is the key result of this program that directly impacts the equity outcome?	Select an indicator using the Results-based Accountability (RBA) process that measures progress towards this policy/program/service/action's key result.	How often is this data point collected and when will it be updated?	Identify a point of contact within your organization responsible for providing updates to the indicator data	Identify if your indicator data involves other bureaus' or organization's data sources
<p>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.</p>	<p>All PF&R employees will complete the city-mandated Racial Equity 101 training.</p>	<p>The bureau will plan that all PF&R employees take the City's Equity 101 training as part of their onboarding process as new employees, as well as develop a plan for the current employees to have opportunities to take ongoing Equity 101 training at points during the year. The PF&R Equity Manager will coordinate the training opportunities for bureau employees, track employee training status, and report to leadership on the status of employee participation.</p>	<p><u>PF&R Strategic Plan Goals</u> 6-2: Develop a comprehensive equity training plan for all levels of employees/ 6.2.3 Develop and implement progressive training plan to advance employees (bureau-wide) cultural competencies. 6.1.1 Develop and implement a system to ensure that all new employees complete City required trainings within first 6 mo of employment (HRAR trainings, Equity 101).</p>	<p>1. Identify the cost of the ongoing trainings for PF&R membership, submit requests for the funding through the budget process, working through PF&R process 2. Quarterly report to leadership on employees who have completed Equity 101 in prior quarter, employees who have not completed training. 3. Solicit assistance from OEHR regarding training opportunities for ongoing training of PF&R employees KEY RESULT: A workforce that has a baseline awareness of equity principles and practices that inform employee behaviors and decisions in the workplace</p>	<p>1. Number of employees participating in training 101 in prior period NOTE: 2022-23 Employee Participation and training completion will be the baseline for data tracking moving forward.</p>	<p>Quarterly</p>	<p>Equity Manager, PF&R CORE, Deputy Chief of EMS, BHR HRBP</p>	<p>OEHR and BHR</p>
<p>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.</p>	<p>Implement and continue to update the PF&R Racial Equity Plan to ensure that it aligns with the bureau's strategic plans, programming, and leadership priorities</p>	<p>Ensure that ongoing implementation of the PF&R REP reflects and supports the operational priorities and objectives of the bureau's strategic plan</p>	<p>PF&R Strategic Plan, REP, all bureau programs and workgroups</p>	<p>1. The REP will assist progress toward the bureau's overarching strategic plan goals and objectives. 2. Future bureau strategic plans will merge the bureau's equity and racial equity plans with Title VI planning KEY RESULT: Strategic documents that guide the bureau's operations will be working in unison</p>	<p>1. Number of PF&R Strategic Plan goals and objectives tied to and supported by the REP, including both equity-specific and operational objectives of all workgroups 2. Measured progress toward the bureau's strategic plan equity related objectives and goals</p>	<p>quarterly</p>	<p>Equity Manager, Deputy Director, Communications Staff</p>	<p>PF&R Command, OEHR, PFFA</p>

Sample Template for Racial Equity Plans

Citywide Equity Outcome: We will work with you to connect to a Citywide Equity Outcome. Feel free to use this space to document and identify a connection to a related citywide equity goal from existing documents such as the Portland Plan, the City of Portland's 6 Core Values, the Comprehensive Plan, the City Racial Equity Goals, etc.	Bureau Equity Outcome: What is an equitable outcome for the population served by your bureau? What are some of the equity-related goals specified in your bureau's Strategic Plan that tie to this Citywide Equity Outcome?	<u>Strategy:</u> Please describe the strategy that will help achieve this Bureau Equity Outcome	<u>Bureau Policy/Program/Service or Action & Key Result:</u> List the program, policy, service, or action that contributes to this strategy. What is the key result of this program that directly impacts the equity outcome?	<u>Performance Measure:</u> Select an indicator using the Results-based Accountability (RBA) process that measures progress towards this policy/program/service/action's key result.	<u>Update Frequency:</u> How often is this data point collected and when will it be updated?	Year 1 Update	Year 2 Update	Year 3 Update	Year 4 Update	Year 5 Update	<u>Lead Staff:</u> Identify a point of contact within your organization responsible for providing updates to the indicator data	<u>Partners:</u> Identify if your indicator data involves other bureaus' or organizations' data sources
		<u>Bureau Equity Outcome:</u> Is there more than one outcome that relates to this Citywide Equity Outcome?	<u>Bureau Policy/Program/Service or Action & Key Result</u>	<u>Performance Measure</u>	<u>Update Frequency</u>	Year 1 Update	Year 2 Update	Year 3 Update	Year 4 Update	Year 5 Update	<u>Lead Staff</u>	<u>Partners</u>

Bureau of Environmental Services 2023-2025 Equity Plan

Equity Vision

All Portlanders, especially those belonging to Black, Indigenous and Communities of Color, are flourishing in communities of their choosing within healthy environments supported by clean rivers.

Dear Team,

With much gratitude and appreciation, we acknowledge the hard work, good thinking, and passionate hearts that went into updating the BES Equity Plan.

This plan was created by hundreds of BES employees, and it provides a foundational framework that will guide BES through the next phase of our equity journey.

We also want to share our intentions and expectations for this work. Equity and anti-racism are deeply interwoven with our mission to protect public health and the environment.

We offer three overarching commitments:

- 1. We will intentionally build and nurture a safe and inclusive workplace culture in which our employees are able to bring their true selves to work.*
- 2. We are committed to engaging with our community in an accessible and thoughtful way to equitably deliver services that benefit all Portlanders.*
- 3. To accomplish these first two commitments, we (along with every person in the bureau), must commit to being responsible for advancing equity and anti-racism in our workplace culture and service delivery.*

We offer this invitation to authentically engage, learn, and grow together. Everyone in our organization has important contributions to make. While it will not be easy, ultimately this work is an expression of care for ourselves, each other, and our community. We must bring our greatest awareness and compassion to our racial conditioning and commit to dismantling systems of harm and oppression. Our future success and well-being are bound together with this framework.

We look forward to the equitable outcomes and transformation this work will bring about.


Dawn and Ting

The Bureau Director and Deputy Director have reviewed and approved the plan and support its implementation over the plan period (2023-2025)

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11/8/2023

Director Signature

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11/8/2023

Deputy Director Signature

Equity Focus Area: Government Cultural Competency	Bureau Equity Outcome:	Strategy:	Bureau Policy / Program / Service	Actions & Key Results	Performance Measures	Lead Staff	Partners
<p>Focus Area Vision: The Bureau (BES) intends to be one that welcomes, celebrates, and is respectful of the diversity of cultures, lived experiences, and approaches Bureau employees bring through a person-centered, human-first approach that actively challenges and transforms historically oppressive ways of being such as limiting, fixed-mindset, and one-right-way thinking to name a few. To foster a culture of mutual trust and understanding, BES is committed to transforming the way bureau employees relate to each other, tied to this commitment is dedication to understanding and interrupting the harmful impacts of how the Bureau's historic and current approaches to work, relationships, and culture impact bureau employees.</p>	<p>Power is decentralized and shared among all levels of employees across the Bureau. The Bureau is accountable to the community and itself. As a collective the Bureau and its employees make and honor commitments to Equity and Antiracism. Aspects and tenets of white supremacist and colonized culture, such as subtle biases built into Bureau systems and unchallenged assumptions governing "right" ways to present the Bureau and do work, are dismantled. There is a culture of consent and love that is alive and thriving within the Bureau, especially for Black Communities, Indigenous Communities, Communities of Color, and other Communities intentionally marginalized by the City of Portland.</p>	<p>(Information Sharing/Transparency/Participatory Practice) 1.1) Create a culture of consent, openness, honesty, inclusion, and co-creation by engaging with Bureau employees at every level. Redefine leadership and power in the Bureau to include the diversity and innovation inherent in Bureau employees. Transition from the current hierarchical form of Bureau leadership based in dominance and control to a form where power is shared horizontally and cross sectionally across the Bureau. 1.2) Foster a work environment where transparency, feedback, and accountability are at the forefront of interactions and inform how all Bureau employees approach their work. 1.3) Reduce gatekeeping of information and messaging to control the narrative approaches from Bureau Leadership and Management, transforming towards a normative culture of transparency and trust-based, co-created, informed, and shared decision making</p>	<p>1.1) Augment the Director's Leadership Team to include employees from all levels of the organization. Like many organizations, there is currently no policy, program, or service that directly oversees the leadership team. 1.2) This internal communications policy applies to management-level meetings and decisions. 1.3) Led by Bureau Leadership and Management teams with the participation of all Bureau members.</p>	<p>Action 1.1) Create and empower a cross-sectional leadership team with employees throughout the organization wherein employees actively and consistently serve on each of the three Focus Area teams of the Bureau Leadership Team on a rotational basis of fixed terms. (e.g., have Path to Leadership (P2L) candidates sit on the Leadership Team for the year after they graduate the program). Result 1.1) Increased power-sharing across the bureau and increased understanding among Bureau employees of Leadership Team functions and among Bureau leadership of what Bureau employees need from leadership to do their work. Action 1.2) Create meaningful access and communication platforms (e.g., intranet and SharePoint resources, Bureau-wide emails, in-person forums, etc.) that all Bureau employees have access to and are encouraged to use. Regularly publish and share major topics, decisions, and information used to inform bureau governance (e.g., agendas, meeting minutes, and records of decisions from Leadership meetings, StageGate meetings, Management Team meetings, budget decisions, etc.) Result 1.2) An increased understanding and transparency of Management- and Leadership-level decisions regarding Bureau governance. Action 1.3) Bureau director holds The Management Team accountable to the dissemination of information outwards to all Bureau members. The director will likewise provide clear and regular guidance to the Management Team regarding their primary role in the proactive, timely and accessible sharing of informaion. Result 1.3) Bureau employees feel more engaged in and represented by the Bureau.</p>	<p>1.1) Number of participants in regular Leadership Team meetings that are not included in the Bureau's Management Team. 1.2.1) % Strongly agree, "I understand how governance decisions that impact me are made." 1.2.2) # of Page views from digital communications platform as proxy for content engagement. 1.3) % Strongly agree, "I feel that I am able to engage with and influence decisions that affect me and my work."</p>	<p>Bureau Director</p>	<p>Communications/Management Team Coordinator/ Executive Assistant to the Director/Technical Services</p>
		<p>(Organizational Culture Change & Evaluation) 2.1) Promote a culture of belonging and mutual respect at all levels of the organization. All bureau employees are partners in remediating aspects of culture that remain motivated by colonial thinking such as valuing power and control. Such aspects of workplace culture are harmful to employees internally and externally have resulted in some communities being overburdened and underserved. 2.2) Address systems of oppression - name racism, all other -isms and establish a culture of transparency regarding racial inequity, racial justice, and all other forms of social and economic inequity, injustice, and marginalization.</p>	<p>2.1) Expand the Equity Program to include a team called Organizational Health and Wellbeing. 2.2) Adequately resource the existing Employee Support Committee (ESC) to develop and administer an annual Bureau Workforce Culture Survey which will evaluate progress toward organizational cultural change.</p>	<p>Action 2.1) Ensure the Organizational Health and Wellbeing body of work is properly resourced and is in the queue for funding. Result 2.1) Bureau culture begins to shift to be more person-centered and human-first. Internally, employees' sense of belonging, inclusion, and wellbeing advances in an upward trajectory towards thriving. Action 2.2) ESC has funding to support its mission and is able to track expenditures and time. Result 2.2) The Bureau's Employee Support Committee, as part of the Workforce Culture Survey, will establish a baseline understanding of cultural competency among Bureau members and track changes over time. The survey will enable the Bureau to track gaps in employee understanding and practice related to anti-racism and other -isms, enabling the Bureau to provide targeted programing (e.g., trainings) to address gaps. Over time, progress will be tracked towards a more inclusive and welcoming workforce culture.</p>	<p>2.1) Organizational Health and Wellbeing team is chartered within the Equity Program and funding for core work is established. In collaboration with Strategy 2.2) results from the Bureau's annual Workforce Survey show a trajectory towards thriving among Bureau members (e.g. % Change in positive responses to the Workforce Culture Survey [eg Strongly Agree,very Familiar etc.] 2.2) # of Respondants to Workforce Culture Survey and a trajectory in survey responses towards increased understanding of anti-racism and other -isms among Bureau members.</p>	<p>Employee Support Committee</p>	<p>Equity Team/Technical Services</p>

Equity Focus Area: Equitable Workforce Development (Internal)	Bureau Equity Outcome:	Strategy:	Bureau Policy / Program / Service	Actions & Key Results	Performance Measures	Lead Staff	Partners
<p>Focus Area Vision: So that the Bureau (BES) can truly be an equitable and anti-racist organization, the bureau maintains an integrated program to support education, outreach, and community engagement that results in culturally relevant, person-centered workplace culture where all employees are included and feel a sense of belonging.</p>	<p>(Internal Workforce Development) BES supports bureau members at all levels of the organization and explicitly works to improve retention, promotion rates, and opportunities for success, with particular focus on Black people, Indigenous people, People of Color, and other communities intentionally marginalized by the City of Portland.</p>	<p>(Employee Support/Wellness) 1) BES will provide enhanced systems of emotional and professional support for new and existing members of the bureau with specific focus on improving outcomes for members that identify as Black People, Indigenous People, and People of Color.</p>	<p>BES maintains an Employee Support Committee which is responsible for promoting employee wellness. The Employee Support Committee (ESC) will create a sub-committee that focuses on supporting Black members, Indigenous members, and other members of Color within BES. The ESC may collaborate with the Peer Employee Empowerment & Recognition (PEER) Program, the future Committee for Equity and Diversity (CED), the BELONG initiative, and any other City/community programs to create a safe and supportive space.</p>	<p>Action 1.1) The ESC, in coordination with the Bureau Equity Team and appropriate resourcing, will host a series of listening sessions with Bureau members who identify as Black People, Indigenous People or as People of Color (BIPOC). Result 1.1) A BIPOC Employee Support Program that provides a safe space, supports professional development, and connects bureau members to other supports will be implemented by the ESC.</p>	<p>1.1) % Increase of BIPOC Employee retention rates % of BIPOC Employees who strongly agree that the Bureau supports them % of BIPOC Employees who strongly agree that their coworkers can empathize with their lived experience Dollar commitments by the bureau to support the wellbeing of BIPOC and other marginalized employees</p>	<p>Employee Support Committee</p>	<p>Equity Managers/PEERS/DEEP?Group Equity Leads</p>
		<p>2) BES will expand flexibility in daily responsibilities, expected job assignments, and job performance to encourage creative growth among bureau employees and accommodate diverse needs.</p>	<p>The city-wide BELONG (Black and Brown Employee Longevity, Onboarding, Networking and Growth) initiative is currently being proposed and created by employees across the City. Bureau Leadership will advocate for the creation and utilization of this program for our own members.</p>	<p>Action 1.2) Support the implementation of the BELONG (Black and Brown Employee Longevity, Onboarding, Networking and Growth) Project Proposal from 2022-2023 P2L Cohort. Result 1.2) Managers are trained on how to engage with the program and understand how to connect new hires to BELONG and existing Bureau members to the program as mentors. Communicating to staff that this exists for their benefit. Staff receive meaningful access and communication to the program and its benefits.</p>	<p>Number of new BES members who identify as Black, Indigenous, or as a Person of Color that are aware of the BELONG program or have been offered the program by their supervisor. Number of existing BIPOC employees who are able to serve as a mentor in the BELONG Program</p>	<p>Bureau Managers</p>	<p>Employee Support Committee/Communications (Internal)</p>
		<p>3) BES leadership will support a proactive approach to employee mental well-being and physical safety by engaging with employees across all workgroups to learn of specific workgroup needs and foster a workforce that is both supported and provides support to each other.</p>	<p>BES management will support employee wellbeing, flexibility, and professional growth by utilizing existing programs or processes such as LEAP (Learning, Exchange, and Assistance Program), WPRC (Workforce Planning Review Committee), Working out of Class (WOC), temporary assignments, PROTEC-17 Paid Volunteer Benefits, etc. BES Management may also seek additional training or peer support to accommodate diverse employee needs and creating personalized professional development plans for their teams' growth.</p>	<p>Action 2.1) BES will support and aid in streamlining process improvements to LEAP, and BES Section Managers will evaluate re-starting the job rotation program. Result 2.1) BES will Action 2.2) Management will support each other in understating how to use WOC as a valuable stretch assignment tool. Managers will help staff understand the WOC process, when it might apply, and that staff can ask managers to evaluate their assignments. Result 2.2) BES Employees (mgmt and staff) will feel empowered to pursue a Working Out of Class agreement and understand the system through which it happens. WRPC will provide clear and consistent expectations and results. Action 2.3) BES will train managers and all bureau members on professional development opportunities available to them and their teams. Result 2.3) Employees will feel empowered by their organization and direct supervisors to pursue professional development, engage in their work with flexibility and be valued for their contributions to the organization. BES will recognize and value employee contributions to the organization while offering pathways for future career development. Action 2.4) BES will encourage employees to utilize the PROTEC-17 Paid Volunteer Time benefits, which is currently in a pilot program stage which will document their results and expand to all bureau members. Results 2.4) BES members will now have the opportunity to use an allotment of paid time to volunteer and connect with the community.</p>	<p>Number of bureau members benefiting from LEAP or WOC who have not had these opportunities previously. % of BES members that feel like they may take advantage of the opportunities available such as the LEAP program or other professional development tools by a diversity of bureau members disaggregated by race and gender. Number of professional development opportunities available to staff throughout the update periods.</p>	<p>2.1) Administrative Services 2.2) Workforce Planning and Review Committee (WPRC) 2.3) Communications 2.4) Bureau Managers</p>	<p>All Bureau members/Workforce Development Sub-committee of CED</p>
		<p>(Safety/Wellbeing/Transparency) 3) BES leadership will support a proactive approach to employee mental well-being and physical safety by engaging with employees across all workgroups to learn of specific workgroup needs and foster a workforce that is both supported and provides support to each other.</p>	<p>BES will leverage several internal programs (PEER, Health Safety Security and Environmental Team, Operations & Maintenance (O&M) Support and Engagement, and Employee Support Committee) to address needs identified in the various employee assessments, such as the 2022 O&M Community Needs Assessment, by supporting and promoting safe work environments, proper accommodations, and a healthy work-life balance.</p>	<p>Action 3.1) The O&M Support and Engagement Effort will create discussion and collaboration spaces with impacted staff and implement wellness solutions as identified in listening sessions. Result 3.1) Increased transparency and accountability around the resolution, or lack there, of employee identified issues. Action 3.2) Provide clear answers and expectations for the resolution of workplace safety/wellness challenges. Publish resolutions to identified workplaces issues bureau wide on an accessible platform, such as a dashboard or status report card. Celebrate safety and acknowledge positive improvements in employee safety. Result 3.2) A workplace that is safer and supporting of all employee's wellbeing. Action 3.3) Implement a virtual suggestion box and an annual survey for all BES employees Result 3.3) Bureau members know where they can leave suggestions and have confidence that those suggestions will be responded to.</p>	<p>% of positive perception around the communication and transparency of employee identified issues. Number of bureau member identified issues resolved. % Strongly agree, "I feel that I am able to engage with and influence decisions that affect me and my work."</p>	<p>3.1) O&M Support and Engagment team 3.2) BES Management 3.3) Administrative Services</p>	<p>3.1) O&M Staff/Employee Support Committee 3.2) Communications (Internal) 3.3) Technical Services</p>

Equity Focus Area: Equitable Workforce Development (External)	Bureau Equity Outcome:	Strategy:	Bureau Policy / Program / Service	Actions & Key Results	Performance Measures	Lead Staff	Partners
<p>Focus Area Vision: So that the Bureau (BES) can truly be an equitable and anti-racist organization, the bureau maintains an integrated program to support education, outreach, and community engagement that results in culturally relevant, person-centered workplace culture where all employees are included and feel a sense of belonging.</p>	<p>(External Workforce Development) BES is a visible, trusted, and active community partner in Science, Technology, Engineering, Architecture, and Math (STEAM) education and workforce development, especially with Black Communities, Indigenous Communities, Communities of Color, and other communities intentionally marginalized by the City of Portland.</p>	<p>(Community Outreach & Education) 1) BES will support meaningful community education that spotlights all areas of our work and services, with specific focus on providing education to communities and schools in vulnerable geographies.</p> <p>BES will foster these relationships to connect presently/historically excluded individuals with internship, pre-apprenticeship, apprenticeship, and credit-based opportunities to foster career pathways with particular focus on recruitment towards staffing needs with our organization such as wastewater operators, engineering technicians, positions at the Columbia Boulevard Wastewater Treatment Plant, and other front-line opportunities.</p>	<p>1.1) BES' existing Community Engagement and Environmental Education programs will connect Subject Matter Experts (SMEs) from across the bureau (to be named the STEAM Team) with equity-based community programs, community colleges, and schools where more than 50% of a) programs and b) schools/orgs meet one of these equity-priority metrics. Metrics include: o>50 % Combined Historically Underserved (CU); o>50% Free and Reduced Lunch program. oTitle I-funded schools;</p>	<p>Action 1.1): On a voluntary basis (within working hours) a STEAM Team composed of SMEs from across the bureau will be created and lead by the Community Engagement and Environmental Education programs. The STEAM Team will receive necessary training from these BES programs for interacting with marginalized students and creating educational content without perpetuating white supremacy.</p> <p>Result 1.1): BES members will feel supported in contributing to community education; additionally, community organizations and schools will receive diverse educational content that represents all areas of work that BES might do.</p>	<p>1.1.1) # of Students engaged by the STEAM Team in a Year</p> <p>1.1.2) # of Students who participate in pre-apprenticeships or internship opportunities disaggregated by demographics</p> <p>1.1.3) # of instances students to participate in job shadow opportunities</p> <p>1.1.4) % of Students who pursue STEAM related careers/post-secondary education programs</p>	STEAM Team	Community Engagement / Environmental Education Team / Committee for Equity and Diversity / All Bureau Work Groups
		<p>1.2) The Project Management Office in partnership with the Community Engagement Team will add community engagement and education components to the project template so that there is a formalized avenue for BES projects to fund community education on a geographic basis. The PMO office and Community Engagement Team will then partner with technical SMEs in the STEAM Team, to aid in creating education content/presentations specific to a given project.</p>	<p>Action 1.2) A community and educational outreach component is added to the project template.</p> <p>Result 1.2) BES capital projects are packaged with educational outreach touch points, such as construction sites hosting safe educational engagements with students (e.g., Cedar Crossing + David Douglas), in collaboration with the Community Benefits Framework implementation (See Equitable Service Delivery – ESD).</p>	<p>1.2.) # of educational events facilitated as part of capital projects</p>	Project Management Office (PMO)	Community Engagement / Environmental Education Teams / STEAM Team / All Bureau Work Groups	
		<p>(Capacity Building/Partnership/Education) 2) BES members will engage with regional and local workforce development organizations and contracting/consulting communities with specific focus on organizations that serve businesses that are Black owned, Indigenous owned, and other businesses owned by contractors that are intentionally marginalized by the City of Portland. (e.g., National Association of Minority Contractors, Latino Built, etc.)</p>	<p>2.1) The future Equitable Workforce Development CED will partner with the Project Management Office (PMO), the Contracts division, the Bureau of Human Resources (BHR), Procurement, and community programs to connect with and provide technical and professional support to regional and local contracting/consulting communities.</p>	<p>Action 2.1) Bureau members will identify potential topics for and provide technical seminars, and/or other educational/advertising opportunities related to partnering on bureau work and contracting mechanisms.</p> <p>Result 2.1) Local and regional contracting businesses and organizations have a sense of ease, familiarity and support when contracting with BES – they feel empowered to grow and learn as a business within the City. BES members feel more connected to the contracting community</p>	<p>2.1.1) % of seminar/event participants who feel they have received meaningful and actionable information</p> <p>2.1.2) % of seminar/event participants who feel information shared can grow their business</p> <p>2.1.3) # of new relationships with prime and sub-contractors</p>	PMO/Contracts	Central Procurement/Equitable Workforce Development sub-committee / All Bureau Work Groups
			<p>2.2) The Project Management Office (PMO) and the Contracts division, in partnership with Procurement, will provide insights on the % of COBID participation on awarded contracts, and the number of exemptions given for COBID contracting in order to develop targeted strategies to improve participation rates.</p>	<p>Action 2.2) BES' future Equitable Workforce Development CED will coordinate with the PMO and the Contracts division to Track and analyze existing trends at both bureau and programmatic levels of % COBID Participation on awarded contracts.</p> <p>Result 2.2) Improved internal understanding of where we meet or do not meet our COBID participation aspirational goals</p> <p>Action 2.3) BES' future Equitable Workforce Development CED will coordinate with the PMO and the Contracts division to Analyze trends in contracts that have low COBID participation rates to understand the root cause.</p> <p>Result 2.3) Using insights from the Root Cause Analysis, strategies are developed to increase COBID Participation.</p>	<p>2.2.1) % Reductions in COBID Exemptions on awarded contracts</p> <p>2.2.2) % Increase of Projects that satisfy COBID Participation goals</p> <p>2.2.3) Dollars directed to COBID Firms on projects which must comply with the 2022 Regional Workforce Development Agreement (RWEA).</p>	PMO/Contracts	Equitable Workforce Development sub-committee / Business Analysts / Central Procurement / BHR

Equity Focus Area: Environmental Justice	Bureau Equity Outcome:	Strategy:	Bureau Policy / Program / Service	Actions & Key Results	Performance Measures	Lead Staff	Partners
<p>Focus Area Vision: The Bureau (BES) is committed to improving environmental outcomes for our most disenfranchised residents through equity-focused planning, project selection, community engagement, solution delivery, and long-term operations, maintenance, and stewardship activities.</p>	<p>BES is a trusted community partner. We collaborate to support a healthy and safe environment by providing sustainable stormwater and wastewater services to all community members with particular focus on Black Communities, Indigenous Communities, Communities of Color, and other communities intentionally marginalized by the City of Portland.</p>	<p>(Data-informed Practice) 1.) All BES teams and members will understand how BES' work may affect environmental factors: water, air, and environmental quality; urban heat island; flooding; noise pollution; connectivity; access to green spaces; etc. These effects will be considered in the development and evaluation of service delivery alternatives, beginning with risk assessment and planning, through delivery to longer term operations and maintenance (O&M), as well as programmatic, support, and administrative services.</p>	<p>Develop Priority Area Plans to address existing Environmental Justice gaps in vulnerable geographies. Meaningfully engage with community to develop solutions to address Environmental Justice gaps and infrastructure needs.</p>	<p>Action 1.1) Recharter the Committee for Equity and Diversity (CED) and establish an Environmental Justice (EJ) sub-committee to support teams in aligning bureau work towards environmental justice goals and initiatives. (See the following actions).</p> <p>Action 1.2) Conduct an environmental gap analysis, with input from the various Bureaus in the City of Portland and Community Organizations, with particular focus on socially vulnerable geographies.</p> <p>Action 1.3) Develop and implement projects, programs, and wholistic long term O&M Stewardship plans that address environmental justice concerns identified in the gap analysis and elevated in the Priority Area Plan.</p> <p>Action 1.4) Targeted education and community partnership work in the Priority Area(s).</p> <p>Result: Environmental Justice factors and gaps are used to develop new Priority Area Plans as well as adjust existing Priority Area Plans to meet gap needs which informs other bureau projects, programs, and long-term O&M</p> <p>Result: Bureau members will understand if there are environmental justice lens questions they can ask or an environmental justice tool (existing or proposed) they can apply to the gap to elevate environmentally conscious work. Examples of existing tools: Environmental Protection Agency (EPA) EJ Screening Tool, the Equity Data Toolkit (EDT), the Bureau of Planning and Sustainability (BPS) Equity Toolkit, and/or any other future City tools. (e.g., Priority Area Planning has developed an EJ screening tool for use in planning and will complete a report of City EJ issues and make it available for use throughout the bureau.)</p>	<p>Number of Capital Projects Generated in EJ informed Priority Area Plans</p> <p>Number of Priority Areas Identified in an EJ Screen</p>	<p>Strategy and Integrated Planning</p>	<p>All bureau workgroups</p>
		<p>(Data Tools and Sharing) 2.) Partner with Oregon Water Justice Network to incorporate the Environmental Justice (EJ) screening tools into the Equity Data Toolkit (EDT), a Portland Water Bureau (PWB) & BES partnership supported by the Bureau of Technology Services (BTS).</p>	<p>The Equity Data Toolkit team (a multi-disciplinary group including members from PWB, BES, and BTS) will continue to develop this tool that allows BES members to see social vulnerability as identified by the CDC per census tracts. The EDT team will incorporate environmental justice lenses with input from the Oregon Water Justice Network.</p>	<p>Action 2.1) The Equity Data Toolkit (EDT) team, in collaboration with the Oregon Water Justice Network, will add environmental justice factors into the Equity Data Toolkit</p> <p>Result 2.2) Bureau members have ready access to geographic tools and data that inform their work with environmental quality</p>	<p>% of Bureau members who understand how to apply an environmental justice analysis to their work using the Equity Data Toolkit (EDT)</p>	<p>EDT Core Team</p>	<p>Technical Services/Bureau Equity Leads</p>

Equity Focus Area: Equitable Service Delivery	Bureau Equity Outcome:	Strategy:	Bureau Policy / Program / Service	Actions & Key Results	Performance Measures	Lead Staff	Partners
Focus Area Vision: Bureau members approach their work with a Targeted Universalism framework that recognizes that people are situated differently with respect to power, wealth, and resources, so meeting universal service delivery outcomes for all Portlanders requires targeted approaches.	Black Communities, Indigenous Communities, Communities of Color, and other communities intentionally marginalized by the City of Portland receive equitable services from the Bureau relative to other Portland communities that have not been historically overburdened and underserved. The Bureau has transparent expectations of equitable investment outcomes throughout concept development and implementation of all Bureau services using a community investment framework that reduces the inequitable burdens and benefits experienced by communities as a result of Bureau work.	1.1) Establish a clear understanding of the Bureau's history of inequitable service delivery. 1.2) Apply equity tools and lenses to how we approach our work and to our work processes. 1.3) Deliver community-focused benefits to reduce the inequitable burdens and benefits experienced by communities as a result of Bureau work.	1.1) Conduct a coordinated, Bureau-wide evaluation of historical and existing processes and services to understand the bureau's history of inequitable service delivery. 1.2) Bureau-wide equitable service delivery visioning and planning at the individual, team, division, and work group levels. 1.3) Develop a plan and toolkit for providing community-focused benefits that include community vision and agency as an integral part of the bureau's capital investment, programmatic delivery, and maintenance work.	Action 1.1) Conduct an analysis of the Bureau's history to identify service delivery actions or inactions and the impacts they have had on Black Communities, Indigenous Communities, Communities of Color, and other communities intentionally marginalized by the City of Portland. Result 1.1) Use the results to analyze whether and how benefits and burdens in our current service delivery are experienced, generate a report of findings using the BPS <i>Historical Context of Racist Planning</i> as a model. Action 1.2) Each bureau member, team, division, and group identifies equity gaps in their service delivery and co-creates and adopts both an equity North Star statement of intent and a plan for equitable service delivery that includes tools to bridge equity gaps. Result 1.2) Institutional visioning (at all levels) of what equitable service delivery will look like. Action 1.3) As part of their equitable service delivery planning (Strategy 1.2) , Bureau members will identify where community-centered benefits could be implemented by BES or BES-directed funds in partnership with and to uplift marginalized communities that are burdened by inequitable levels of service. Implementation of community-centered benefits will include community partnerships, community grants, Indigenous traditional ecological and cultural knowledge (ITECK), capital project delivery, affordability-based utility rates, and other strategies. Recharter the Bureau's Neighborhood to the River Program to deliver community engagement and fund community projects. Result 1.3) A plan for equitable community benefit investments, called a Community Benefits Framework, reflecting the Bureau's scope of services is produced, and the Neighborhood to the River Program is rechartered to deliver explicit, public-facing equity work, including education, outreach, and incentives for community engagement and action (also known as Community Benefits Framework).	1.1) % of bureau employees who understand how our service delivery is inequitable. 1.2) % of Bureau members who created equity north star statements of intent describing what equity means to them personally, and % of Bureau members who participated in creating equitable service delivery plans for their team, division, and/or work group. 1.3) % of projects that include community benefits for marginalized communities that are burdened by inequitable levels of service.	1.1) Integrated Planning Staff 1.2) Bureau Equity Leads 1.3) Neighborhood to the River Core Team	1.1) Bureau members with deep institutional knowledge. Explore research opportunities with universities, internships or fellowships (use BPS's Racism in Land Use Planning as a model). 1.2) Committee for Equity and Diversity 1.3) Bureau community engagement specialists
		2.) Publish the Equity Data Toolkit (EDT), a collaborative project between Portland Water Bureau (PWB) & Bureau of Environmental Services (BES) Equity & Data Practitioners, including guidance and initial use cases. Identify additional EDT applications for equitable service delivery.	The Portland Water Bureau (PWB) & BES EDT Team will provide technical support for both bureaus by publishing early EDT applications to train equity practitioners and data analysts to conduct additional equity data analysis.	Action 2.1) Complete equity analysis for PWB/BES priority applications as identified and supported by BES & PWB Leadership and the Oregon Environmental Justice Network, most notably a delinquency and financial assistance equity data analysis, by December of 2023. Result 2.1) is a sample equity data analysis to use as a model for subsequent equity data analysis. Action 2.2) Create an intake process with instructions for equity practitioners and data analysts to evaluate requests for equity data analysis by December of 2023. . Result 2.2) is a definition of how to conduct an equity analysis and to collect, shape and prioritize analysis Action 2.3) Produce and provide guidance on an interactive dashboard for employee use in January of 2024. Result 2.3) is giving employees access to the tool and instructions on how to use it. Action 2.4) Select and train equity practitioners from the CED to advise on statements of work for equity data analysis in January of 2024. Result 2.4) is to increase our capacity to conduction equity data analysis. Action 2.5) Select and train data analysts from the Information Technology and Data Management and Governance Committee (ITDMGC) to conduct equity data analysis in January of 2024. Result 2.5) is to increase bureaus capacity to conduction equity data analysis. Action 2.6) The data analysts will publish key equity data analysis on the EDT dashboard and use early EDT analysis to train and promote additional EDT applications on a quarterly basis in 2024. Result 2.6) is to show how equity data analysis can be applied to identify and correct service inequities. Action 2.7) The Equity Team will produce an annual report to show our accomplishments and how outcomes shifted based on our equity considerations to correct benefits and burdens. Result 2.7) BES members and the community will be able to see our progress or lack thereof.	Number of Equity Data Analyses Conducted and Published Number of new EDT application Requests Number of Equity Practioners and Data Analyst Tools Number of Quarterly EDT Dashboard views/engagement % Strongly agree, "I am aware of tools available to conduct an equity analysis or who can help me conduct an analysis for my work."	EDT Core Team	Technical Services/Bureau Equity Leads
		3.) Create a BES/PWB Water Utility Affordability Framework. Draft water utility affordability policy recommendations driven by City values, bureau shared goals and supported by industry best practices for leadership endorsement and group/division workplan integration.	Establish a Utility Affordability Policy informed by a cross section of bureau advisors in partnership with community and academia.	Action 3.1) Bring on PSU Oregon Hatfield Fellow to consolidate information on bureau actions and current resources offered by BES/PWB as an indicator of a shared understanding of affordability, defined by the tenets of cost management, equitable billing systems and rate structures, innovative financial assistance, and supplemental non-rate revenue as previously affirmed by BES and PWB in 2020 across three deliverables: Result 3.1) Three Key Deliverables that inform Bureau Afforability Policy 3.1.1) Annual Affordability Report. A FY summary of affordability efforts. Policy recommendations. 3.1.2) A memo based on research and discussion. 3.1.3) Bill donation proposal. Action 3.2) Explore regionalization of utility affordability to distribute the burden on ratepayers in supporting the administrative costs associated with affordability programs. Result 3.2) Streamlined administrative processes that reduce overall financial assistance program costs. Action 3.3) Define utility affordability as a portion of essential household expenditures (rent, energy, fuel, healthcare, and food) in addition to as a % of monthly household income to better calibrate financial assistance benefits. Result 3.3) Bureau policies and programs are informed by a more wholistic understanding of utility burdens. Action 3.4) Coordinate with PWB in implementing a routinized program evaluation of the financial assistance program to ensure the financial assistance programs are meeting our utility rate affordability goals and objectives. Result 3.4) Programs are regularly analyzed and are adjusted, refined, or removed to best meet needs of ratepayers.	3.1.3) % Increase in revenue generated through Bill Donation Program year over year 3.3) % Decrease in utility debt trends over time	Business Services/Hatfield Fellow	Hatfield Fellow Advisor/PWB Liasons/Academic Institutions

Certificate Of Completion

Envelope Id: DD4ACD11C05A449B92AF6B18072BF436	Status: Completed
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Time Zone: (UTC-08:00) Pacific Time (US & Canada)	1120 SW Fifth Avenue, Room 1000
	Portland, OR 97204
	dan.perde@portlandoregon.gov
	IP Address: 74.120.152.116

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Signer Events

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ting.lu@portlandoregon.gov
Security Level: Email, Account Authentication (None)

Signature

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Dawn Uchiyama
dawn.uchiyama@portlandoregon.gov
Interim Director
Security Level: Email, Account Authentication (None)

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Intermediary Delivery Events	Status	Timestamp
Certified Delivery Events	Status	Timestamp
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Shawn Perez
shawn.perez@portlandoregon.gov
City of Portland Bureau of Environmental Services
Security Level: Email, Account Authentication (None)

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Notary Events	Signature	Timestamp
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Payment Events	Status	Timestamps
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CITYWIDE EQUITY OUTCOME	STRATEGY	BUREAU POLICY/PROGRAM/SERVICE OR ACTION & KEY RESULT	PERFORMANCE MEASURE	UPDATE FREQUENCY	6/30/2024 UPDATE	12/31/2024 UPDATE	06/30/2025 UPDATE	12/31/2025 UPDATE	LEAD STAFF	PARTNERS
2035 Comprehensive Plan: Housing Stability	Housing Stabilization: Renter	Emergency Rent Assistance Program: Provides rent assistance dollars to preventing households from experiencing homelessness and housing instability.	%BIPOC households receiving rent assistance	every 6 months (June 30, 2024; December 31, 2025; June 30, 2025)					Thuan Duong/Breonne Dedecker	Multnomah County, Home Forward, Joint Office of Homeless Services, Expanded Partner Network (15 CBOs deploying rent assistance to communities)
2036 Comprehensive Plan: Housing Stability	Housing Stabilization: Renter	Eviction Legal Defense: Free legal representation and/or advice for low-income tenants facing eviction.	% BIPOC households that remain in their rental units	every 6 months (June 30, 2024; December 31, 2025; June 30, 2025)					Breonne Dedecker	Oregon Law Center, Portland Community College CLEAR Clinic, Resolutions Northwest
2037 Comprehensive Plan: Housing Stability	Housing Stabilization: Renter	Affordable Housing Development: Build high quality, affordable multi-family rental housing Portland Healthy Homes Production Program: Provides grant assistance to address healthy homes related hazards in properties for qualified low and moderate-income homeowners.	% BIPOC households that live in PHB funded affordable housing	every 6 months (June 30, 2024; December 31, 2025; June 30, 2025)					Jill Chen	Metro, Housing Developers, CBOs
2038 Comprehensive Plan: Housing Stability	Housing Stabilization: Homeowner		% BIPOC households that retain their homes	every 6 months (June 30, 2024; December 31, 2025; June 30, 2025)					John Trinh	HUD
2039 Comprehensive Plan: Housing Stability	Housing Stabilization: Homeowner	Home Repair and Retention Loans Program: Partner with CBOs to provide home rehabilitation services for low-income homeowners.	% BIPOC households that retain their homes	every 6 months (June 30, 2024; December 31, 2025; June 30, 2025)					John Trinh	Community Energy Project, African American Alliance for Homeownership, Latino Network, PCRI, REACH CDC, Rebuilding Together, Unlimited Choices
2040 Comprehensive Plan: Housing Stability	Housing Stabilization: Homeowner	Home Repair and Retention Grants Program: Partner with CBOs to provide home rehabilitation services for low-income homeowners.	% BIPOC households that retain their homes	every 6 months (June 30, 2024; December 31, 2025; June 30, 2025)					John Trinh	Community Energy Project, REACH CDC, Rebuilding Together, Unlimited Choices, PCRI, NAYA, Latino Network, African American Alliance for Homeownership



Healthy Parks, Healthy Portland 2023



PORTLAND PARKS & RECREATION

Healthy Parks, Healthy Portland

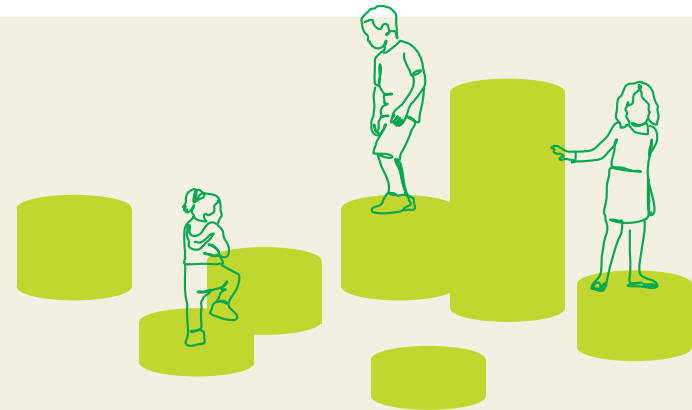


Contents

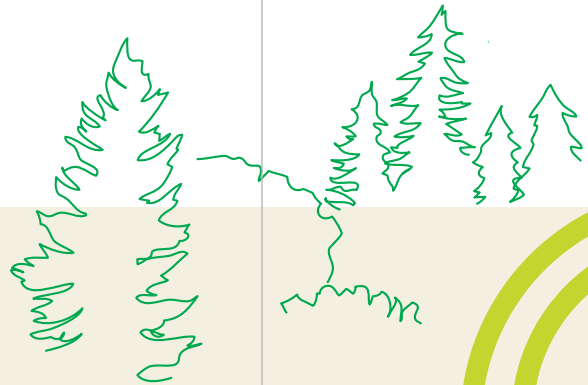
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Your Parks and Recreation System

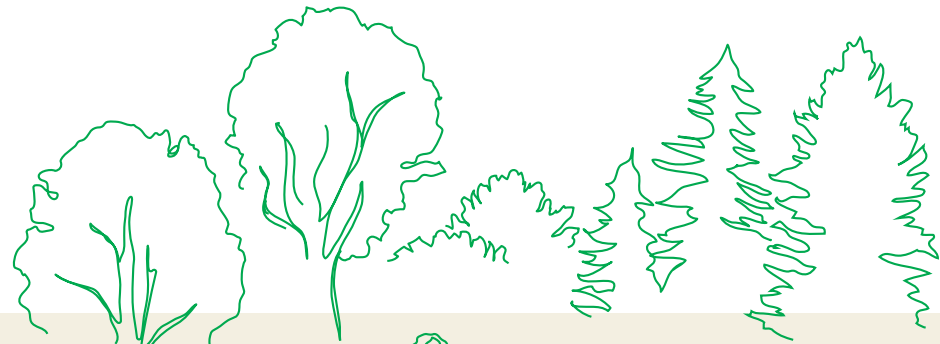
Did you know Portland Parks & Recreation (PP&R) stewards over 15% of the land called Portland?



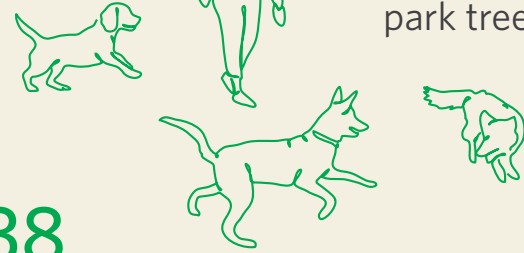
7,890
acres of natural areas



19
splashpads



1.2 Million
park trees

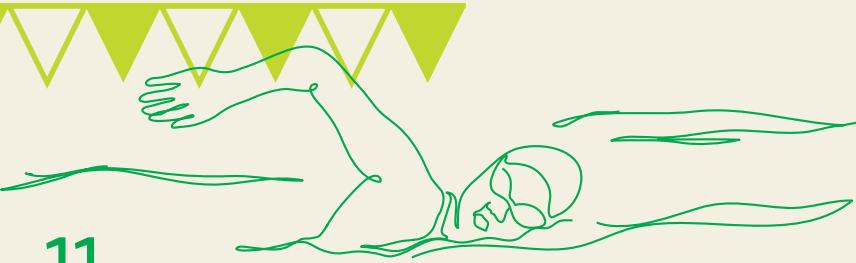


38
dog off-leash areas

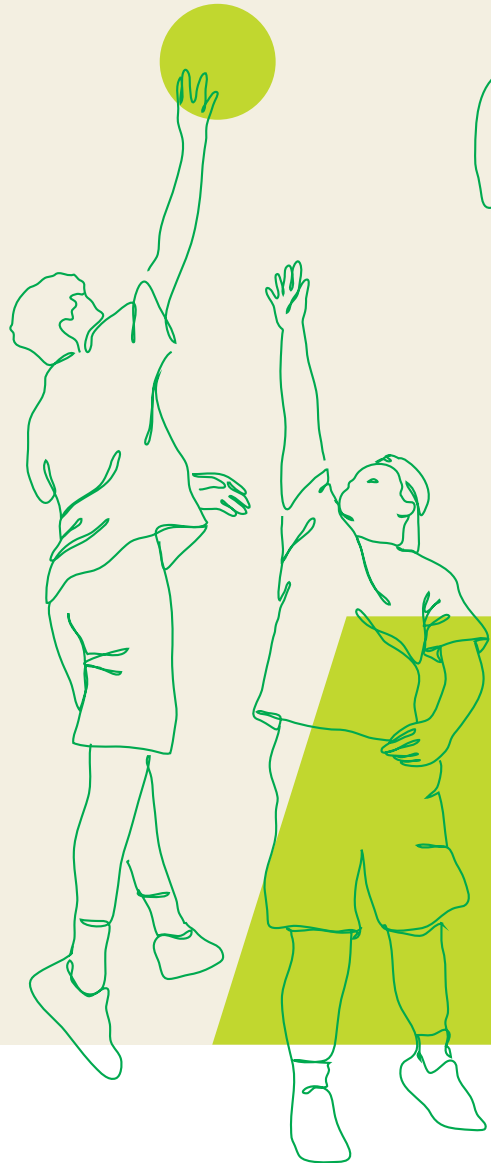
137
playgrounds



158
miles of trails



11
Indoor and outdoor pools

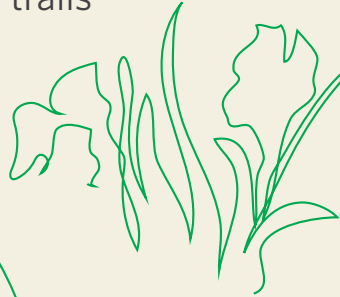


154
developed parks



60
community gardens

30
Free Lunch +
Play sites



14
community
and art centers

11
SUN Community
Schools



227
outdoor courts

From the Commissioner



I'm excited to share Portland Parks & Recreation's (PP&R) first Healthy Parks, Healthy Portland report. This document is the result of two years of community listening and learning. I am proud of the progress we are making to meet the demands of our changing city.

Simply put, Portlanders want to experience the following in and around our parks:

- Accessible, safe, clean, well-maintained public spaces
- Healthy ecosystems and climate change resilience
- Learning, play, and discovery
- Mental, emotional, and physical wellness
- Community and civic connection
- Jobs that support growth and belonging

I am so thankful to the thousands of community volunteers and the many partners who have worked with PP&R to support community parks and programs.

PP&R is committed to providing equitable access to its parks, programs, and facilities—and the 2020 voter approved Parks Local Option Levy (Parks Levy) has significantly increased access and inclusivity.

While there is much to celebrate, many PP&R facilities are in danger of closing due to about \$595 million of deferred maintenance. I am committed to exploring a better long-term dedicated source of funding for the City's parks and recreation facilities.

Together, we will improve parks and recreation services for all people across Portland. Enjoy playing in your local parks!



Dan Ryan

Culture and Livability Commissioner

From the Director



In 2020, PP&R reimagined the way we work. We put underserved communities at the center of our process and committed to an ongoing, iterative cycle of improvement that will transform the way we make decisions and get things done.

PP&R is committed to centering the people most impacted by inequities in Portland's parks and recreation system, including Black people, Indigenous people, people of color, immigrants and refugees, LGBT2SQIA+ people, people with disabilities, youth, older adults, and people living with low incomes. We know that to create a healthy community, we must make sure that all people are served through Portland's parks and recreation system.

We have included in this report:

- An overview of the work we've done with the community to refresh PP&R's mission, vision, outcomes, values, and equity and anti-racism commitment
- How the community can engage in the parks and recreation system
- New organizational statements which will guide our work
- An assessment of how our work contributes to community outcomes and where there are disparities

Parks and recreation services are essential to making Portland a great place to live, work, and play. I'm immensely proud of the team of nearly 2,000 employees who serve the community every day.



Adena Long

Director, Portland Parks & Recreation



08 Listening & Learning in Action

10 Help Shape the Future

Listening & Learning

Listening & Learning in Action

PP&R has been on a journey to renew and update its mission, vision, outcomes, values, and equity and anti-racism commitment.

Key themes/
priorities we
heard from
community

Access to
parks and
programs

Community
building

Safety

Welcoming
spaces

Clean
and well-
maintained
parks

Having
a voice in
setting the
agenda

Key questions
we asked
community

What
values or
considerations
should PP&R use
when making
decisions?

How might our
stated mission
and vision need
to change?

What do
you need most
from the parks
and recreation
system?

What outcomes
and opportunities
can PP&R create
in our community?

What does an
equitable parks and
recreation system
look like?

How well do
you think PP&R is
doing living these
values today?

What do you like
or not like about our
proposed mission,
vision, and outcome
categories?

How close do
you think we are to
articulating the
values for PP&R?

How effective
is this statement
in guiding PP&R in
anti-racist actions?

What do
you value?

Prioritizing
feedback from centered
communities, we finalized
our mission, vision,
values, outcomes, and
equity and anti-racism
commitment.

Tabling Events

- Black Swimming Initiative Event, Peninsula Park
- East Portland Arts Festival
- Good in the Hood
- PRIDE
- Summer Free For All, Brentwood Park
- Summer Free For All, Peninsula Park
- Sunday Parkways, Ventura Park

Community Feedback Sessions

- Community Engagement Liaison Services (CELS)
- Dawson Park
- Luuwit View Park
- Mt. Scott Park
- Slavic Community Engagement
- Virtual Workshop

Groups Engaged

- African Family Holistic Health Organization
- East Portland Advisors
- Guerreras Latinas
- Home Forward
- Immigrant and Refugee Leaders
- Parks Accessibility Advisory Committee
- Parks Board
- PP&R Staff
- Urban Forestry Commission

JUN 2021

1

We gathered input

NOV 2021

2

We drafted statement options
for community members to consider

MAR 2022

3

We tested draft options with
community members and listened

SEP 2022

Help Shape the Future

There are many ways for the community to engage in their parks and recreation system.

Join an Advisory Group

- Parks Board
portland.gov/parks/portland-parks-board
- Parks Accessibility Advisory Committee
- Urban Forestry Commission
portland.gov/trees/ufc
- Budget Advisory Committee
portland.gov/parks/budget
- Parks Levy Oversight Committee
portland.gov/parks/ploc



Support Your Neighborhood Park

- Friends groups and volunteer events
portland.gov/parks/volunteer

Take a Survey

- ✓ Customer satisfaction
- ✓ Community Needs
- ✓ Renaming a park



Flag an Issue

- PDX 311 – dial 311 or email 311@portlandoregon.gov for help with any question or service (except emergencies – call 911)
- PDX Reporter – let us know if you see something broken or have a safety concern in your park
pdxreporter.org
- Customer Service **503-823-PLAY**
- Tree Emergency Line **503-823-TREE**



Co-design Places and Programs

- Community gatherings and meetings for new parks, playgrounds, and capital projects
- Attend a community listening session
- Piloting and testing programs

Equitable Community Engagement

Community engagement is specifically focused on turning up the volume on input from centered communities: Black people, Indigenous people, people of color, immigrants and refugees, LGBTQ2SQIA+ people, people with disabilities, youth, older adults, and people living with low income.

If you'd like to participate or receive additional information, email the community engagement team at parkscommunityengagement@portlandoregon.gov

Learn more about where your feedback goes on **page 48**



- 14 **Mission, Vision, Outcomes**
- 16 **Values**
- 18 **Equity and Anti-Racism Commitment**

Setting the Direction

Our ultimate goal or purpose

Mission

Portland Parks & Recreation's mission is to provide equitable access to welcoming places, programs, and services that improve community health and our environment.

Why renew our mission and vision?

PP&R's mission and vision had become out of date and out of sync with the changing needs of our community. Together, with broad and deep community involvement, we co-created a fresh vision to guide our work.

What we aim to achieve long term

Vision

We envision a parks and recreation system that is responsive to diverse and changing community needs, nurturing health and connection for all.

Together, we work toward equitable outcomes in:



Accessible, safe, clean, well-maintained public spaces



Mental, emotional, and physical wellness



Healthy ecosystems and climate change resilience



Community and civic connection



Learning, play, and discovery



Jobs that support growth and belonging



Stewardship

As caretakers of millions of trees and over 15% of the land called Portland, we protect and nurture healthy ecosystems for generations. We ensure spaces and services are resilient and responsive to a changing world.



Accountability

We listen to community priorities and communicate transparently. We set clear goals and take responsibility for our actions and results.

We Value

Our values guide how we act every day to achieve our mission and vision.

Equity and Anti-Racism

We work to acknowledge and abolish the harms of racism and oppression in the parks and recreation system.



Safety and Belonging

We strive to make spaces safe, accessible, and welcoming for all people.



Connection

The parks and recreation system connects people to places and each other. We build collaborative partnerships that energize our public spaces.

Equity and Anti-Racism Commitment

Our Commitment

We work to acknowledge and abolish the harms of racism and oppression in the parks and recreation system.

Why

We take accountability for our history of racism and unequal treatment of people – both community members and employees.

How

By centering the people most impacted by inequities, we build towards a more just and hopeful future for Portland.

We look at who benefits from the parks and recreation system today and prioritize addressing gaps experienced by Black people, Indigenous people, people of color, immigrants and refugees, people with disabilities, LGBT2SQIA+ people, youth, older adults, and people living with low income.



Diving deeper into our Equity and Anti-Racism Commitment

We heard that our previous Equity Statement was too narrow and not actionable. Equity and anti-racism is front and center at PP&R, and you will see this commitment woven throughout this report.

Action

Our community deserves a clear commitment to action and accountability for results.

WE WILL:

- ✓ Elevate the voices of communities and team members who have been most impacted by inequities
- ✓ Nurture a culture of belonging as we work together to eliminate the barriers and harm that we have caused
- ✓ Develop accessible, equitable, and inclusive policies, programs, and services
- ✓ Expand the diversity of our workforce
- ✓ Support and encourage individual learning, mutual respect, empathy, and care of ourselves and each other

- 
- 22 Accessible, safe, clean, well-maintained public spaces
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 - 38 Community and civic connection
 - 42 Jobs that support growth and belonging

This section takes an honest look at challenges faced and progress made. PP&R is building a framework that will allow us to see how our actions support outcomes in the community. We look forward to future community conversations about how we're using resources to achieve community goals.

Accountability in Action



Accessible, safe, clean, well-maintained public spaces

What we're striving for

People have a variety of parks and recreation experiences near where they live

Parks, natural areas, and facilities are clean and well maintained

People feel safe in parks, natural areas, and facilities

How we're doing

Only 69.4% of East Portland households have 1/2 mile access to a park or natural area. Two parks currently under development, Mill and Parklane, will increase access to 71%. It's estimated that it will take building 13 more parks and a nearly \$300 million investment to close the gap so that East Portlanders benefit from walkability to a park on a level comparable to the citywide average.

PP&R has a major maintenance backlog list estimated to cost about \$595 million. Without significant investment, one in five assets are projected to close in the next 15 years.

A 2017 survey showed that 30% of Portlanders felt safety was a barrier to visiting parks. Looking deeper, safety was a barrier for 37% of Portlanders of color and 45% of East Portlanders. PP&R is planning to conduct a community survey in 2023, and results may be worse, not better.

A deeper dive



PP&R has struggled to keep parks and natural areas clean due to increased vandalism, camping, and dumping. While new positions expand capacity to remove litter and waste, clean restrooms, maintain landscaping, repair infrastructure and equipment in parks and community centers, and ensure playground safety, challenges remain.

In FY21-22:

3,107,384

pounds of trash collected

68

new maintenance positions created

Parks, natural areas, and facilities are accessible to people with disabilities

People have the information they need to navigate their parks and recreation experience

Cost is not a barrier to enjoying PP&R programs and facilities

The PP&R Americans with Disabilities Act (ADA) Transition plan set a goal of remediating 17,008 identified barriers by FY35-36. It is estimated that a minimum investment of \$130 million in funding is needed to meet the Plan's remediation goals. The current annual funding allocation for this work is \$1 million per year. At this level of investment, it is projected that the bureau will complete barrier remediation in FY82-83.

Inclusive and accessible signage in parks and facilities is limited. In addition, while some progress has been made, PP&R's website, published documents, and social media are not fully language and ADA accessible.

For years, Portlanders have said that prices of programs like swim lessons, day camps, and exercise classes are a barrier for participation. Remarkable progress has recently been made to reduce cost as a barrier to PP&R programs and facilities.



While ADA barrier remediation is a challenge, PP&R has been improving play equity through the development of inclusive playgrounds, like the recent effort at Gabriel Park. Extensive community engagement helped make sure the design accommodates people of different abilities and developmental levels.

In FY21-22, Parks Levy funding and new discount programs allowed PP&R to provide:

\$1.11 million

in assistance to 7,984 people



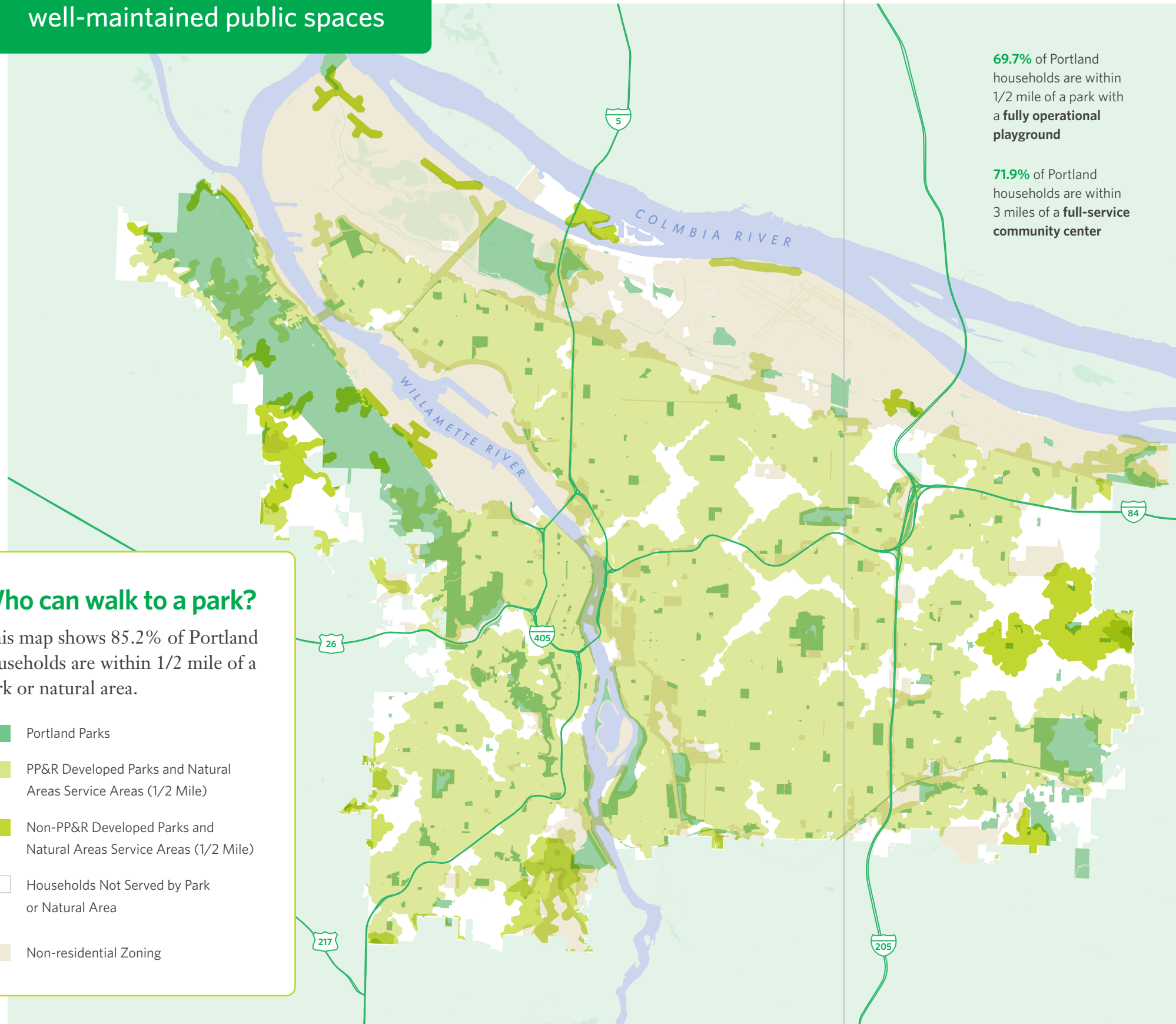
of program participants accessed financial assistance

Free programs

like Lifelong Recreation, Adaptive and Inclusive Recreation, Summer Free For All, SUN Community School programming, and teen programming



Accessible, safe, clean,
well-maintained public spaces



Creating Partnerships to Engage Community and Expand Park Access

In East Portland, only 69.4% of households are within 1/2 mile of a park or natural area, compared to an average of 85.2% citywide. PP&R wants to change that, and is committed to bringing community members into the decision-making process.



“If community engagement is done in the right way, the outcome will be better for everyone.”

Lisha Shrestha

Executive Director, Division Midway Alliance

Division Midway Alliance (DMA) partnered with PP&R on a project to develop and expand Mill Park in East Portland. DMA’s Cultural Liaison Program brought community members who might not have otherwise participated into the park planning process. The Cultural Liaison Program employs cultural ambassadors, or people from a particular community who know the culture and language of the community they’re trying to reach.

This program was the main reason why PP&R was able to hear from such a diverse group of people about what the community wanted to see included in the Mill Park plan. Partnerships help build equity and inclusion into PP&R’s community engagement process and empower communities to feel welcome in the parks in their neighborhoods. 🌱



Healthy ecosystems and climate change resilience

What we're striving for

Tree canopy is expanding and equitably distributed

Responsible environmental practices support climate change resilience, clean air, clean water, reduced urban flooding, and extreme heat mitigation

Nature across the city is cared for and kept healthy

PP&R has a low carbon footprint

People maintain trees on their property and streets in ways that support the urban ecosystem

How we're doing

West of the Willamette River, Portlanders enjoy 56% tree canopy. Even without including Forest Park, tree canopy is 44%. East of the Willamette, where 80% of Portlanders live, tree canopy is 21%. This disparity affects the health and quality of life for Portlanders east of the river.

Removing invasive species, such as ivy, from natural areas is critical. Ivy in Portland's parks both strangles healthy plants and trees and acts as a ladder to the tree canopy in the event of a forest fire. Wildlife depends on native plants to thrive, and rivers and streams rely on healthy natural areas to keep water cool and clean. In addition to removing invasive species, PP&R is also focused on preserving tree health and growing its tree planting program.

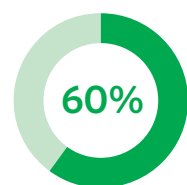
PP&R has long been understaffed and unable to care properly for the nearly 8,000 acres of natural areas and 1.2 million park trees in the parks and recreation system. Parks Levy funding has allowed the bureau to hire additional staff and, for the first time, to fund positions to help proactively maintain trees in parks.

In 2007, Portland adopted the goal to cut carbon emissions for City operations by 53% by 2030. For PP&R, that means a goal of less than 5,000 metric tons of carbon emissions generated. In FY20-21, PP&R measured 6,720 metric tons of carbon emissions generated.

The health of Portland's over 4 million trees relies on a partnership between the City and property owners. Under City Code, property owners are responsible for the trees on their property and adjacent parking strips. Many property owners find taking care of their trees to be a financial hardship, and conversations with the community show that some people don't want trees on their property that they're obligated to maintain. PP&R has piloted more affordable tree permits for communities experiencing financial hardships.

A deeper dive

In FY21-22, PP&R planted **2,455 trees**



of which were planted in priority neighborhoods

PP&R planted **1,726 trees** through the Yard Tree Giveaway program.



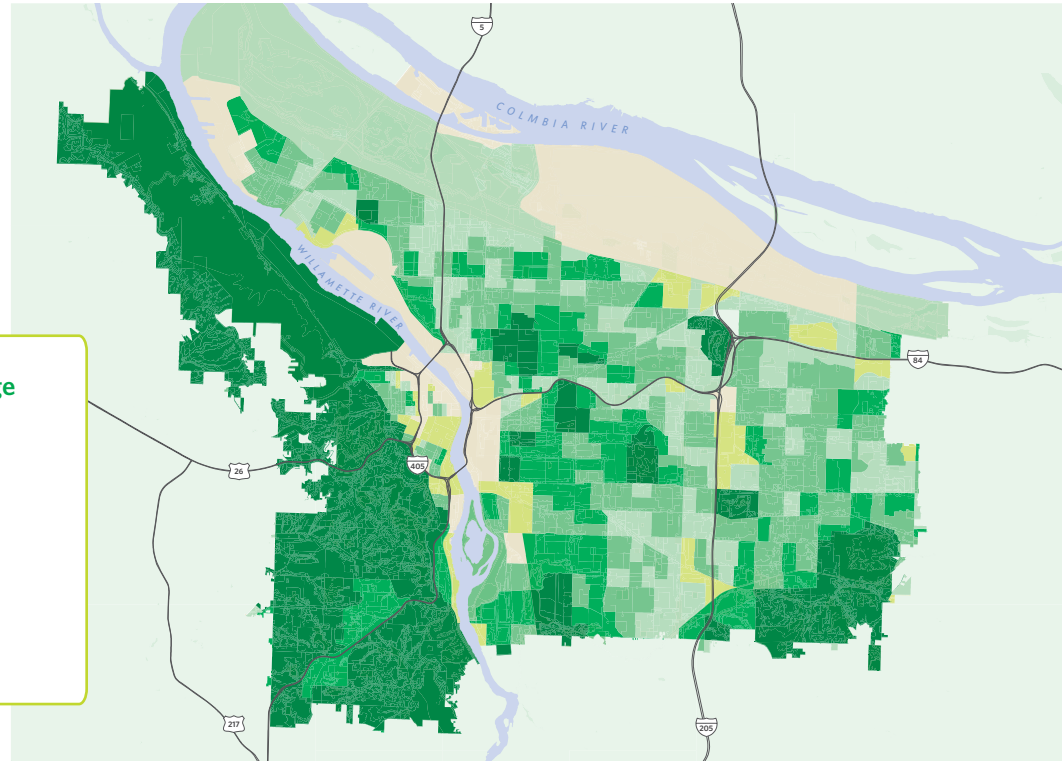
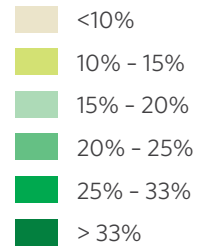
In response to COVID-19, PP&R piloted a new program which waived tree permits for low-income applicants. PP&R used the Portland Water Bureau's bill discount program to determine waiver eligibility. The pilot was later expanded to include the waiver of Title 11 violation penalties and mitigation requirements. PP&R is hoping to make this program permanent in FY23-24.



Healthy ecosystems and climate change resilience

Portland's tree canopy coverage was estimated to be 29.8% in 2020. PP&R has a goal of 33.3% tree canopy coverage by 2030. Preserving existing trees and investing more in tree planting will help meet the City's overall canopy goal and improve disparities.

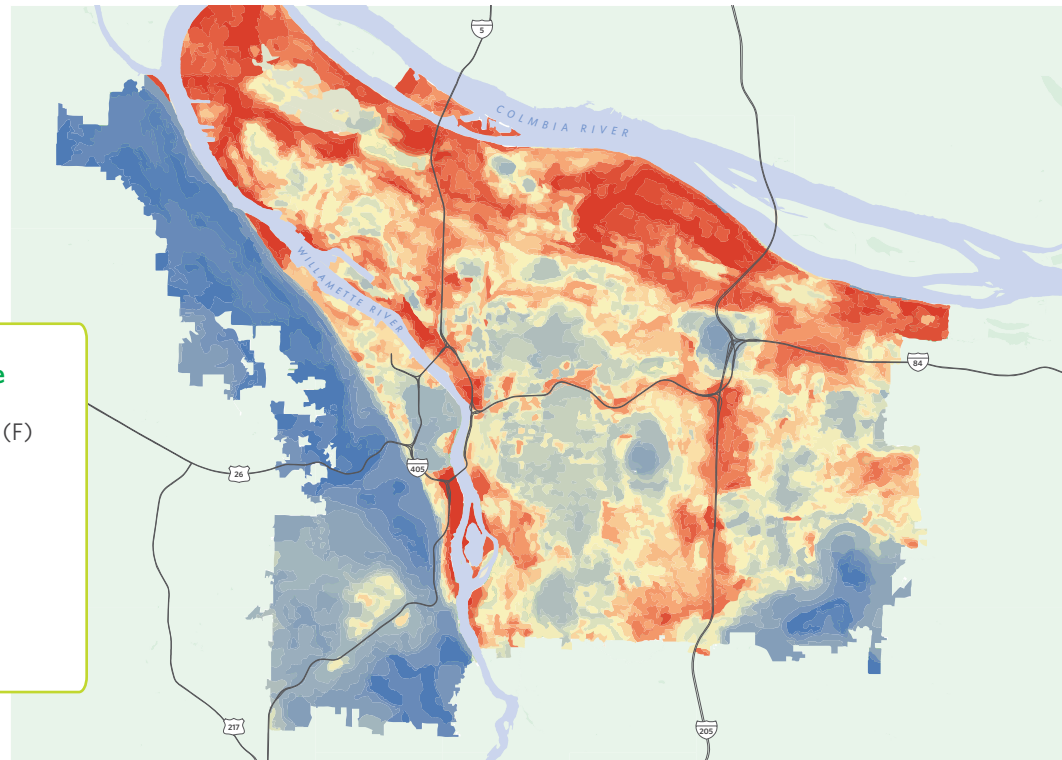
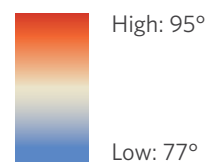
Tree Canopy Coverage



This map shows afternoon UHI modeled raster surface from data collected on August 25, 2014, when the temperature exceeded the 90th percentage threshold. Heavily forested areas show a tendency towards cooler temperatures.

Urban Heat Coverage

Afternoon Temperature (F)



Data Driven Tree Planting

Oregon has been getting hotter for years, and Portland has been hit especially hard by rising temperatures. While the city has been heating up, community members are looking to PP&R wondering what the bureau is doing about climate change. “The role that Parks plays in Portland right now is having a real resurgence,” said Dr. Vivek Shandas, a professor at Portland State University who studies the impacts of climate change on cities. “What can we do with that?”



“There’s a huge inequity in the distribution of green space. What we see is communities that live in neighborhoods that don’t have a lot of trees consistently have lower health measures, whether that’s mental health, whether that’s physical health.”

Dr. Vivek Shandas
Portland State University

Dr. Shandas is right to ask that question, and with the heat expected to continue increasing, it’s more important than ever that PP&R think about ways to help Portland defend against the impacts of climate change. The health and distribution of Portland’s tree canopy is key.

Just two summers ago, 71 people died when a heat dome settled on Multnomah County, and the deaths didn’t fall equally across neighborhoods. According to Dr. Shandas, the hottest places in Portland are also the places where more people with lower incomes and people of color live.

If you look at a map of the hottest places in Portland, nearly all are east

of the Willamette River. That’s why PP&R uses a data driven approach to determine priority neighborhoods for focusing tree planting, education, and outreach resources. Priority is determined by factors including where canopy levels are lowest, where resources for tree planting are needed most, and how to address existing inequities in urban canopy relative to race and income.

It’s going to take a lot more than planting trees to defend against the impacts of climate change, but making sure Portland’s tree canopy coverage is equitably distributed across the city has the potential to save lives. 🌱



Learning, play, and discovery



What we're striving for

Adults have safe, welcoming places and programs to learn, play, and discover

How we're doing

PP&R's Lifelong Recreation programs provide access to recreational, educational, and wellness opportunities for adults aged 60 and older. Hundreds of programs are offered each year, including excursions and van trips, health and wellness, arts and crafts, music and dance, sports and fitness, hiking and walking, and more. Language access and cost have been barriers to participation, but Parks Levy investments in a new Access Pass for adults living with low income have increased participation. FY21-22 served 3,295 adults who registered for more than 5,800 Lifelong Recreation programs.

Children and youth have safe, welcoming places and programs to learn, play, and discover

Youth programming is the cornerstone of PP&R's recreation programs. COVID-19 limited attendance to recreation programs. Once restrictions were lifted, PP&R, like recreation organizations across the country, experienced staffing shortages at all levels. The desire for recreation programs and classes, especially swim lessons, exceeds current capacity.

Explore hundreds of opportunities for learning, play, and discovery in your neighborhood

portland.gov/parks

A deeper dive



Adaptive and Inclusive Recreation (AIR)

AIR offers community-based recreation activities and leisure services specially designed for children, teens, and adults with disabilities. AIR had more than 2,750 registrations over the past two years and demand is growing. AIR includes excursion trips, outdoor programs, fitness classes, swimming, enrichment and arts classes, and camp programs. The addition of financial assistance such as the Access Pass has provided access to new participants and has increased activity offerings.

ADA Accommodations for Recreation Programs

In addition to the AIR program, PP&R's Inclusion Services aims to provide every individual access to registered recreation classes and activities through individually developed ADA support plans.



To address staffing shortages, City Council approved higher wages for union represented PP&R lifeguards, swim instructors, counselors, attendants, seasonal maintenance workers, and customer service staff, bringing them to \$18-21 per hour. Wages for inclusion assistants has been increased to \$20-24 per hour to provide accommodation support for program participants.

In addition to increased wages, PP&R offers the required lifeguard training free of charge and added a new position to support hiring lifeguards and swim instructors.

19,560

swim lesson registrations

11,407

children registered for educational preschool, SUN Community Schools, community center after-school programs, and camps

2,664

people participated in nature camps, classes, and community programs

22,788

TeenForce passes scanned at community centers



TeenForce to the Rescue

Ryan Fitzpatrick began his career with PP&R as a teenager. He took a break to try other jobs but came back when he realized nothing seemed to give him the same feeling his work at PP&R did.

Ryan works in Teen Services. Every day, he gets to see the impact programs like TeenForce have on the lives of Portland youth. TeenForce, which is free for youth between the ages of 10 and 20 years old, is focused on giving young people the programs they need to thrive: help with homework, drop-in sports, field trips, chess



“The idea of the program is we want the kids to engage in a healthy way with the community.”

Ryan Fitzpatrick
Teen Services

clubs, help with resumes, a fun and safe place to hang out with peers, and so much more.

“My favorite part of my job,” Ryan said, “is getting to see people engage in play and learning and seeing them grow and become successful.”

TeenForce also gives youth the chance to experience things outside of their typical daily routines. Two examples Ryan shared include going to the Oregon coast for the first time and presenting to City Council.

The parents of youth participants might appreciate the program just as much as their children do, if not more. It’s a wide-ranging program that, for some, also serves as an opportunity to land their first job. For parents, Ryan said, “knowing that there’s people who care, who know who their children are, who will connect with them and let them know what’s going on, it’s invaluable.” 🌱

Goldenball Runs Deep

What do former NBA Rookie of the Year Damon Stoudamire, two-time NBA All Star Terrell Brandon, three-time NBA champion A.C. Green, and former Golden Gloves champion Ed Marcell have in common?

“We all played for Portland Parks & Recreation’s Goldenball league,” said Ed.

When a sports program has been around for 86 years like Goldenball has, it’s bound to produce some incredible success stories – and not just on the court.

Ed, who is now a gym host for the league, is especially proud of the positive impact Goldenball has on building the character of the young people who participate in the league.

Goldenball encourages youth, regardless of ability, to learn the fundamentals of basketball, develop a sense of fair play, and experience the satisfaction of team play and cooperation. Above all, the goal is to have fun and enjoy playing.

Ed is such a believer in the positive impacts of PP&R’s sports programs that when his two sons were growing up, he enrolled them in the same Goldenball league he played in during the 1970s. And this past season, one of Ed’s sons, Ed Marcell, Jr., was a first-year coach in the league. Ed Jr. became a coach when his son,



“It’s nice to see the kids learn the team concepts of sharing and depending on others.”

Ed Marcell

Goldenball gym host, former player, coach, and referee

like his father and his grandfather before him, wanted to play Goldenball basketball.

Goldenball is a beautiful example of how PP&R programs bring people together not just with their community, but across generations. 🌱



Mental, emotional, and physical wellness

What we're striving for

People of all backgrounds, ages, and abilities are using the parks and recreation system

The parks and recreation system positively impacts community health

People can access fresh produce and nutritious food in parks, community gardens, and community centers

When extreme weather and emergencies occur, people with the greatest need can rely on essential services

How we're doing

Past surveys and program attendance data show that Portland's parks and recreation system is well-used by the community. The challenge is who has access and who feels welcome. PP&R looks forward to continuing to work with the community to ensure their parks and recreation system is accessible and welcoming for everyone living, working, and playing in Portland.

A thriving parks and recreation system provides access to nature and recreational opportunities that are key to the community's overall health. Over 93% of U.S. adults responding to the June 2021 National Recreation Park Association poll indicated that their mental health was improved by services offered by local park agencies.

Too many Portlanders struggle with food insecurity. For example, 56% of Portland Public School students qualify for free or reduced-price meals. Without meals at school, summer becomes the time when nearly 50,000 Portland children face hunger daily.

Community centers are a valuable part of the safety net during extreme weather events. For example, they provide cooling and warming areas during normal operating hours, and they also serve as overnight shelters. Turning community centers into temporary shelters can be the difference between life and death for the most vulnerable members of our community.

A deeper dive



Portland Community Gardens Program overview:

2,704
garden plots

60
gardens

2,000
people are on the waitlist for garden plots

2+
years is the wait for a garden plot at many sites

24
languages spoken or signed by gardeners

30%
of gardeners qualify for fee discounts



PP&R is an important resource for nutritious food:

173,197
free meals were served by PP&R in FY21-22

29,000
pounds of food from gardeners at 32 community gardens were donated to 24 food pantries through the Produce for People program



Mental, emotional, and physical wellness

Free Lunch + Play

Free Lunch + Play offers accessible meal service and engaging activities at multiple parks throughout the city. In addition, Mobile Free Lunch + Play serves children and families at apartment complexes in neighborhoods where there might not be a park nearby.

During COVID-19, in addition to meals, PP&R started sending three vans out to Free Lunch + Play sites to provide free arts activities to kids all summer long. This program has now been made a permanent offering and will help get more arts programming to kids in their neighborhood parks.

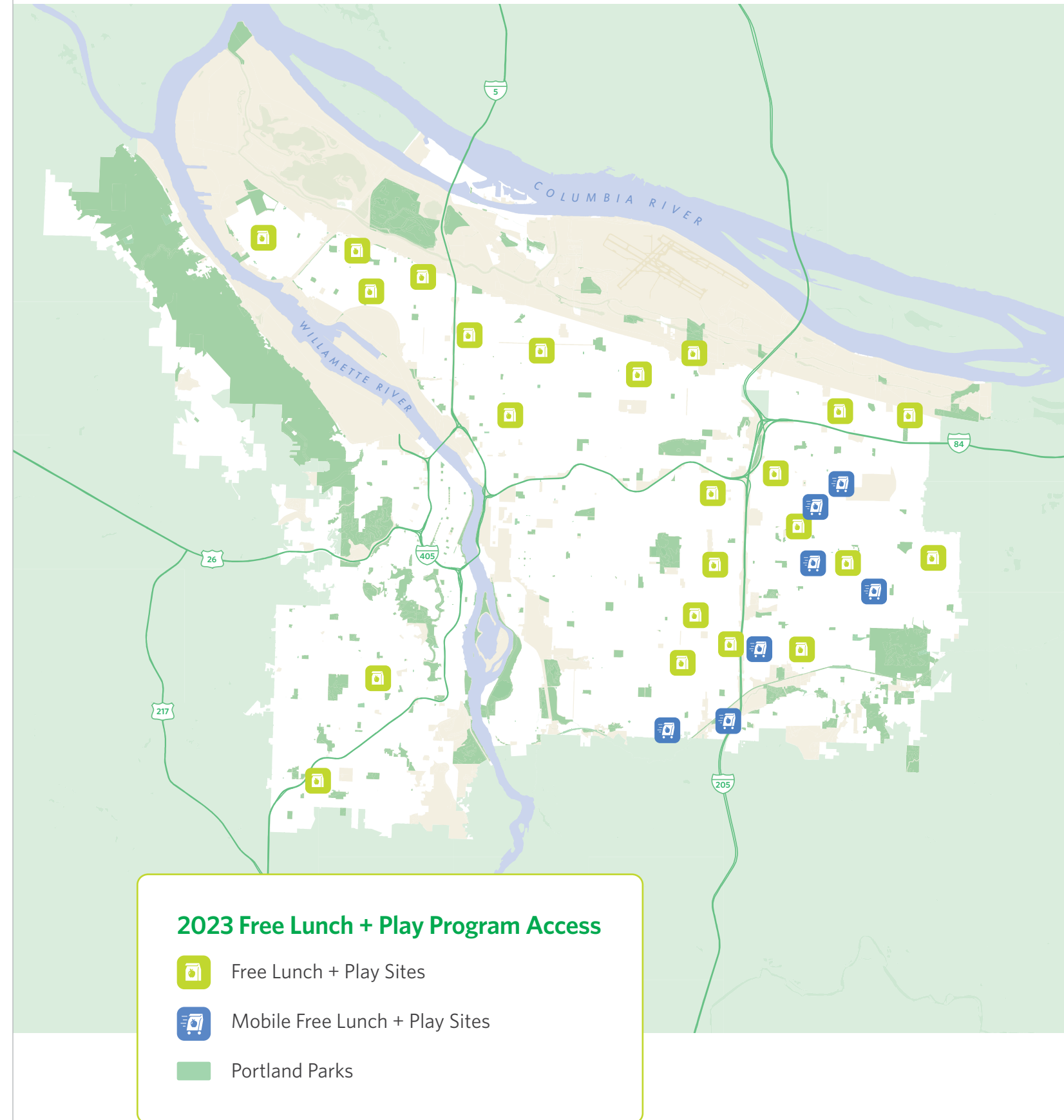


Multnomah County Department of Human Services, and Portland Children’s Levy.

Last summer, a farmers market-like experience was created in Raymond Park near SE 118th and Raymond Street. This market, and two others like it, provided over 35,000 pounds of fresh fruit, vegetables, and nutritious snacks to children and families. This grant-driven partnership between PP&R, Portland Children’s Levy, Oregon Food Bank, and David Douglas School District provides Portland’s diverse communities with accessible services in their parks, in their neighborhoods, and for their families’ wellbeing. 🌱

The Fresh Food Market program provided over 35,000 pounds of fresh fruits, vegetables, and nutritious snacks to children and families.

PP&R’s Free Lunch + Play program coordinates an exciting program called the Fresh Food Market with partners like school districts, community-based organizations,





Community and civic connection

What we're striving for

People use PP&R places and programs to gather and connect

Community is involved in planning, designing, and determining what is in Portland's parks and recreation system

Community organizations and volunteers want to work with PP&R

Culturally specific organizations have affordable and accessible spaces for programming

PP&R supports a more equitable local economy by contracting with diverse, local businesses and organizations

How we're doing

In 2017, 94% of Portlanders surveyed said they visited a park or natural area at least once in the last 12 months. The parks and recreation system allowed people to connect outdoors during the pandemic. Even with limited program capacity and staffing, an estimated 874,780 people attended PP&R's recreation programs in FY21-22. PP&R is striving to serve as many Portlanders as possible and to make sure that all community members feel welcome.

People who live, work, and play in Portland have diverse wants and needs of their parks and recreation system. While PP&R has made progress centering underserved populations in recent years, it is a challenge to reach people who have not traditionally been involved in civic engagement.

Community volunteers donated more than 328,181 hours to the parks and recreation system, and more than 7,208 people volunteered in parks, natural areas, and trails. There is high demand to get involved, and PP&R has added new community outreach and partnership team members to expand volunteer opportunities.

PP&R is striving to remove cost as a barrier to access for both program participants and organizations who want to use parks and recreation facilities for their events. PP&R is currently updating its cost recovery policy to reflect its new mission and values and to better serve underserved Portlanders.

While PP&R is working to measure how it supports a more equitable local economy overall, the bureau can report that for Parks Replacement Bond projects, 31% of the consultant contracts for professional or technical services and 40% of the construction contracts that have been completed or awarded are utilizing state-certified Disadvantaged, Minority-Owned, Women-Owned, Emerging Small Businesses, Service Disabled Veterans Business Enterprise firms.

A deeper dive

For its recent work renewing and refreshing its mission, vision and values, PP&R recruited a co-design team that included community members representing centered communities.

For more information on how to get involved with PP&R, see [pages 10-11](#).



"Thank you for inviting me to participate. Having been an almost life-long user as a participant and part-time employee in Parks and having accessibility concerns, I was excited to help create new guiding statements that will open doors and opportunities to ALL residents and visitors of Portland. PP&R literally saved my life, and I'm happy to support our amazing parks and recreation system."

Fern Wilgus

Portland Accessibility Advisory Committee member



PP&R has focused on increasing diversity in its Summer Free For All programming. In the summer of 2022, the bureau partnered with 1 World Chorus, the Asian American and Pacific Islander (AAPI) community/Joe Kye, Albina Music Trust, Black Parent Initiative, Inc., Bollywood Dreams Entertainment, Chabad Young Professionals of Oregon, Espacio Flamenco, Gentrification is WEIRD!, Latino Network, Native American Youth and Family Center, Minority Retort, and Portland's Creative Laureates. In addition, 10 out of 14 Summer Free For All food vendors and 32 out of 38 performing groups or artistic partners had representatives who are Black people, Indigenous people, or people of color.



Building Capacity of Community Organizations

Pamela Slaughter grew up in Portland and spent a lot of time outside exploring her environment. “We’d go out into nature, but we were always the only Black people there,” Pam said. For the most part, she was able to enjoy the beauty nature had to offer in peace, but she also encountered racism out on walks and hikes.

Her love of nature and her desire to create safe nature experiences for people who look like her led Pam to establish People of Color Outdoors (POCO), where she serves as Executive Director. POCO is a non-profit that provides Black people, Indigenous people, and people of color a safe and welcoming way to enjoy and learn about nature in Oregon.

Through POCO, Pam is making sure the next generation of youth of color experience the wonders nature has to offer—running through parks full of hundred-year-old trees, hiding behind bushes and along

creeks watching for wildlife, and admiring the beautiful flowers that bloom in spring.

PP&R’s Community Partnerships Program provides financial support to partner organizations like POCO that bring knowledge, expertise, resources, and a focused approach to serving culturally specific communities.

In FY21-22, PP&R granted \$1.8 million directly to 13 partner organizations. 🌿



“We’re going to be able to host a lot more kids,” said Pam Slaughter (left), Executive Director of People of Color Outdoors. “We were only in the summer before. And now, because of this grant from PP&R, we had our first time inside this cottage at winter break. It was pretty cool.”

Learn more about POCO:
pdxpocoutdoors.com



Jobs that support growth and belonging

What we're striving for

PP&R staff reflect the diversity of our community

PP&R operates in a fiscally sustainable way that prioritizes stability and predictability for delivery of services

Staff from all backgrounds feel connected to PP&R's mission

PP&R staff feel safe at work

PP&R staff have opportunities to grow in their career

How we're doing

PP&R has increased its overall workforce diversity, but the bureau recognize that there is still work to do to build a supportive and healthy workplace for all. Based on a 2022 employee survey, 22% of respondents who are Black people, Indigenous people, or people of color indicated they have been treated differently or unfairly by community members or other city staff based on their racial or ethnic identity (this data was not disaggregated due to small numbers of respondents in some racial groups).

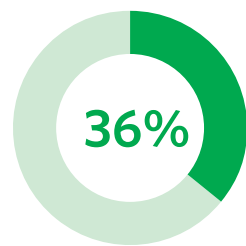
PP&R's primary challenges are the temporary nature of 1/3 of its operating funding that is being supported by the 5-year Parks Levy, and insufficient capital maintenance funding. Assets in poor and failing condition are resulting in unstable service delivery and facility closures. PP&R is continuing to explore funding options to address all of its funding needs and move closer to a position of financial sustainability and reliable, equitable services.

PP&R's employee survey saw the biggest response disparities in staff who work in parks, natural areas, maintenance facilities, or in recreation facilities versus staff who work in the office or telework. The bureau acknowledges that new strategies are needed to make staff in parks and facilities feel connected, included, safe, and supported in their jobs.

Overall, PP&R staff surveyed in 2022 feel less safe than they did when surveyed in 2019. Staff who work in parks, natural areas, maintenance facilities, or in recreation facilities report feeling the least safe and the most impacted by problems in the community.

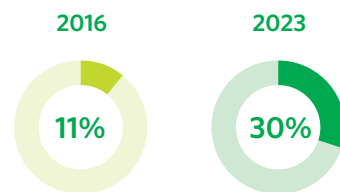
Employee survey responses about being supported through professional development are lower for staff who work in parks, natural areas, maintenance, or in recreation (59%), compared to staff who work in office or telework (69%).

A deeper dive



Overall, including seasonal and casual employees, the PP&R workforce is currently 36% Black people, Indigenous people, or people of color.

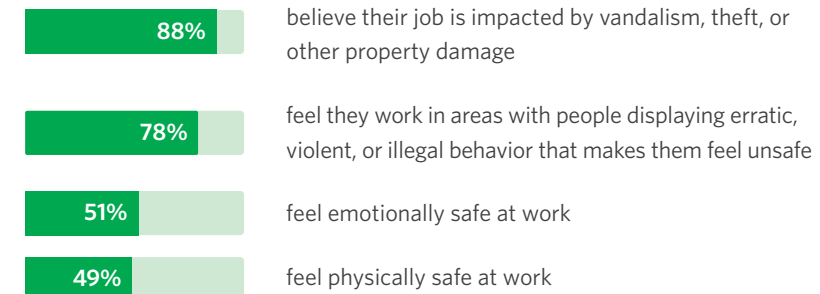
Black or African American	9%
Hispanic or Latino	9%
Asian	8%
Two or more races	8%
American Indian or Alaska Native	1%
Native Hawaiian or Other Pacific Islander	1%



Managers who are Black people, Indigenous people, or people of color increased from 11% to over 30%.

Black or African American	17%
Hispanic or Latino	7%
Asian	3%
Two or more races	3%

Of staff surveyed who work in parks, natural areas, maintenance facilities, or in recreation facilities:



"Our inclusivity values need to include more prioritization of providing a safe working environment for staff as well as a safe and welcoming environment for our community members. Aggressive, disruptive, abusive behavior from repeat offenders is, in my opinion, too often allowed to escalate at our sites and centers."

PP&R Employee



Did you know?

PP&R has nearly 2,000 seasonal, part-time, and full-time staff and is one of the city's largest youth employers, providing a first employment opportunity and valuable job training skills for more than 1,400 young people each year.



Jobs that support growth and belonging

Youth Conservation Crew: Making a Difference



No one would have blamed Amira and Zoya if they spent their summer relaxing by the water or escaping the heat indoors, but they didn't. Instead, they spent it getting their hands dirty caring for existing community gardens and helping build new ones.

Amira and Zoya are a part of the Community Gardens Crew, which is one of five crews in PP&R's Youth Conservation Crew (YCC) program.

YCC provides employment opportunities for a diverse population of Portland-area youth. Crews protect and restore Portland's parks and natural areas while developing job skills and exploring environmental career paths. Each of the five crews has a different focus area, with Community Gardens Crew being a great fit for teens who are interested in growing food, gardening, construction, and food justice.

When asked why she felt community gardens are important, Zoya (left) noted that there are lots of people living with low incomes that rely on them. Amira (right) added that community gardens provide "clean, nice, green spaces for people to meet in their neighborhoods. Sometimes people have to go miles to experience that."

The meaningful work YCC does is one example of why PP&R has a strong employee retention rate and why staff say they would recommend working at PP&R to a friend or family member.

"Keep our crew together," Amira demanded with a smile on her face.

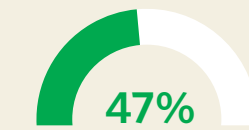
"Everyone I've asked said they're coming back," added Zoya. 🌱

Youth Conservation Crew Summer 2022 Stats

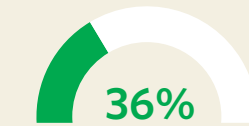
YCC attracts and hires from a diverse applicant pool. These emerging environmental leaders will have the opportunity to participate in paid internships through age 25. This program directly contributes to a more diverse hiring pool for seasonal and full-time employees.

50 teens

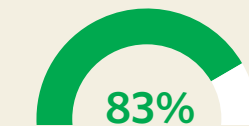
ages 14-18 hired (14 were returning crew members)



qualified for free and reduced-priced meals at school



speak a language other than English, with the total number of languages spoken by crew members totaling 11 (Spanish, Japanese, Arabic, Chinese, Chuukese, French, Hmong, Karen, Thai, and Zomi)



identify as Black people, Indigenous people, or people of color

Interested in joining the PP&R team?

Learn more at: portland.gov/parks/employment

Summer employment is available for youth age 14 years or older who want a flexible schedule, a fun, inclusive work environment, and to be involved in their community.



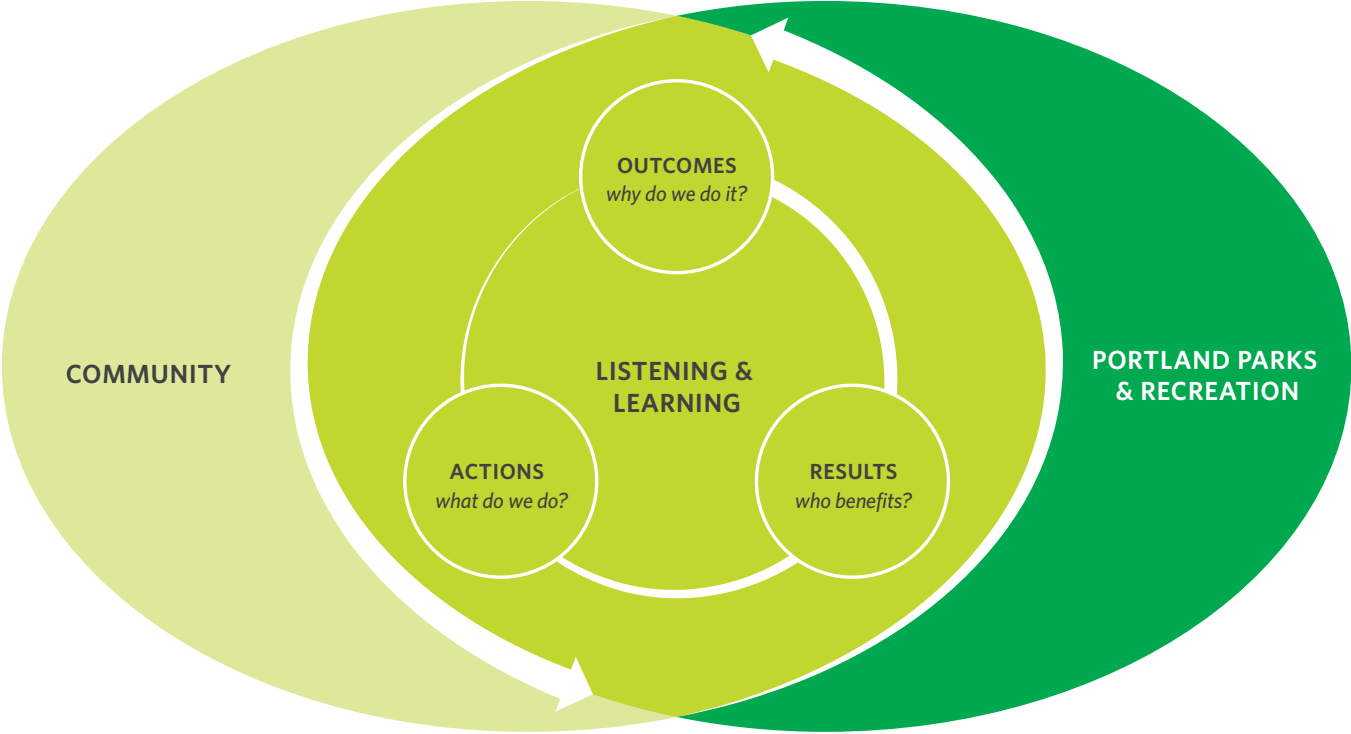
48 Sustained Focus on Healthy Parks, Healthy Portland

50 Thank You to Contributors

What's Next

Sustained Focus on Healthy Parks, Healthy Portland

In 2020, PP&R launched the Healthy Parks, Healthy Portland (HPHP) initiative to completely reimagine the way we work. HPHP puts communities at the center and is transforming the way we make decisions and get work done.



On [page 10](#) we highlighted what community engagement looks like today and how we're improving it.

We have overhauled tools and processes to ensure decisions are influenced by and aligned with the voice of centered communities. This effort will never end, but we expect to have implemented the core components of the Healthy Parks, Healthy Portland initiative by the end of 2024.

OUTCOMES	ACTIONS	RESULTS
Mission	Budgets	Measurement
Vision	Policies	Community Accountability Reports
Values	Plans	
Equity and Anti-Racism Commitment	Decision-Support Tool	

What Comes Next

PP&R is two years into this transformation and recognizes it will take time. In the next months and years, community members will see:

- ✓ More engagement with centered communities on both high-level priorities and specific collaboration opportunities
- ✓ “Closing the loop” conversations, where we follow up on questions or suggestions with specific information about the actions taken
- ✓ Better allocation of resources to reflect community priorities
- ✓ Clear links between investment and results
- ✓ More agile response to changing community needs

Thank you to all who have contributed to PP&R's work to create a parks and recreation system that supports Healthy Parks, Healthy Portland (HPHP).

HPHP Community Listening & Learning Participants

African Family Holistic Health Organization

Community Engagement Liaison Services (CELS)

East Portland Advisors

Home Forward

Immigrant & Refugee Leaders

Parks Accessibility Advisory Committee

Portland Parks Board

Slavic Community Engagement

Urban Forestry Commission

Community Members

Who Participated At:

- Black Swimming Initiative Event, Peninsula Park
- Dawson Park
- East Portland Arts Festival
- Good in the Hood
- Luuwit View Park
- Mt. Scott Park
- PRIDE
- Summer Free For All, Brentwood Park
- Summer Free For All, Peninsula Park
- Summer Free For All, Ventura Park

HPHP Co-Design Teams and Community Members

Decision Support Tool

- JR Lily, East Portland Community, Budget Advisory Committee
- Casey Mills, Portland Parks Board

Mission, Vision, Values, and Equity and Anti-Racism Commitment

- Bullock Clayton, LGBT2SQIA+ Community
- Jonathan Cruz, Indigenous Community
- Gregg Everhart, Urban Forestry Commission
- Jessica Green, Portland Parks Foundation
- Arlene Kimura, East Portland Community
- Fern Wilgus, Parks Accessibility Advisory Committee
- Erin Zollenkopf, Portland Parks Board

Actions & Results

- Anjeannette Brown, Urban Forestry Commission
- Erin Cooper, Indigenous Community
- Alan DeLaTorre, Parks Accessibility Advisory Committee
- Adrienne Feldstein, Portland Parks Board
- Lex Jakusovszky, LGBT2SQIA+ Community
- Jeremy Robbins, Parks Accessibility Advisory Committee
- Sabrina Wilson, The Rosewood Initiative, Portland Parks Board

Projects and Programs

This list acknowledges groups and organizations that provided input for PP&R projects and programs from Spring of 2021 through Spring of 2023.

Interstate Firehouse Cultural Center (IFCC)

- IFCC Community Advisory Committee

Mill Park

- Division Midway Alliance
- Mill Park Elementary School
- Mill Park Neighborhood Association
- Mill Park Project Advisory Committee

Parklane Park

- Centennial Community Association
- Guerreras Latinas
- Oliver Middle School
- Oliver-Parklane community gardeners
- Parklane Elementary School
- Parklane Park Project Advisory Committee
- Rosewood Initiative

Wilkes Creek Headwaters

- Greening Wilkes:
 - Columbia Slough Watershed Council
 - Friends of Trees
 - Portland Audubon
 - Verde

South Park Blocks

- South Park Blocks Project Advisory Committee

A Park / Wilson Pool Renaming:

- A Park/Wilson Pool Naming Committee
- Native American Community Advisory Council (NACAC)

Metro Local Share Focus Groups

- Community Engagement Liaison Services (CELS): Russian, Chinese, Vietnamese, and Native communities
- Verde

Red Electric Trail (East of Alpenrose) Project

- Hayhurst Elementary School
- Hayhurst Neighborhood Association
- SW Trails PDX

North Portland Aquatic Center

- Black Parent Initiative
- Black Swimming Initiative
- Bow & Arrow Culture Club
- Cesar Chavez School PTA
- Home Forward (New Columbia and Tamarack)
- Kenton Neighborhood Association
- Native American Community Advisory Council (NACAC)
- Piedmont Neighborhood Association
- Portland Public Schools
- Portland Refugee Support Group
- Portland Timberfish
- Portsmouth Neighborhood Association
- Q Center
- Roosevelt High School "I Am" Program
- SUN Community Schools
- WaterStrong

Errol Heights Park Improvement Project

- Errol Heights Park Advisory Committee
- Woodstock Neighborhood Association

Recreation

- Asian Pacific American Network of Oregon (APANO)
- Black Parent Initiative
- Bow & Arrow Culture Club
- Catholic Charities
- Community Engagement Liaison Services (CELS): Spanish, Russian, Chinese, and Vietnamese communities
- Healthy Birth Initiatives
- Home Forward
- I Am More Project
- Iraqi Society of Oregon
- Multnomah County Library
- Multnomah Early Childhood Education
- Native American Community Advisory Council (NACAC)
- Neighborhood House
- Oregon Department of Human Services
- Portland Public Schools Head Start
- SUN Community Schools
- The Red Door Project
- Trash For Peace
- United Cerebral Palsy of Oregon



“Parks and recreation services are essential to making Portland a great place to live, work, and play. I’m proud of the nearly 2,000 committed employees who serve the community every day, and grateful for the people and organizations who support our work.”

Adena Long

Director, Portland Parks & Recreation

portland.gov/parks/healthy-parks



Report co-created with Future Work Design



	Bureau Equity Outcome:	Strategy:	Bureau Policy / Program / Service	Action & Key Result	Performance Measures	Update Frequency	Year 1 Update	Year 2 Update	Year 3 Update	Year 4 Update	Year 5 Update	Lead Staff	Partners
City 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.	All Portlanders feel represented within the Police Force.	The Portland Police Bureau will prioritize and innovate in the recruitment, hiring and retention of a diverse workforce.	Identify trends and opportunities in Portland Police recruitment efforts through Equity Data Analyst's Needs Assessment Report. Utilize report to develop strategies to remove barriers to application for underrepresented groups and invest in diverse recruiting. Utilize internal work group data to ensure an inclusive and healthy culture to increase retention.	Increased diversity in Bureau Hires. Increased diversity within the Bureau.	% (Candidates of Color, Women, Women of Color) of Police Hires Inclusion Work Group Report.	Quarterly.						Personnel Captain & Equity Data Analyst	Bureau of Human Resources
	All Portlanders feel represented within the Police Force Leadership.	The Portland Police will ensure an Equitable process for promotions, assignments to specialty units, and career development for both sworn and professional staff.	Update annual performance evaluation to better collect data on individual aspirations within the organization. Utilize this data to better understand whether or not all members of the organization are receiving equal opportunity for their desired advancement. Further utilize to address any gaps in access by demographic status.	Increased diversity in Bureau leadership.	% (Candidates of Color, Women, Women of Color) of Leadership % (Candidates of Color, Women, Women of Color) in Speciality Units	Quarterly.						Personnel Captain & Chief's Office	
City 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.	All Portlanders have opportunities to engage with their local Police in non-emergency situations.	The Portland Police Bureau will continue to engage in community relationship building activities and programs.	Develop foundational framework for the PPB De-Centralized community engagement strategies. Build a foundation for PPB led community educational content tailored to contemporary needs, issues, and community priorities (e.g. active shooter, verbal de-escalation)	Increased opportunities to engage with the Bureau. Better understand how to provide safety resources to community needs.	Community Events Hosted Workshops Hosted Workshop Satisfaction Survey	Quarterly.						Community Engagement Officer & Equity Data Analyst	
	All people in Portland experience an equitable, fair, safe and justice law enforcement system.	Identifying and investing in equitable solutions to Gun Violence and support for affected communities and individuals.	Researching, identifying, and investing in solutions to Gun Violence including trainings for the the police service and community workshops.	Decrease in general gun violence and reductions in gun violence disparities rates.	Gun Violence Incidents Victim Disparity Rates Tracking training participation and community workshop engagement.	Quarterly							Focus Intervention Team Lieutenant
City 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.	All Portlanders can trust that they will be treated fairly and with procedural justice by Portland Police without disparity due to identity.	The Portland Police Bureau will make continuous effort to ensure that biased-based police and racial profiling are not used within bureau operations.	Ensure that new Body Worn Camera's (BWC) policy, training and standard operating procedures includes focus on equity considerations, racial profiling, and bias.	Decrease in Community complaints of bias based policing and increase in community trust of Portland Police.	Track Community Complaints (Submitted and Founded). Use of Force Arrest Rates Disproportionally	Quarterly						Commander of Internal Affairs	Independent Police Review, Police Accounting Commission
	Training. Educate City and partner staff about institutionalized racism, intercultural competency and the legal requirements and regulations of Title VI of the Civil Rights Act. Incorporate this into performance reviews. (From Portland Plan Equity Framework Item 11)	All Portlanders can trust that they will be treated fairly and with procedural justice by Portland Police without disparity due to identity.	The Portland Police will incorporate Equity Practices throughout the training development, implementation, and evaluation process.	Hiring and retaining the Inclusion and Civil Rights Trainer to develop and implement equity practices in the Training Division through reviewing and editing training materials, and creating best practice and resource guides.	Increased integration of Equity into the Training process.	Equity Hours Trained (Advanced Academy) Equity Hours Trained (In-Service) Training Survey Results	Every six months.						Training Analyst & Equity Data Analyst
CITYWIDE RACIAL EQUITY GOALS & STRATEGIES Strategy 3. Implement a racial and disability equity lens: Racial inequities are not random; they have been created and sustained over time. Inequities will not disappear on their own. 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.	The Portland Police Bureau will exceed its Title II requirements.	Portland Police will assess current Title II needs. It will then seek to address current deficiencies and look for areas to exceed federal, state, and city requirements.	A completed needs assessment of the Portland Police Bureau's Title II requirements and opportunities. This needs assessment will inform additional work. After any deficiencies in Title II compliance are addressed, Bureau will proactively seek ways to increase access beyond federal, state and city requirements.	Increased use of accommodations by the Portland Police.	Accommodations Requests Made Accommodations Granted	Annually						ADA Coordinator	OEHR
Enforce Title VI. Implement the City of Portland Civil Rights Title VI Program Plan to remove barriers and conditions that prevent minority, low-income, limited English proficiency and other disadvantaged groups and persons from receiving access, participation and benefits from City programs, services and activities. (From Portland Plan Equity Framework Item 1)	The Portland Police Bureau services and information will be available and comprehensive for all Portlanders regardless of language spoken.	Create foundational framework for holistic, comprehensive, and equitable Language Justice Program, Practices and Polices.	Utilize Bureau communications to increase external and internal awareness of Bureau Language resources and responsibilities.	Increased ability of the Bureau to support Portlanders with Limited English Proficiency.	# of languages offered. # of sworn members certified. Language Line Uses.	Annually						Community Engagement Officer	OEHR

Sample Template for Racial Equity Plans

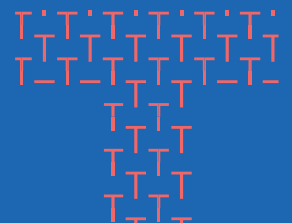
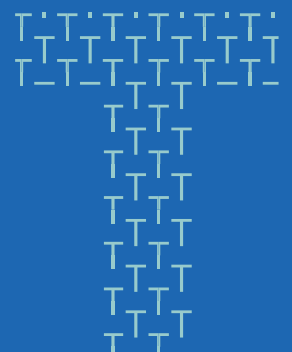
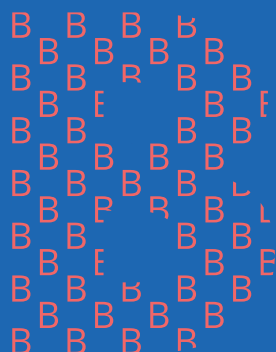
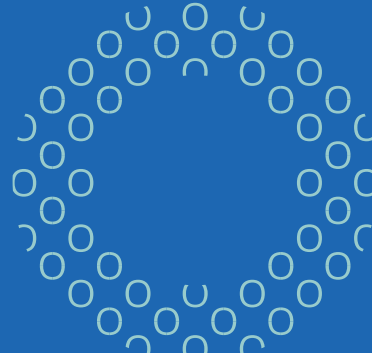
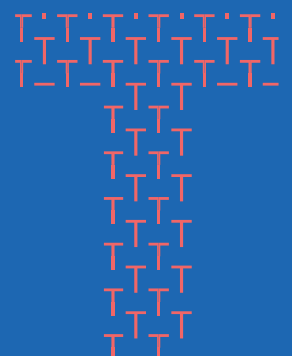
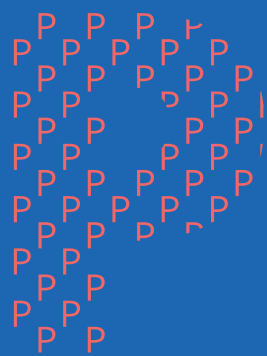
<p>Citywide Equity Outcome: Enforce Title VI. Implement the City of Portland Civil Rights Title VI Program Plan to remove barriers and conditions that prevent minority, low-income, limited English proficiency and other disadvantaged groups and persons from receiving access, participation and benefits from City programs, services and activities. (From Portland Plan)</p>	<p>Bureau Equity Outcome: The Portland Police Bureau will continue to engage in community relationship building activities and programs.</p>	<p>Strategy: Please describe the strategy that will help achieve this Bureau Equity Outcome</p>	<p>Bureau Policy/Program/Service or Action & Key Result: List the program, policy, service, or action that contributes to this strategy. What is the key result of this program that directly impacts the equity outcome?</p>	<p>Performance Measure: Select an indicator using the Results-based Accountability (RBA) process that measures progress towards this policy/program/service/action's key result.</p>	<p>Update Frequency: How often is this data point collected and when will it be updated?</p>	<p>Year 1 Update</p>	<p>Year 2 Update</p>	<p>Year 3 Update</p>	<p>Year 4 Update</p>	<p>Year 5 Update</p>	<p>Lead Staff: Identify a point of contact within your organization responsible for providing updates to the indicator data</p>	<p>Partners: Identify if your indicator data involves other bureaus' or organizations' data sources</p>
	<p>Bureau Equity Outcome: Is there more than one outcome that relates to this Citywide Equity Outcome?</p>	<p>Strategy</p>	<p>Bureau Policy/Program/Service or Action & Key Result</p>	<p>Performance Measure</p>	<p>Update Frequency</p>	<p>Year 1 Update</p>	<p>Year 2 Update</p>	<p>Year 3 Update</p>	<p>Year 4 Update</p>	<p>Year 5 Update</p>	<p>Lead Staff</p>	<p>Partners</p>
<p>Citywide Equity Outcome: We will work with you to connect to a Citywide Equity Outcome. Feel free to use this space to document and identify a connection to a related citywide equity goal from existing documents such as the Portland Plan, the City of Portland's 6 Core Values, the Comprehensive Plan, the City Racial Equity Goals, etc.</p>	<p>Bureau Equity Outcome: What is an equitable outcome for the population served by your bureau? What are some of the equity-related goals specified in your bureau's Strategic Plan that tie to this Citywide Equity Outcome?</p>	<p>Strategy: Please describe the strategy that will help achieve this Bureau Equity Outcome</p>	<p>Bureau Policy/Program/Service or Action & Key Result: List the program, policy, service, or action that contributes to this strategy. What is the key result of this program that directly impacts the equity outcome?</p>	<p>Performance Measure: Select an indicator using the Results-based Accountability (RBA) process that measures progress towards this policy/program/service/action's key result.</p>	<p>Update Frequency: How often is this data point collected and when will it be updated?</p>	<p>Year 1 Update</p>	<p>Year 2 Update</p>	<p>Year 3 Update</p>	<p>Year 4 Update</p>	<p>Year 5 Update</p>	<p>Lead Staff: Identify a point of contact within your organization responsible for providing updates to the indicator data</p>	<p>Partners: Identify if your indicator data involves other bureaus' or organizations' data sources</p>
	<p>Bureau Equity Outcome: Is there more than one outcome that relates to this Citywide Equity Outcome?</p>	<p>Strategy</p>	<p>Bureau Policy/Program/Service or Action & Key Result</p>	<p>Performance Measure</p>	<p>Update Frequency</p>	<p>Year 1 Update</p>	<p>Year 2 Update</p>	<p>Year 3 Update</p>	<p>Year 4 Update</p>	<p>Year 5 Update</p>	<p>Lead Staff</p>	<p>Partners</p>

Moving to Our Future

PBOT's Strategic Plan 2019-2024

Originally published 2019

Revised 2023



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Moving to our Future;

Adapting to Change (2023 updates)

Since we adopted **Moving to Our Future** in 2019, we have experienced unprecedented challenges. Less than 12 months after we adopted this plan, the Covid-19 pandemic forced us to shift our working conditions, mobilize to support safe and healthy travel and commerce in our streets, and brace for uncertain public health, social and economic ramifications that are still unfolding. As 2020 continued, our community, country and global society spoke out against injustice and reckoned with systemic racism following the killing of George Floyd. And in 2021 and 2022, we experienced first-hand the devastating toll of climate change, living through weeks of choking wildfire smoke, dangerous ice conditions and multiple scorching heat waves.

One of PBOT’s biggest challenges is finding new sources of money and a more sustainable funding model to meet our goals. Currently, PBOT’s budget is overly reliant on income from fossil fuel taxes and parking, things that have been in sharp decline because of the pandemic, but also due to the increased emphasis on rising fuel efficiency and other factors. Developing this new model is the key to PBOT’s ability to carry its vision for Portland forward.

Despite these challenges and changes facing our city, the central vision of the Strategic Plan still resonates. These events have brought filling critical needs into sharper focus, and the core pillars of creating safer streets, enhancing mobility, prudent asset management, pursuing racial equity, addressing structural racism, and reducing carbon emissions. To enable us to forge ahead with this work and achieve the outcomes we seek, leadership extended the timeline of the strategic plan, **Moving to Our Future** from three to five years (concluding in 2024). This extension allows us to reexamine the plan’s content in light of current realities.

In the following chapters, look out for “**WHAT’S NEW**” sections, summarizing updates and revisions made over the last year. These updates include:

- Additional information about PBOT’s commitment to advance equity and address structural racism and a framework all staff can use to apply justice principles to their work
- The definition of performance outcomes and measures within our three goal chapters so we can hold ourselves accountable and track our progress
- Revised lists of objectives and initiatives for each goal, reflecting current priorities and resource realities

Introduction

The way Portlanders get from place to place has been changing rapidly and in far-reaching ways. In the last several years, these are just some of the new elements added to the city's transportation landscape:

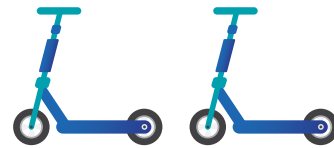
MODES OF TRANSPORTATION



BIKETOWN and Adaptive BIKETOWN: The city's new bike-share system and its rental partners that make bikes available for people with disabilities.



Lyft, Uber and PDX WAV: New private for-hire ride-share options from transportation network companies (TNCs), new city regulations, and a consolidated city system for hailing wheelchair-accessible vehicles (WAVs) from taxis and TNCs.

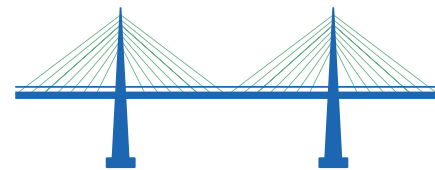


E-scooters: New shared e-scooter operators and rules as we transitioned from years of pilots to a long-term program.

INFRASTRUCTURE



MAX Orange Line: TriMet's newest light rail line connecting Portland to Milwaukie.



Tilikum Crossing: The first Portland bridge built over the Willamette River since 1973, and the country's longest bridge built exclusively for public transit, pedestrians, and cyclists.



Portland Streetcar Loop: New Streetcar options on Portland's eastside and the Broadway Bridge complete a loop.

OTHER PROGRAMS



Fixing Our Streets: Portland's first local funding source for transportation: a 10-cent gas tax approved by voters in 2016 and 2020 and heavy vehicle use tax approved by council the same years.



Parking Kitty: PBOT's new app that makes paying for parking quick, easy, and paperless.



Vision Zero: PBOT's adopted plan of action to reduce traffic fatalities and serious injuries on our streets.



Smart City PDX: A new city framework to guide PBOT's use of emerging technology and data collection to reduce inequities and disparities within the transportation system.

Thanks to these changes, we are reconsidering our approach to getting around. With new options and new technology, people often use multiple modes, often in the same day. They may drive their kids to school, walk to the light rail stop and take transit to work, use bike-share or a scooter to get to lunch, take advantage of car-sharing to go to a meeting, and then take Lyft, Uber, or a cab to entertainment in the evening.

For those of us at PBOT, such a quickly evolving transportation environment is ripe with opportunity. Each new option, policy, or program gives us new tools we can use to make Portland safer and more accessible, ease traffic congestion, and build a sustainable city with vibrant neighborhoods.

At the same time, PBOT must manage these changes with input from the community we serve to ensure that we are aligned with our city's values and the values of our agency. Our streets belong to all of us.

In order to honor our commitments to racial equity and access for people with disabilities, we do this work with you to ensure all Portlanders enjoy the benefits of convenient, reliable, safe, and sustainable transportation options.



How do we stay focused on our mission? In 2019, city council gave us clear goals and tools by which to measure ourselves. These included:

- Shifting people to different modes and reducing vehicle miles traveled
- Fulfilling the goals of Portland's Vision Zero Action Plan
- Fulfilling the goals of Portland's racial equity commitments
- Reducing carbon emissions

In 2023, city council provided all bureaus guidance on a new set of priorities. We use these as a lens to ensure our bureau mission and services support these key issues.

Key Issues:

- Livability
- Community Safety
- Economic Recovery
- Homelessness

Priority Lenses:

- Equity
- Climate Action
- High-Performance Government

In 2015, PBOT embarked on a new era of strategic planning to help us achieve our goals, launching *Portland Progress*, an ambitious two-year workplan for the bureau that outlined specific steps for PBOT to improve transportation in the city. *Portland Progress II* followed in 2017, expanding on the vision laid out in *Portland Progress*.

In 2019, we launched *Moving to Our Future*, which mapped out a new strategic vision for Portland's transportation system. The plan originally spanned three years (2019-2022), but was extended to five years (through 2024) during the pandemic. This plan refresh was launched in 2022 and published in September 2023.

Moving to Our Future lays out the steps we will take to harness the changes in our transportation system to deliver well-maintained streets, help ease congestion, and keep safety front and center in all that we do. What's new is that we are shifting toward a bureau-wide approach that aligns goals and outcomes in order to deliver on an ambitious mission.

City Council has given us clear goals and tools by which to measure ourselves.



Moving to Our Future lays out the steps to harness the changes in our transportation system to deliver well-maintained streets, help ease congestion, and keep safety front and center in all that we do.

How we will use this plan

Moving to Our Future aligns the activities of PBOT's work groups to advance three primary goals through 2024:

- **SAFETY: Make Portland streets safe for everyone**
- **MOVING PEOPLE AND GOODS: Provide transportation options for a growing city**
- **ASSET MANAGEMENT: Deliver smart investments to maintain our transportation system**

As we work towards these goals, we also want to make sure that our efforts contribute to a Portland that is more equitable and that has a smaller carbon footprint. This is why we will ask ourselves these two fundamental questions as we pursue each goal:

1. Will it advance equity and address structural racism?
2. Will it reduce carbon emissions?

For each goal, we lay out the specific programs, initiatives, or strategies that will help us best achieve it, and how we will measure our success along the way.

Defining measurable objectives in this way allows us to assess whether we are choosing the right strategies to achieve our goals. They help guide our managers and the work they oversee. They help managers develop work plans for their respective groups. They also allow us all to draw on the expertise of the entire bureau and help us achieve the same outcomes together.

PBOT'S THREE CORE GOALS



SAFETY

Make Portland streets safe for everyone



MOVING PEOPLE AND GOODS

Provide transportation options for a growing city



ASSET MANAGEMENT

Deliver smart investments to maintain our transportation system

Here at PBOT, we are more than the sum of our parts. Advances in one goal and its objectives will likely deliver better outcomes for another. For instance, reductions we make in vehicle miles traveled not only mitigate congestion, but make our roads safer. Similarly, streets designed for safety, that make walking and biking a viable option for more Portlanders, not only help ease congestion but reduce carbon emissions as well. And fiscally speaking, when we manage our assets more efficiently we save money in the long-term, freeing up our budget to design safer streets and expand transportation options.

We can't solve every challenge we face in the three-year scope of this strategy, but we intend to offer bold solutions for the path ahead. We work toward our future with confidence.

PBOT's work groups

Business Services

We provide efficient and comprehensive back-office support.

Right-of-Way Management & Services

We manage public right-of-way space including use of streets, curb zones, and sidewalks.

Engineering Services

We design, construct, and manage the city's roads, bridges, tunnels, sidewalks.

Traffic Systems & Operations

We design and operate a system that allows all users to move safely and efficiently around the city.

Maintenance Operations

We build and maintain our \$13 billion transportation system.

Parking & Regulatory Services

We enforce regulations and manage curb access and parking spaces along Portland's streets.

Policy, Planning & Projects

We develop and implement plans, capital projects, and programs that ensure Portlanders can get where they need to go easily, safely, and sustainably.



What PBOT stands for

Vision

We want a safe, reliable, equitable, and affordable transportation system that supports Portland's prosperity with a high quality of life, an inclusive and connected community, and a low-carbon footprint.

Mission

We work with our community to shape a livable city together. We plan, build, manage, and maintain an effective and safe transportation system that provides people and businesses the access and mobility they need and deserve. We keep Portland moving.

Values



Safety First

We make the safety of all Portlanders, including our workforce, our highest priority.



Innovative

We foster innovation to deliver forward-thinking transportation solutions.



Equitable

We promote equitable outcomes bureau-wide, and deliver equitable and accessible services for all Portlanders.



Open

We embrace and cultivate a welcoming and accessible culture.



Respectful

We value and support our workforce.



Inclusive

We listen to and learn from our community.

Transportation justice

Transportation promises personal freedom, access, and connection.

Freedom means a well-designed and well-maintained transportation system that gives people the ability to go where they want easily and safely.

Access means safe, healthy, reliable, and affordable transportation that supports Portlanders' access to jobs, education, culture, and recreation.

Connection means good transportation options that make it easier to get from place to place and thus build community and the culture of the city.

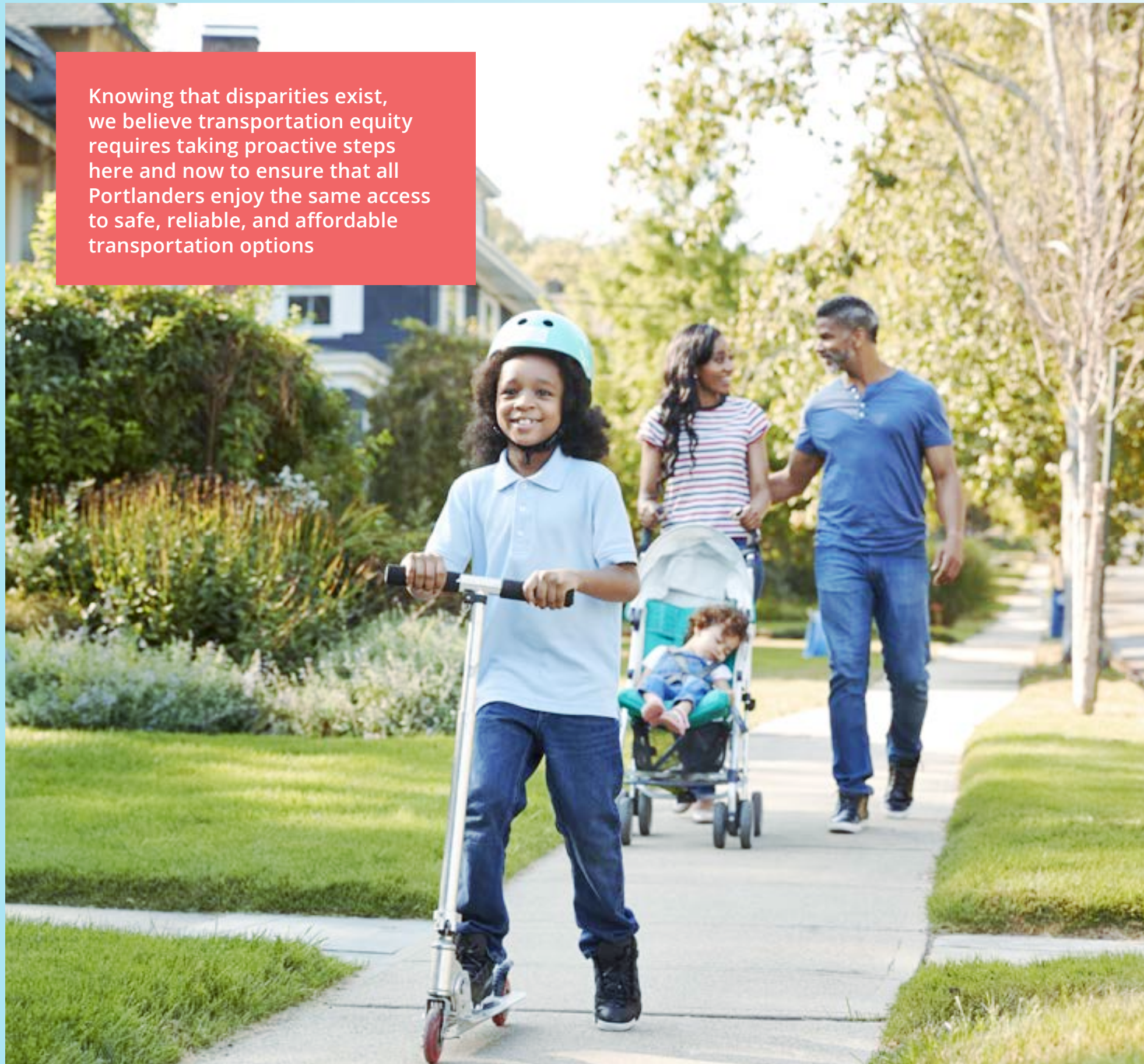
Unfortunately, our country, our city and our agency have not always delivered on transportation's promise in an equitable or sustainable way. In fact, past policymakers and public officials made decisions that continue to disproportionately harm the most vulnerable users of our transportation system, including people of color and people with disabilities.

Over time, these burdens and associated costs have unfairly impacted specific populations. Major infrastructure projects uprooted entire neighborhoods. Smaller projects were designed and built without adequate input from the communities they were supposed to serve. The needs and desires of underserved communities were often ignored in visions of Portland's future.

It's a regrettable truth that deep systemic disparities exist in our transportation system. For example, pedestrians in East Portland, especially east of I-205, are more than twice as likely to be killed in a traffic crash than pedestrians in other parts of Portland. East Portland generally bears the burden of historic underinvestment in infrastructure, and has poor air quality and limited community resources. This is especially troubling because East Portland also has high concentrations of communities of color, low-income households, and communities with limited English proficiency (LEP).

Knowing that disparities like this exist, transportation justice requires taking proactive steps here and now to ensure that all Portlanders enjoy the same access to safe, reliable, and affordable transportation options. Our roads belong to everyone. It is in these public spaces that we create community and decide together how best to make use of our shared right-of-way. It is our responsibility to remove any barriers to equitable and accessible mobility, wherever these barriers exist.

Knowing that disparities exist, we believe transportation equity requires taking proactive steps here and now to ensure that all Portlanders enjoy the same access to safe, reliable, and affordable transportation options



As part of Portland's 2035 Comprehensive Plan, our city has pledged to take concrete steps to address the displacement of residents from neighborhoods. For our commitment to transportation justice, this means ensuring that when we invest in transportation infrastructure we do so in a way that supports more and better access for communities of color, low-income communities, and people with disabilities. Our investments should not repeat past injustices or contribute to new ones like displacement.

We have also not captured the true costs of our collective transportation choices, rarely accounting for how communities are affected by vehicle emissions and dangerous speeds. The ways in which we have traditionally delivered personal freedom, access, and connection have taken a heavy toll on our environment. We face a global reckoning with carbon emissions, its impacts borne most often by the communities that can least afford them.

Questions we are always asking

Portland's leaders have made a radical departure from this past with the adoption of citywide Racial Equity Goals and the Climate Action Plan.

In **Moving to Our Future**, PBOT will ask itself two critical questions in thinking through each aspect of our work:

- Will it advance equity and address structural racism?
- Will it reduce carbon emissions?

Over the last five years, PBOT, along with the City of Portland as a whole, has strengthened its commitment to transportation equity. What does this mean? It means recognizing the harmful legacy of past decisions and moving decisively now to address these harms. Concretely, this means ensuring that communities of color and people with limited mobility, previously excluded from the decision-making process, have a prominent seat at the table and are centered in policy, investments, services, and programs.

This is especially true given the scale of transformation that will be required to achieve our targets for reducing carbon emissions. Portland's Transportation System Plan for 2035 calls for a complete inversion of current transportation choices and behaviors, with a massive shift away from driving alone. This cannot happen on the backs of those who can least afford it. Historically marginalized communities are already significantly more likely to walk, take transit, or share a car trip. We need to reward this and invest in these communities working together to build safe and effective transportation options that work for everyone.

Throughout **Moving to Our Future**, we note where we are putting our commitments to equity and climate into action. Guided by the city's Racial Equity Goals and Climate Action Plan, we will use this strategic plan to refresh and refocus the bureau's equity initiatives, programs, and investments by:



Transforming PBOT's relationship with underserved communities.



Developing a transportation equity framework to guide future equity initiatives, policies, and investments.



Contributing to the resilience of communities that are the most vulnerable amid growth and change.



Increasing opportunity for historically underserved communities to participate in the development of policy and decision making.



Strengthening staff capacity to understand, utilize, implement, and contribute to PBOT's equity framework.



Will it advance equity and address structural racism?



Will it reduce carbon emissions?

Over the course of **Moving to Our Future** we will develop a comprehensive framework for an equitable transportation system in the Portland metro region, helping us tackle critical issues that intersect with PBOT's mission. These include gentrification and displacement, equitable service delivery, and access to jobs and opportunity. The work outlined in this strategic plan is inspired by the definition for equitable transportation introduced by the National Association of City Transportation Officials' (NACTO) Equity Committee:

Equitable transportation is the process and outcomes of ensuring that our transportation systems are inclusive of, meet the needs of, support, and prioritize marginalized or underrepresented communities (race, physical ability, geographic location) where institutional and structural barriers impacting mobility and access have been eliminated, enabling opportunity for both economic and social growth.

What's new

PBOT's Transportation Justice Framework

When adopted in 2019, *Moving to Our Future* set out transportation justice as a north star for the bureau. But beyond advancing racial equity and reducing carbon emissions, what does transportation justice really mean? And how do we, as an organization and stewards of Portland's transportation system, move toward a more just tomorrow?

Over the past few years, PBOT staff have been tackling that question head on through the Transportation Justice Framework Project. The goal of this effort is to create a toolbox of resources that will help:

- Ensure all staff are familiar with existing transportation-related disparities in our communities;
- Equip them with tools and prompts to advance and operationalize transportation justice across our work;
- Empower PBOT teams to provide equitable services to historically underserved communities; and
- Keep us accountable to our goal of becoming an anti-racist organization.

In short, the Transportation Justice Framework will be a compass for all to use in our pursuit of equitable and just outcomes.

In January 2020, PBOT's Equity & Inclusion team, in collaboration with the Transportation Justice Steering Committee (TJSC), organized a retreat at the June Key Delta Community Center. Transportation Justice advocates and representatives from six

Portland based community organizations including Coalition of Communities of Color, Play Grow Learn, Rosewood Initiative, Portland United Against Hate, Unite Oregon, Verde, Albina Vision Trust, and Seeding for Justice (formerly known as MRG Foundation) attended the event to discuss what transportation justice means in the Portland context and share their vision for a just and equitable transportation system. PBOT's Equity & Inclusion team ran with and stayed true to community stakeholder's vision and established a project team to advance project efforts.

That team dove into community wisdom, literature, and discourse around Transportation Justice, and in 2022, unveiled a working draft definition and set of principles that form the backbone of PBOT's Transportation Justice Framework:

PBOT's working draft Transportation Justice definition:

Transportation Justice refers to the elimination of disparities in our mobility and interconnected systems (equity) as well as a transformative and liberating redistribution of power, resources, and opportunities (justice) to those experiencing the greatest disparities today to ensure that all Portlanders use and enjoy the same access to safe, reliable, equitable, sustainable, and affordable transportation options.

In today's transportation system, Portlanders who are Black, Indigenous, and people of color (BIPOC), people with disabilities, households living on low incomes, as well as all those community members who are multilingual, immigrants, refugees, LGBTQIA+, and/or displaced all experience greater disparities and have historically been burdened by unjust and racist policies and decisions. Transportation Justice requires us to uncompromisingly condemn all forms of oppressive practices and racism, proactively reduce transportation disparities, address past harm, remove barriers, and measurably improve outcomes experienced by these communities.

We achieve Transportation Justice by eliminating disparities, redistributing power, and working towards the liberation of unjustly burdened populations in both our processes (how we do our work) and outcomes (what our work achieves or contributes to in community).

Transportation Justice principles:

- Moving beyond equity (eliminating disparities) towards justice (redistributing power, resources, and opportunities)
- Recognizing past and existing injustice and accepting that the past is never dead
- Co-creating solutions with historically underserved communities and envisioning liberation through their lens
- Addressing past harm and mitigating structural pains at all stages of our work
- Acknowledging the interconnectedness of systems
- Centering race and applying "targeted universalism" (in which we prioritize addressing the needs of those experiencing the greatest disparities, which in turn maximizes benefits)
- Committing to intersectionality
- Putting people first (adopting a human-centered approach)
- Applying results-based accountability

The development of the Transportation Justice Framework is ongoing, and the materials staff developed are living documents. Staff know there are gaps in our knowledge, and will continue engaging community partners to validate, challenge, and co-create a deeper understanding of disparities and Transportation Justice principles.





What's new

Objectives and initiatives for Equity & Inclusion and Climate Action

To improve accountability toward advancing our overarching goals of Equity & Inclusion and Climate Action, PBOT adopted the following objectives and initiatives through the 2023 Strategic Plan refresh:

EQUITY AND INCLUSION

CLIMATE ACTION

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Increase understanding of equity and inclusion goals, principles, and applications to our work 2. Create and direct equity and inclusion trainings 3. Build accountability around internal and external equity and inclusion at PBOT 4. Standardize and implement community engagement best practices across the bureau | <ol style="list-style-type: none"> 1. Implement strategies that most effectively reduce driving 2. Shift to cleaner fuels and vehicles 3. Plan and build complete, connected communities and neighborhoods to reduce driving trips 4. Adapt and prepare for climate resiliency |
|---|--|

Climate change confronts us with profound equity challenges that are intergenerational.

Our region is already experiencing the effects of forest fires and reduced air quality, flooding, and hotter summers. The impacts are felt disproportionately in low-income neighborhoods and communities of color. As leaders in a global movement of cities working to create low-carbon urban environments that will support future generations, Portland's City Council has committed to a 50% reduction in carbon emissions by 2030, and a 100% reduction by 2050. We have a lot of work to do. More than 40% of our carbon emissions come from vehicle emissions and, as of 2016, Portland showed a 1% increase over the previous year.

50%

reduction in carbon emissions by 2030

100%

reduction in carbon emissions by 2050



Roughly 40% of our carbon emissions comes from vehicle emissions

3%

as of 2019, Portland transportation emissions were still 3% higher than in 1990

This strategic plan also coincides with Portland's participation in the Bloomberg American Cities Climate Challenge. The initiative supports near-term actions to reduce carbon emissions while providing us with a guiding framework for our strategic plan, with clear outcomes and measures.

More information about PBOT's equity and inclusion initiatives can be found at portland.gov/transportation/justice.

More information about Portland's participation in the American Cities Climate Challenge can be found at portland.gov/what-works-cities/what-works-cities-projects.

Moving to Our Future is guided by the vision of a connected future laid out in the Climate Action Plan, where:

- Access to active transportation options continues to improve, providing welcoming, reliable and timely access to daily needs and key community places.
- Pedestrians, bicyclists, and transit are present throughout Portland's vibrant community centers, bustling corridors, and diverse neighborhoods
- Vehicles are highly efficient and run on low-carbon electricity and renewable fuels



Portland City Council has committed to a 50% reduction in carbon emissions by 2030, and a 100% reduction by 2050.

One bureau, one mission

Moving to Our Future's vision will take more than just hard work and effective planning. It demands we focus on how PBOT functions as an organization. Throughout this plan's development, themes related to PBOT's organization continued to emerge. It became clear that this plan's success depended on improving PBOT's day-to-day operations.

This plan asks every PBOT employee to think about how they can contribute to our bureau's shared success. To support them, our Office of the Director will engage with leadership and staff across the bureau to determine how their work contributes to the outcomes that are identified in this strategic plan, as well as the align efforts and foster collaboration.



SPECIFICALLY, WE WILL WORK ON THE FOLLOWING IMPROVEMENTS TO OUR ORGANIZATION:

Operational Imperatives	FY 2023-24 Initiatives	Lead
Improve workforce and organizational wellness	Identify new revenue sources that align with our policy goals and stabilize the bureau	Intergovernmental Resources & Policy Affairs, Office of the Director
	Improve functionality and awareness of resources on the employee intranet	Communications, Office of the Director
	Conduct biannual employee surveys and roll out PBOT C.A.R.E.S. initiative (Communication, Accountability, Recognition, Employee Development, and Safety)	Employee Services, Business Services Group
	Document critical processes across the bureau to support process improvement and change management	Strategy, Data & Performance, Office of the Director
	Build a culture of physical and psychological safety among PBOT employees	Environmental Services Division, Maintenance Operations

Optimize data collection, use and accessibility	Implement annual performance data collection and reporting process using the PBOT Catalog	Strategy, Data & Performance, Office of the Director
	Produce performance "spotlights" for each group and division using data to tell our story and clarifying the outcomes each team helps achieve	Strategy, Data & Performance, Office of the Director
	Further improve data governance and management by advancing PBOT's Data Management Roadmap	Strategy, Data & Performance, Office of the Director
Enhance engagement with the community	Create standard operating procedures for community engagement, advisory bodies, and information sharing	Equity Services, Office of the Director
	Acquire and implement customer relationship management (CRM) software for tracking data from community engagement and bureau contributions through sponsorships, contracts, and grants	Equity Services, Office of the Director
	Create and implement a Language Access Plan	Equity Services, Office of the Director
Invest in external partnerships	Develop state, regional, and federal partnerships related to major funding opportunities and policy areas	Intergovernmental Resources & Policy Affairs, Office of the Director
	Partner with city hall and other infrastructure bureaus on transition related to charter reform	Bureau Director
	Engage with coalitions of transportation agencies and organizations to advance shared policy goals	Intergovernmental Resources & Policy Affairs, Office of the Director
Achieve excellence in project delivery	Advance PBOT's Tribal Relations work plan	Intergovernmental Resources & Policy Affairs, Office of the Director
	Complete the project delivery manual for large scale and quick build capital projects, further operationalizing "stages and gates"	Capital Delivery Division, Policy, Policy, Planning & Project
	Improve project controls and consistently report on capital program performance	Asset Management, Office of the Director
	Improve communication and coordination across stages and gates, as well as documentation of decision-making process and rationale	Capital Delivery Division, Policy, Policy, Planning & Project

Goal 1: Safety

Make Portland streets safe for everyone

In 2015 Portland became one of the first cities in the country to adopt Vision Zero—an ambitious plan to eliminate traffic fatalities and serious injury crashes on our roadways. Since then, PBOT has worked to:

- Strengthen a culture of safety within PBOT and across the city
- Protect the most vulnerable people on Portland streets regardless of race, language, age, income, or disability
- Prioritize investment in designing safer streets and installing what is needed for safety—technology and infrastructure where it is needed most.
- Identify safe speeds and use education, enforcement, and engineering to achieve those speeds on Portland streets
- Test new concepts like protected bike lanes and launch innovative safety programs like our Safe Ride Home initiative

The alarming numbers of fatalities that we continue to see on our roads is a reminder of how much work we still need to do to achieve our Vision Zero goals.

National and international research clearly shows that an increase in driving reduces safety for everyone on our streets—people driving, pedestrians, and people biking alike. Simply put, as more cars take to the roads, our transportation system becomes less safe.

Moving to Our Future takes two major steps to reverse this trend. First, it continues our aggressive implementation of our Vision Zero Action Plan. Adopted in 2015, the Action Plan aims to eliminate all traffic fatalities and serious injury crashes from Portland streets. To do this, we focus our efforts on our city's most deadly streets, called the High Crash Network, and we do this with proven Vision Zero strategies—building safer streets, encouraging safer behavior, and deploying effective and equitable enforcement. The High Crash Network represents only a fraction of the total streets in Portland, but this is where the majority of fatal and serious crashes occur. If we can make these streets safer, we will make Portland safer.

Of course, traffic safety is a citywide issue. Not every fatality and serious crash occurs on the High Crash Network. For this reason, **Moving to Our Future** adopts a citywide approach known as Safe Systems which prioritizes safety in everything we do. Safe Systems means we design and build streets, sidewalks, bike lanes, and infrastructure safe enough to compensate for the inevitable mistakes that people make.

What's new

Safety goal updates

Clearly defined performance outcomes and measures

When adopted in 2019, the Strategic Plan included example outcomes and measures for each goal area. In 2021, as part of a midway progress report, staff refined these outcomes and analyzed data for key performance measures related to each goal.

The following outcomes and measures are being tracked for Safety goal:

Safety Outcomes	Key Performance Measures
The number of fatal and serious injury crashes declines annually until there are zero	<ul style="list-style-type: none">• Number of fatal crashes• Number of serious injury crashes• Number of bike crashes• Number of pedestrian crashes• Number of miles where speed limits have been reduced• Percent of residential streets with 20 mph speed limits• Number of speed-related crashes• Number of observed speed violations by traffic cameras• Percentage of miles of our bike network that have protected and/or buffered bike lanes
All Portlanders are safe and free from threat or fear of personal harm in the right-of-way	<ul style="list-style-type: none">• Number of bias crimes and incidents reported in public spaces• Satisfaction with safety of commute

We analyzed trends for these outcomes and measures. Despite significant investment and progress implementing the Vision Zero Action Plan, including measurable improvements along specific corridors and from a project level, we still saw crashes increase in the years 2019, 2020, and 2021.

To prioritize our work where it's needed most and to get these performance measures on track, PBOT's Safety goal leads urged a focus on reducing and ensuring safe speeds. This includes:

- Investing in smart signals, automated enforcement, and other technology to address dangerous driving behavior
- Building a bureau-wide understanding and operationalization of the Safe Systems approach through a comprehensive approach to safe speeds

- Leveraging investment from multiple sources to accelerate and augment multimodal safety improvements
- Ensuring safety improvements are evaluated and maintained to sustain their benefit

We also understand there is no single solution. There are complex, persistent social factors that have contributed to the spike in traffic deaths since the onset of the pandemic, including lack of shelter and social services for Portland's most vulnerable community members. We recognize the need to work collaboratively with partners across the Portland metro region to urgently invest in basic human needs, which will help our community and put safety first.

Updated objectives and initiatives

The objectives and initiatives on the following pages have been revised to reflect the work that has been completed as well as resource and capacity realities in 2023.

Goal	2023/2024 Revised objectives	2023/2024 Revised initiatives	Initiative lead	Other divisions or groups involved	Measure of success	Supports a climate action objective?
SAFETY	SAFETY 1 Invest in community engagement and education around safety	SAFETY 1.A Develop proactive and ongoing public engagement about safety measures, including new infrastructure designs, pedestrian and bicycle safety, and speed enforcement	Active Transportation & Safety, Policy, Planning, and Projects	Equity & Inclusion, Communications; Capital Delivery, Planning; Traffic Systems & Operations	Campaigns developed, implemented, and evaluated for success	CLIMATE 3 Plan and build complete, connected communities and neighborhoods to reduce driving trips
		SAFETY 2.A Implement traffic-calming programs targeted along Safe Routes to School	Active Transportation & Safety, Policy, Planning, and Projects			
SAFETY	SAFETY 2 Get drivers to slow down	SAFETY 2.B Expand the use of speed safety cameras for enforcement along the High Crash Network and other key locations	Active Transportation & Safety, Policy, Planning, and Projects	Traffic Systems & Operations	10 months for full implementation of speed safety cameras along the High Crash Network.	CLIMATE 3 Plan and build complete, connected communities and neighborhoods to reduce driving trips
		SAFETY 3.A Improve street lighting conditions to increase the visibility of pedestrians on Portland streets	Signals & Street Lighting, Traffic Systems Group			
SAFETY	SAFETY 3 Fully implement signal and street lighting improvements that make streets safer for pedestrians and people biking	SAFETY 3.B Identify and fund improvements to signal timing at key intersections to allow more time and separation between people crossing and vehicles turning	Signals & Street Lighting, Traffic Systems Group	Traffic Systems & Operations	Complete lighting infill on 5 High Crash Corridors by end of 2023; Complete lighting analysis on 5 additional High Crash Corridors by end of 2023	CLIMATE 3 Plan and build complete, connected communities and neighborhoods to reduce driving trips
		SAFETY 4 Use data and technology to evaluate safety improvements	Active Transportation & Safety, Policy, Planning & Projects Group; and Traffic Operations, Traffic Systems Group			
SAFETY	SAFETY 4.A Complete before-and-after studies on safety projects to evaluate success	Active Transportation & Safety, Policy, Planning & Projects Group; and Traffic Operations, Traffic Systems Group	Pre- and post-evaluation process defined and implemented on at least 3 High Crash Corridor projects			

Goal 2: Moving People and Goods

Portland has very ambitious goals for transitioning people away from driving alone and into alternative modes of transportation such as bicycling, public transit, and walking.

Successfully making this transition allows us to lower carbon emissions and make Portland the city we want it to be. To meet these goals, we must begin implementing major changes to the way we build, price, and allocate our roads in the city. And we must do this together, with an evidence-based approach, so that we deliver clear benefits to all Portlanders.

This begins with an understanding that the status quo is not an option. Not only will inaction lead to more congestion, it will also serve to reinforce and worsen inequities in our transportation system. Communities of color and low-income communities already contribute a disproportionate share of their income to transportation, while seeing less benefits than

white and wealthier Portlanders. Unmanaged, new and emerging technologies such as autonomous vehicles and ride-hailing services could exacerbate these inequities.

Lack of access to transportation options already exacts a heavy cost on people's lives by limiting economic opportunity, reducing time with family and friends, and harming individual and community health.

Additionally, the negative effects of growth and congestion are not distributed equitably as measured by both race and income. Gentrification has disrupted existing neighborhoods, displacing communities of color and low-income residents to the car-dependent periphery. Thus, those who can least afford it are increasingly required to travel farther, at greater cost, with fewer options, and with more delay.

What's new

Moving People and Goods goal updates

Clearly defined performance outcomes and measures

When adopted in 2019, the Strategic Plan included example outcomes and measures for each goal area. In 2021, as part of a midway progress report, staff refined these outcomes and analyzed data for key performance measures related to each goal.

Moving People and Goods Outcomes

Key Performance Measures

People have increasing access to multimodal travel options and key destinations

- Percentage of population in Portland living within 0.25 miles of "low-stress" bike facilities
- Percentage of population in Portland living within 0.25 miles of a frequent service bus stop and/or 0.5 mile of a light rail stop
- Sidewalk presence on busy streets
- ADA ramps improved or constructed annually
- Overall bike network miles
- Percentage of miles in the bike network that have protected and/or buffered lanes

Portlanders increasingly choose to bike, walk, ride transit, and use other modes that move more people in less space than driving alone

- Percentage of Portland commuters that drive alone to work
- Percentage of Portland commuters that walk, bike, carpool, take transit or work from home
- Average daily vehicle miles traveled (VMT) on highways per person
- Average commute time difference between drive-alone and transit trips



Looking at data trends for these outcomes and measures, we see that vehicle miles traveled (VMT) and carbon emissions are on the rise, exacerbating the climate crisis and mobility disparities. Trips are taking longer and travel-time reliability is getting worse. Furthermore, Portlanders who Black, Indigenous, and people of color, as well as community members living on a low income, continue to bear the brunt of an inefficient, overly car-dependent transportation system. As overall VMT continues to rise, it becomes more and more difficult to move people and goods throughout our city. We must accelerate progress toward our VMT reduction and mode-shifting targets to improve mobility, equity, and climate outcomes.

At the same time, our city is recovering from a multi-year pandemic and growing concerns around livability. PBOT is a partner in the citywide effort to support our community in this recovery and to improve livability through the activation of our right-of-way.

The initiatives on the following pages have been revised to reflect these trends, work completed to date, and resource and capacity realities in 2023.

Goal	2023/2024 Revised objectives	2023/2024 Revised initiatives	Initiative lead	Other divisions or groups involved	Measure of success	Supports a climate action objective?
MOVING PEOPLE AND GOODS	MOBILITY 1 Deliver and activate transportation projects that improve mobility and livability in our communities	MOBILITY 1.A Deliver quick-build projects that most address safety and equity goals, and evaluate and report on impact of projects	Transportation Planning Division; Capital Project Delivery, Policy, Planning & Projects Group	Active Transportation & Safety; Traffic Systems & Operations; Engineering Services; Maintenance Operations	Near-term (1-2 year) list of priority pedestrian quick-build projects maintained	CLIMATE 3 Plan and build complete, connected communities and neighborhoods to reduce driving trips
		MOBILITY 1.B Evaluate and improve existing Rose Lane network and expand network as funding is available.	Transportation Planning Division, Policy, Planning & Projects Group		Additional Rose Lane projects delivered.	CLIMATE.3 Plan and build complete, connected communities and neighborhoods to reduce driving trips
		MOBILITY 1.C Identify funding to connect a protected bike and pedestrian facility to the Blumenauer Bridge.	Capital Project Delivery, Policy, Planning & Projects Group	Office of the Director; Business Services	Grant or other funding received for SE Seventh Avenue improvements	CLIMATE 3 Plan and build complete, connected communities and neighborhoods to reduce driving trips
		MOBILITY 1.D Strengthen the value of the central city and neighborhood centers via plaza development and activation	Transportation Planning Division, Policy, Planning & Projects Group	Right-of-Way Management & Services	Number of plaza activations in 2023; Completion of permanent plaza program	CLIMATE 3 Plan and build complete, connected communities and neighborhoods to reduce driving trips

Goal	2023/2024 Revised objectives	2023/2024 Revised initiatives	Initiative lead	Other divisions or groups involved	Measure of success	Supports a climate action objective?
MOVING PEOPLE AND GOODS MOVING PEOPLE AND GOODS	MOBILITY 2 Advance the most effective transportation demand management strategies identified in the Way to Go Plan	MOBILITY 2.A Evaluate effectiveness of Transportation Wallet programs and identify ongoing funding	Active Transportation & Safety, Policy, Planning & Projects Group	Strategy, Data & Performance	Transportation Wallet App launched. Long-term funding for Transportation Wallet App secured. Increased numbers of Transportation Wallets in circulation. Reduced VMT recorded through evaluation of Transportation Wallet users	CLIMATE 1 Implement strategies that most effectively reduce driving
		MOBILITY 2.C Advocate for demand management through pricing on Oregon Department of Transportation freeways to mitigate existing inequities, improve safety on local roads, and reduce carbon emissions	Intergovernmental Resources & Policy Affairs, Office of the Director	Policy, Planning & Projects	Comments and letters submitted to regional leaders advocating for equitable mobility pricing principles. Regional Mobility Pricing Project National Environmental Protection Act (NEPA) process reflects equitable mobility pricing principles.	CLIMATE 1 Implement strategies that most effectively reduce driving
		MOBILITY 2.D Prepare for the implementation of near-term recommendations from the Pricing Options for Equitable Mobility (POEM) Task Force	Intergovernmental Resources & Policy Affairs, Office of the Director	Policy, Planning & Projects; Parking and Regulatory Services	Number of POEM recommendations advanced.	CLIMATE 1 Implement strategies that most effectively reduce driving
		MOBILITY 2.E Implement new permitted parking programs and multimodal strategies that reduce vehicle ownership in growing parts of the city	Parking Operations, Parking and Regulatory Group		New parking permit areas added.	CLIMATE 1 Implement strategies that most effectively reduce driving
		MOBILITY 3.A Deliver Phase 1 Building a Better 82nd Ave projects.	Capital Project Delivery, Policy, Planning & Projects Grou	Capital Delivery; Engineering Services; Traffic Systems & Operations	Phase 1 82nd Avenue projects delivered	
MOVING PEOPLE AND GOODS	MOBILITY 3 Build a better 82nd Avenue	MOBILITY 3.B Complete the 82nd Avenue Civic Corridor Plan.	Transportation Planning, Policy, Planning & Projects Group	Capital Delivery; Engineering Services; Traffic Systems & Operations	Civic Corridor Plan completed in 2023	
		MOBILITY 3.C Complete 82nd Avenue transit project development.	Transportation Planning, Policy, Planning & Projects Group	Capital Delivery; Engineering Services; Traffic Systems & Operations	82nd Avenue transit project development completed by June 2024	

Goal	2023/2024 Revised objectives	2023/2024 Revised initiatives	Initiative lead	Other divisions or groups involved	Measure of success	Supports a climate action objective?
MOVING PEOPLE AND GOODS	MOBILITY 4 Implement and codify updated standards that support efficient movement of people and goods over cars	MOBILITY 4.A Implement new transportation impact procedures for development review that utilize performance measure(s) that better align with TSP and land-use objectives and evaluates impacts and mitigations related to the city's preferred modes, rather than using standards for automobile level-of-service.	Transportation Planning, Policy, Planning & Projects Group		Established VMT as preferred performance measure. Tool to operationalize the methodology being developed.	CLIMATE 3 Plan and build complete, connected communities and neighborhoods to reduce driving trip
		MOBILITY 4.B Continue advocating for a replacement level-of-service metric that measures the efficient movement of people and goods at regional and state policymaking tables, and prepare updates to City Mobility Policy to reflect city goals and comply with updated regional and state policy once adopted.	Transportation Planning, Policy, Planning & Projects Group	Right-of-Way Management & Services	VMT targets established. Program parameters defined. Regional adoption of new standards in plans. City Mobility Policy updates prepared.	CLIMATE 3 Plan and build complete, connected communities and neighborhoods to reduce driving trips
MOVING PEOPLE AND GOODS	MOBILITY 5 Accelerate the conversion from fossil fuel to electric mobility	MOBILITY 5.A Expand access to electric vehicle charging in the right-of-way	Transportation Planning, Policy, Planning & Projects Group	Right-of-Way Management & Services; Parking Operations; Bureau of Planning and Sustainability	Right-of-way charging code adopted	CLIMATE 2 Shift to cleaner fuels and vehicles
		MOBILITY 5.B Seek grant funding to expand access to e-bikes, particularly for people with limited transportation options	Transportation Planning, Policy, Planning & Projects Group	Active Transportation & Safety; Bureau of Planning and Sustainability	E-bike incentive or access program launched	CLIMATE 2 Shift to cleaner fuels and vehicles
		MOBILITY 5.C Increase transportation options, such as bike-share and e-scooters that are able to move more people sustainably in our limited public right-of-way	Policy, Planning & Projects Group		Further growth in BIKETOWN and scooter use; BIKETOWN fleet increased	CLIMATE 2 Shift to cleaner fuels and vehicles
		MOBILITY 5.D Reduce emissions from internal fleet	Environmental Services Division, Maintenance Operations Group		Completion and evaluation of idling pilots	CLIMATE 2 Shift to cleaner fuels and vehicles

Goal 3: Asset Management

Deliver smart investments to maintain our transportation system

Every day, Portlanders rely on our streets and other transportation assets to get where they need to go

These assets are valued at \$13 billion and include: over 100,000 street signs; tens of thousands of streetlights and curb ramps; thousands of miles of streets; thousands of signals and bike racks; hundreds of bridges and retaining walls; hundreds of miles of bikeways; a dozen streetcars; six parking garages; and one aerial tram. Operating, maintaining, and planning for the upkeep of these assets is a 24/7 job and involves staff from all of PBOT's seven primary business groups.

To support a prosperous city where all Portlanders can get around safely, easily, and sustainably, PBOT must fix the city's crumbling and substandard infrastructure. Several factors make this challenging. First, population growth has put more stress on our transportation system. Second, funding has not kept pace with what we need to maintain the system we have. New funding in recent years is a step forward, but still insufficient to see a long-term, dramatic improvement or address our existing deficiencies. The result? PBOT currently faces a maintenance obligation of \$3.5 billion, the majority of which has no committed funding.

Continuing to defer the bulk of this obligation costs Portlanders more because providing maintenance on a deteriorating system costs more. What does this deferred maintenance look like? It looks like potholes, streetlight outages, temporary road closures, and other challenges that Portlanders encounter on their daily trips.

PBOT is committed to reversing this trend and dramatically shrinking its growing unfunded maintenance liability. But we know that we cannot rely on funding alone. To this end, we are using these five years to improve our bureau's approach to building, preserving, and repairing our transportation infrastructure. In ***Moving to Our Future***, we outline the way we will focus on this by improving how we manage our assets and by implementing modern, data-driven tools, programs, and policies. These advancements will allow PBOT to maximize our current funding across our assets, and to deliver a better-maintained, safer, and more reliable transportation system at a lower cost to Portlanders.

What's new

Asset Management Goal updates

Clearly defined performance outcomes and measures

When adopted in 2019, the Strategic Plan included example outcomes and measures for each goal area. In 2021, as part of a midway progress report, staff refined these outcomes and analyzed data for key performance measures related to each goal.

The following outcomes and measures are now being tracked for the Asset Management goal:

Asset Management Outcomes	Key Performance Measures
<p>PBOT's unmet need funding gap declines every year</p>	<ul style="list-style-type: none"> • Total unmet need • Unmet need for local streets • Unmet need for arterial and collector streets • Unmet need for sidewalks • Unmet need for bridges • Unmet need for curbs • Unmet need for traffic signals (hardware only) • Unmet need for improved corners • Unmet need for Portland Streetcar • Unmet need for parking assets • Unmet need for Portland Aerial Tram • Unmet need for streetlights • Unmet need for support facilities (for PBOT and the Bureau of Environmental Services) • Unmet need for other transportation assets
<p>All PBOT asset classes meet or approach service level expectations set by community and stakeholders</p>	<ul style="list-style-type: none"> • Average Pavement Condition Index (PCI) for busy streets • Average Pavement Condition Index (PCI) for local streets • Sidewalk presence on busy streets • Percent of fiber-optic infrastructure in fair or better condition • Percent of ITS equipment in fair or better condition • Percent of signal controllers in fair or better condition • Percent of signal hardware in fair or better condition • Percent of bridges in fair or better condition • Percent of retaining walls in fair or better condition • Percent of parking garages in fair or better condition • Percent of parking meters in fair or better condition • Percent of streetlight poles in fair or better condition • Percent of streetlights in fair or better condition • Percent of streetcar tracks in fair or better condition • Percent of traffic calming in fair or better condition • Percent of tramway equipment in fair or better condition • ADA ramps improved or constructed annually

Looking at data trends for these outcomes and measures, we see that our asset unmet need continues to grow while demands on our system and need for new infrastructure also increase. We need to simultaneously reduce our unfunded maintenance liability while making smart investments that expand options and access, without unsustainably increasing our maintenance obligations. Across individual asset classes, we lack strategies for funding improvements, preventative maintenance, and prioritizing investments, while we also bring on new assets to address rising demands. We have critical data gaps that make addressing these challenges difficult.

The initiatives on the following pages have been revised to reflect these trends, work advanced to date, and resource and capacity realities in 2023.

Goal	2023/2024 Revised objectives	2023/2024 Revised initiatives	Initiative lead	Other divisions or groups involved	Measure of success	Supports a climate action objective?
ASSET MANAGEMENT	ASSET 1 Use criticality to prioritize asset replacement	ASSET 1.A As part of the annual cadence of reviewing PBOT’s Risk Register, define likelihood and consequence framework and conduct criticality analysis of major assets.	Asset Management, Office of the Director	Maintenance Operations; asset leads across all groups	Risk Register reviewed annually. Criticality assessments completed for each asset class.	CLIMATE 4 Adapt and prepare for climate resiliency
		ASSET 1.B Use cost-benefit considerations and business-case analyses to improve the quality and confidence of prioritization efforts	Asset Management, Office of the Director	Maintenance Operations; asset leads across all groups	Business-case analyses completed. Utilization of analyses in programming of capital improvement projects and maintenance dollars.	
ASSET MANAGEMENT	ASSET 2 Improve quality, completeness, and accessibility of asset management-related information	ASSET 2.A Incorporate standard lifecycle costs and maintenance plans into Maintenance Operations’ strategic planning and operations.	Asset Management, Office of the Director	Maintenance Operations; Business Services; asset leads across all groups	Lifecycle cost estimates completed for all assets. Maintenance Operations work plans developed based on lifecycle maintenance plans.	
		ASSET 2.B Continue iterations of capital improvement project asset maintenance estimates as part of the new asset onboarding improvements.	Asset Management, Office of the Director	Maintenance Operations; Business Services; asset leads across all groups	90% of capital improvement projects completed asset maintenance estimates.	
		ASSET 2.C Expand on State of Good Repair efforts to include lifecycle costs and standard lifecycle maintenance plans for most critical assets.	Asset Management, Office of the Director	Maintenance Operations; asset leads across all groups	“State of Good Repair” standards	
		ASSET 2.D Identify opportunities to improve asset data in PBOT source systems (StreetSaver, RoadRunner, GIS, Maximo).	Asset Management, Office of the Director	Strategy, Data & Performance; Maintenance Operations; Technology Services; asset leads across all groups	Map data business processes for all asset classes. Produce annual asset snapshots.	

Goal	2023/2024 Revised objectives	2023/2024 Revised initiatives
ASSET MANAGEMENT	ASSET 3 Advance the objectives and tactics in the Maintenance Operations Strategic Plan	ASSET 3.A Continue to improve the quality of data related to categorizing Maintenance Operations work orders.
		ASSET 3.B Incorporate best practices for proactive and predictive work planning as well as community input into the Maintenance Operations Strategic Plan.
		ASSET 3.C Update emergency response plans.
ASSET MANAGEMENT	ASSET 4 Establish dedicated funding for essential and preventative asset maintenance	ASSET 4.A Complete the street-damage study and implement strategies to recover damages from pavement cuts.
ASSET MANAGEMENT	ASSET 5 Increase understanding of asset management roles, responsibilities, and goals	ASSET 5.A Establish an agency-wide strategic asset management plan
		ASSET 5.B Increase PBOT's participation in trainings led by the Citywide Asset Management Group (CAMG)-led trainings on asset management principles.
		ASSET 5.C Continue improving the quality and completeness of annual reporting, including year-over-year progress towards identified performance goals
		ASSET 5.D Implement a reorganization of asset-related information on external PBOT website to improve accessibility and transparency

Initiative lead	Other divisions or groups involved	Measure of success	Supports a climate action objective?
Maintenance Operations	Asset Management	100% of work orders categorized appropriately.	
Maintenance Operations	Asset Management	Proportion of budget spent on preventative maintenance increases year-over-year. Use community feedback in annual maintenance planning.	
Maintenance Operations	Asset Management	Plans updated	CLIMATE 4 Adapt and prepare for climate resiliency
Asset Management, Office of the Director	Maintenance Operations; Business Services; Right-of-Way Management & Services; asset leads across all groups	Implement street-damage restoration fee. Generate revenue from fee.	
Asset Management, Office of the Director	Maintenance Operations; Business Services; asset leads across all groups	Develop and adopt Strategic Asset Management Pla	CLIMATE 4 Adapt and prepare for climate resiliency
Asset Management, Office of the Director	Maintenance Operations; Business Services; asset leads across all groups	All positions identified in the Strategic Asset Management Plan participate in trainings led by Citywide Asset Management Group.	
Asset Management, Office of the Director	Asset leads across all groups	Produce asset management snapshot. Refine and track asset performance measures annually.	
Asset Management, Office of the Director	Communications	Post asset management snapshots and Strategic Asset Management Plans on PBOT's public website.	

Appendix

A good strategic plan needs input from everyone. For ***Moving to Our Future***, PBOT gathered input from a wide range of stakeholders over a six-month period.

Similarly, For ***Moving to Our Future: Adapting to Change***, we gathered input from our PBOT staff through...

- 7 presentations to our PBOT groups
- Online feedback forms
- One-on-one meetings
- Monthly meetings with strategic goal leads
- Regular feedback from our Executive Team

PBOT thanks all those who contributed to refreshing this strategic plan.



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