



Citywide Equity Committee

Date: May 15th 2013

To: Mayor Charlie Hales
Commissioner Nick Fish
Commissioner Amanda Fritz
Commissioner Steve Novick
Commissioner Dan Saltzman

Re: Citywide Equity Committee Strategic Plan

The Citywide Equity Committee (CEC) was established on September 12, 2012 by resolution which City Council passed unanimously. The Office of Equity and Human Rights (OEHR) which staffs the CEC oversaw the transition and shift from a Citywide focus on diversity to one on racial equity. The CEC is housed in OEHR.

The CEC works in collaboration with OEHR to facilitate, coordinate, and lead a citywide effort to shift internal City culture by promoting the recognition and removal of racially inequitable policies and practices. The CEC has a total 41 members from all City bureaus and the Portland Development Commission (PDC). The CEC also works in partnership with its sister committee, the Executive Equity Team (EET), whose members include all bureau directors and senior policy staff from the six offices of the electeds to successfully institutionalize racial equity throughout the City of Portland.

The CEC envisions a City that conducts business with the public in a racially equitable manner and empowers its employees to create, support, and champion racial equity in their own bureaus and throughout the City.

The CEC's work includes developing a racial equity work plan template, providing technical expertise to bureau staff and management on developing and implementing racial equity plans, establishing relationships with City leadership, and reporting annually on the state of the City's racial equity efforts.

For its first year, the CEC will focus on the following goals and priorities:

- Build the capacity of CEC members to address racial equity
- Support bureaus in developing racial equity plans with measureable goals
- Elevate visibility of the CEC and its work
- Review and analyze institutional policies
- Monitor CEC and City progress and report to Council
- Foster and promote relationships to support racial equity Citywide
- Evaluate effectiveness of the CEC

We urge the Portland City Council to adopt the CEC's Strategic Plan and direct all City bureaus to work cooperatively with the CEC so that the City of Portland can successfully fulfill its racial equity goals.

Thank you for your consideration.

Sincerely,
Citywide Equity Committee



Citywide Equity Committee

STRATEGIC PLAN & BYLAWS

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STRATEGIC PLAN

Background

The City of Portland's Citywide Equity Committee (CEC) was established on September 12, 2012 by resolution No. 36956 which affirmed:

1. Equity goes beyond diversity in that it requires an intentional examination of systemic policies and practices from both a historic and present day perspective
2. The City recognizes that in order to achieve equity throughout this institution, a well coordinated effort between bureaus and the office of City Council members is necessary
3. The renaming of the City Diversity Development Committee (CDC) to the Citywide Equity Committee
4. The CEC will be charged with the development and oversight for an equity strategic plan

Vision

The City of Portland conducts business with the public in a racially equitable manner and empowers its employees to create, support, and champion racial equity in their own bureaus and throughout the city.

Mission

In collaboration and coordination with Office of Equity and Human Rights (OEHR), the Citywide Equity Committee (CEC) will facilitate, coordinate, and lead a citywide effort to shift internal City culture by promoting the recognition and removal of racially inequitable policies and practices.

Why Focus on Institutional Racism?

1. Institutional racism refers to organizational policies, practices, and programs that work to the benefit of white people and the detriment of people of color, usually unintentionally.
2. A focused effort to address persistent racial disparities allows us to make more significant progress than if we were to address disparities across multiple identity lines simultaneously.
3. Racially equitable programs, policies, and practices benefit all of us, not just people of color.

Values

Respect and Inclusion

Value the diverse voices, experiences, and perspectives of all individuals; pay attention to the voices of people of color, women, LGBTQ, people with disabilities, and others who have historically been marginalized and continue to face institutional disparities.

Accountability and Transparency

Maintain openness, honesty, and fairness in our roles, function, and actions as well as in all phases of the CEC's work including planning, decision-making, development, implementation, documentation, evaluation, reporting, and advocacy.

Collaboration

Recognize our interdependence and approach all work with a spirit of partnership with other stakeholders.

Intentionality

Pay active attention to power and privilege and its impact on the work that we do. Approach the elimination of existing disparities with a great sense of urgency. Consistently strive to achieve equitable outcomes that benefit all individuals and communities.

Integrity

Demonstrate professionalism and honesty in all working relationships. Strive for equity and fairness in our decision-making and in our treatment of one another. Honor commitments. Hold ourselves accountable to the highest ethical and performance standards.

Courage

Value truth and justice over safety and comfort. Be an ally by using held privilege to speak out against oppression without guilt or apology. Take risks. Question the status quo. Speak truth to power and peers. Support each other's leadership. Recognize we do not have all the answers.

Commitment to Equity

Demonstrate a commitment to achieving equity for all individuals. Work intentionally to develop and implement policies and practices without bias, unnecessary barriers, and additional burdens. Do self-work and engage in regular self-reflection. Move out of comfort zone in order to learn, grow, and develop yourself as a leader.

Core Responsibilities

1. **Accountability and Coordination**

Facilitate coordination and accountability of racial equity work by City bureaus and bureau equity committees.

2. **Analytical Tools**

Develop and support use of analytical tools (ex. racial equity strategy guide, Multnomah County racial equity toolkit) that assist in reviewing and evaluating racial equity impacts of programs, policies, and practices.

3. **Organizational Practices**

Identify systemic issues [ex. administrative rules, etc] at the City of Portland and develop recommendations to enact racially equitable policies and practices.

4. **Support Racial Equity Awareness and Training**

Build CEC member capacity regarding racial equity, increase awareness among City employees, and provide regular forums for City employees on racial equity issues.

5. **Foster and Promote Relationships Across the City**

Develop effective relationships with stakeholders, facilitate City electeds' involvement in CEC initiatives, and provide racial equity networking opportunities for City employees.

6. **Provide Guidance on Bureau Equity Plans**

Develop bureau racial equity plan templates. Provide support and expertise to bureaus with assessment and implementation of bureau equity plan.

7. **Annual reports**

Provide State of the City's Racial Equity annual reports to City leadership on: i) CEC progress and effectiveness, ii) overall progress and state of racial equity Citywide.

Goals and Priorities – FY 2013-14

1. **Build capacity of CEC members to address racial equity**
 - a) Train all CEC members in dismantling:
 - i. Individual racism
 - ii. Institutional racism
 - iii. Structural racism
 - b) Train all CEC members in:
 - i. Leadership (*including emotional intelligence and effective communication*)
 - ii. Racial Equity
2. **Support bureaus in developing racial equity plans with measureable goals**
 - a) Develop a bureau racial equity plan template, including key metrics for programs and services
 - b) Support and provide technical assistance to 4-5 partner bureaus in developing bureau specific racial equity plans
 - c) Create a racial equity resource library
 - d) Develop racial equity assessment tools to guide bureaus in their work
3. **Elevate visibility of the CEC and its work**
 - a) Develop and implement branding and messaging strategies
 - b) Establish CEC presence at Annual NW Public Employees Diversity Conference and other venues
 - c) Convene two public forums on racial equity and institutional racism
 - d) Become recognized as a resource and expert body by City staff and elected officials
 - e) Establish the CEC as a place to share best practices, tools, and resources to improve racial equity outcomes
4. **Review and analysis of institutional policy**
 - a) Review and analyze institutional policies, including but not limited, administrative rules
 - b) Identify racially inequitable policies
 - c) Offer recommendations on policy change to ensure racial equity
5. **Monitor CEC and City progress and report to Council**
 - a) Present first progress report to City Council
 - b) Conduct Annual State of the City's racial equity
6. **Foster and promote relationships to support racial equity Citywide**
 - a) Institutionalize relationship between CEC and Executive Equity Team
 - b) Establish direct line of communication with elected officials
 - c) Develop effective relationships with all internal stakeholders
7. **Evaluate effectiveness of CEC**
 - a) Assess progress made on goals and priorities
 - b) Evaluate CEC Steering Committee
 - c) Evaluate CEC bylaws implementation

BYLAWS

CEC Membership Selection Process

Regular Selection Process

The selection committee will consist of the OEHR bureau director, CEC coordinator, other City staff (not including bureau directors), OEHR liaison from the office of the Council Member-in-Charge, and community members.

CEC members will be selected via an application and small group interview process. Only members whose applications have been moved forward will be invited to participate in small group interviews. The top two candidates from each bureau will be selected to serve on the CEC.

The OEHR Bureau director along with the selection committee will work to ensure that CEC membership reasonably reflects the diversity of the City of Portland's employees; including but not limited to, racial, ethnic, gender, sexuality, age, and ability.

Vacancies will be announced each September, with terms beginning in January. Final selection will be made by the selection committee.

Ad Hoc Selection Process

An ad hoc selection process will take place in the following circumstances:

- 1) The primary member cannot continue serving on the CEC for any reason, the alternate member shall become the primary member and the alternate position must be filled.
- 2) Both the primary and alternate members cannot continue serving on the CEC for any reason before their term has completed and both positions must be filled.

Replacement members shall be recruited from the bureau by OEHR and complete the CEC application form. Selection will be made by an ad hoc subcommittee of the CEC, including CEC Coordinator and OEHR Director. Members seated in the ad hoc process will complete the term of the member they are replacing, and must follow the process stated above for re-appointment.

CEC Membership

Composition

The CEC has approximately 22 members – one from each bureau serving as the primary. All CEC members, including alternate members, are expected to meet the Core Competencies (see Appendix A) and demonstrate knowledge of definitions (see Appendix B).

All CEC members are chosen for their skill and experience in advancing racial equity work including but not limited to their willingness to do self-work, challenge racial inequity when encountered, speak truth to leadership, and champion racial equity within their bureaus and on a Citywide level.

Terms

Inaugural terms are staggered. To further ensure stability on the CEC and guard against the loss of institutional memory, approximately half the members of the CEC will serve a two-year term; while, the other half will serve a three-year term. All future terms will be for three years.

Primary members are allowed to serve a total of two terms in that role. The alternate member is eligible to be appointed as the primary member once the primary position is vacated. Those members seeking reappointment shall submit a form expressing interest in serving another term. The Selection Committee will consider reappointment requests along with any new member application.

In the event there is no other suitable bureau representative, members may request an exemption to serve more than two terms.

Roles and Responsibilities of CEC Members

Attendance

Primary Members

Primary members are required to attend all CEC monthly meetings. CEC members are allowed to miss up to three meetings per year. If a member cannot attend a meeting, she/he is required to inform the CEC coordinator before the meeting, to be excused and inform her/his bureau CEC alternate member to ensure bureau representation at CEC meetings.

After missing a meeting, a primary member should contact the CEC coordinator and the alternate member from her/his bureau to receive updates and send in contributions/responses to work done during the missed meeting. Primary members are required to serve on her/his bureau equity committee.

Alternate Members

Alternate members are required to attend quarterly meetings and training sessions. Additionally, alternates must attend monthly CEC meetings when her/his bureau's CEC primary representative cannot attend.

Alternates are required to serve on her/his bureau's equity committee.

Time Commitment

Primary CEC members are expected to spend up to ten hours per month working on CEC objectives. This time commitment includes, but is not limited to, reviewing meeting notes and handouts, attending trainings, and additional meetings related to CEC business as needed.

CEC members will present at City Council meetings and participate in briefings with the Mayor, City Commissioners, Bureau Directors, and with community stakeholders, to discuss CEC initiatives.

Members are expected to serve their full appointed two or three year term. If a member must resign due to unforeseen circumstances, resignation must be provided in writing to the CEC coordinator.

Membership Revocation Process

CEC membership of primary or alternate members may be revoked at any time for reasons including, but not limited to, poor attendance, disruptive behavior, or lack of work product.

The Steering Committee will decide by vote any membership revocation cases and present them to the OEHR Director for confirmation. Once confirmation is received from the OEHR Director, the Steering Committee will make a formal proposal to the whole CEC at the next CEC general meeting. The CEC will consider the case for revocation of membership and decide by vote.

OEHR and the CEC

The CEC functions to support OEHR's vision and mission for racial equity at the City of Portland. As such, OEHR and the CEC will work together in an affirming and supportive manner that recognizes the interdependence that exists between these two entities and each entity's role in advancing racial equity at the City of Portland.

OEHR Director

The role of the Director of OEHR is to work in partnership with the CEC Steering Committee to guide and support the vision, mission, and strategic directions outlined in the Strategic Plan of the CEC, and to collaborate and coordinate with OEHR and the CEC in attaining the goals contained in the Strategic Plan. The Director shall monitor and evaluate the success of the vision, mission and strategic directions and shall communicate with City Council as to the progress of same.

The Director will receive annual progress report from the CEC for submission to City Council. The Director may, at any time, call a special meeting of the CEC and change CEC meeting time.

CEC Coordinator

The role of the CEC Coordinator is to facilitate CEC meetings, support the ongoing work of the CEC through sending out and tracking agendas and other communications, coordinate the CEC calendar, send out meeting notes, and report to the CEC on OEHR related business. The CEC Coordinator will also provide similar staff support for the CEC Steering Committee.

CEC Meetings

Duration and Frequency

The CEC meets twice a month on the first and third Thursdays from 9AM-11AM. Subcommittee meeting schedules are to be determined. The CEC will have quarterly meetings for all (primary and alternates) CEC members which will replace the regularly scheduled meeting for that month. CEC meetings are not open to the public.

Leadership and Facilitation

The CEC will maintain a Steering Committee consisting of up to five Primary CEC Members to facilitate meetings, develop the meeting agendas, recommendations for work plan, and overall process for the CEC. The Steering Committee's goal is to best represent the priorities and work of the larger CEC.

The initial Steering Committee will be seated by a nomination and majority voting process by the CEC. Initial terms will be for one year, at which time the structure and selection process will be reassessed.

Steering Committee meetings will occur bi-weekly on the second and fourth Thursdays of the month. Alternates may not fill in for their primary counterpart serving on the steering committee when she/he cannot attend. All steering committee meetings are open to all interested CEC members. Final decisions regarding agenda items and proposals to the CEC rest with the Steering Committee.

The Steering Committee will regularly work with and actively communicate with OEHR Director.

Decision Making Process

The CEC represents a diversity of expertise, skill sets, and viewpoints. As such, CEC members are expected to listen, analyze, and contribute in a manner that furthers the CEC's goals. CEC recommendations should represent a broad base of the collective wisdom about what will best serve the City of Portland.

Consensus

In developing recommendations, the CEC will work by consensus; a method of making decisions through which a group strives to reach substantial, though not necessarily unanimous, agreement on matters of overall direction and policy, which can be supported by all.

2/3 Majority Vote

If consensus is deemed not possible by the group, the CEC will allow for a two-thirds majority vote by verbal assent to provide the basis for a decision. In the case of a majority vote, the CEC will provide the opportunity for minority reports to be submitted and included in meeting notes.

Quorum

A quorum is required to conduct business and make official decisions. A quorum is defined as 50% of appointed membership, plus one. 12 (11+1) CEC members would need to be present for a quorum to be reached. Once a quorum is reached, a quorum is maintained for the remainder of the meeting, even if a member leaves during the meeting.

Amendments and Revisions

The CEC will review the Strategic Plan and Bylaws annually at the start of the calendar year. If revised, the updated document will be filed with OEHR.

The CEC reserves the right to make any necessary amendments to the Strategic Plan and Bylaws throughout the year with a 2/3 majority vote.

Ground Rules for Meetings

1. **Safe space**

We will create a safe, open, honest, and nurturing environment so that everyone feels supported. Everyone commits to practice both active and reflective listening skills.

2. **Respect**

We will respect the views of others, keep an open perspective; critique issues, not people, or bureaus; and exercise self-awareness around use of air-time.

3. **Accountability**

We will take responsibility for the success of the meeting, start and end meetings on time, and aim to provide solutions for issues or concerns that are raised.

4. **Ongoing Learning**

We will each challenge ourselves in our own learning and understanding, and will acknowledge that others may be at different places.

5. **Confidentiality**

We are encouraged to share examples of lessons learned that come up in CEC meetings with others outside the CEC. However, we understand that information will be shared, especially those of personal experiences, without disclosing the names of individuals or bureaus when recounting those examples.

Required Core Competencies

1. Basic understanding of the existence and impact of racism and other oppressions that perpetuate societal inequities.
2. Commitment to self reflecting, doing self work, and challenging own perceptions and biases.
3. Ability to articulate value and benefit to the City of Portland of eliminating institutional racism.
4. Ability to stay engaged in difficult conversations about race, racism, and privilege.
5. Willingness and ability to lead discussions on race and equity in own bureau at various levels.
6. Willingness to be courageous, take risks, ask questions, and speak truth to power.
7. Willingness and ability to constructively interrupt racism and other oppressions.
8. Willingness to become and/or continue to be an equity champion.
9. Maintain enthusiasm about equity and possess a personal commitment to equity.
10. Be committed to the 10 hours per month required to successfully carry out equity work.

Glossary

Bias – An inclination of preference, especially one that interferes with impartial judgement.

Discrimination – unequal treatment of people based on their membership in a group. In contrast to prejudice, discrimination is behavior. To discriminate is to treat a person, not on the basis of their intrinsic individual qualities, but on the basis of a prejudgement about a group.

Diversity – All the differences that people bring to a group or society. Diversity includes age, gender, race, ethnicity, sexual orientation, disabilities, as well as values, world views, mindsets, ethics, paradigms, core intelligences, etc.

Equity – is when everyone has access to the opportunities necessary to satisfy their essential needs, advance their well-being and achieve their full potential. We have a shared fate as individuals within a community and as communities within society. All communities need the ability to shape their own present and future. Equity is both the means to healthy communities and an end that benefits us all. - *Portland Plan*

Equity – is realized when identity, i.e., race, ethnicity, gender, age, disability, sexual orientation- does not determine or predict the distribution of resources, opportunities, and burdens for group members in a particular society. - *Office of Equity and Human Rights*

Ethnicity – A group of people who have a common way of thinking, feeling, and acting – based on a shared common geographic and social history.

Ethnocentrism – An attitude that one's own culture, society, or group is inherently superior to all others, producing an inability to appreciate others whose culture may include a different racial group, ethnic group, religion, morality, language, political system, economic system, etc.

Inclusiveness – The act of encouraging belonging.

Institutional Racism – is the collective failure of an organization to provide an appropriate level of service to people because of their color, race, and, ethnicity. Whereas individual racism is the expression of personal prejudice, institutional racism is the expression of a whole organization's racist practice and culture. Institutional racism resides in the policies, procedures, operations, and culture of public or private institutions; either covertly or overtly, reinforcing prejudices.

Internalized Racism – People of color often "internalize" the mistreatment and misinformation about themselves. They sometimes thus "misbelieve" about themselves. Internalized racism is an involuntary reaction of people of color to the experience of racism. The acting out of racism on one's self. People of color believe the messages they receive and because of racism, act harmfully toward themselves.

Intersectionality – The exploration of the intersections that occur among and between cross cultural constructs such as race, class, gender, age, and sexual orientation, etc. Intersectionality theory purports that all oppressions are interconnected; held together by power, continue to operate because of guilt, etc.

Micro-Aggressions – Tiny, damaging assaults perpetuated upon individuals by the society in which they live. Micro-aggressions are usually subtle, and seem inconsequential in nature, but not trivial in effect. They are typically small events that are fleeting, covert, and often unintentional or unrecognized by the perpetrator; hard to detect, hard to prove, hard to respond to; viewed as petty when identified; powerful especially when it comes from multiple sources.

Oppression – The systemic mistreatment of a group of people by society and/or by another group of people who serve as agents of a society, with the mistreatment encouraged or enforced by society and its culture.

Power – access to resources, the ability to influence others, and access to decision makers to get desired outcomes.

Prejudice – A positive or negative attitude toward a person or group, formed without just grounds or sufficient knowledge.

Privilege – An unearned advantage that works to systemically over-empower certain groups in our society. A right that only some people have access or availability to because of their social group memberships. Because hierarchies of privilege exist, even within the same group, people who are part of the group in power (White people with respect to people of color, men with respect to women, etc) often deny they have privilege even when evidence of differential benefit is obvious.

Race – A classification not based on biology, but on social construct. The concept of race has historical roots. During colonial expansion, Europeans constructed race (in terms of skin color) to sort and designate non-white people to be of the “lower” races. Today, relationships between differently raced people are still determined by this social construction and remain unequal; where White people have the most power and privilege and are considered the norm; i.e., “non-raced.” It is important to understand that White is also a created racial category.

Racial Microaggressions – Brief and commonplace daily verbal, behavioral, or environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory, or negative racial slights and insults toward people of color.

Racism – The conscious or unconscious, intentional or unintentional system of oppression based on race that involves the unequal distribution of systemic power for people with white skin color privilege in four main areas: power to make and enforce decisions; access to resources; ability to set and determine standards for what is considered appropriate behaviour; and the ability to define reality and have other people accept it as if it were their own.

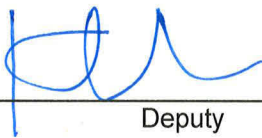
Social identity – is an individual's self-concept which comes from perceived membership of social groups.

White Privilege – is a system, historically constructed by White peoples, European nations, and the United States, to exploit and oppress nations and peoples of color. The point of the system is to maintain and perpetuate wealth, power, and privilege for nations and peoples of European descent. White privilege is also a system, institutionally based, that (1) rewards and privileges White people solely because of their skin color and European origins; and (2) exempts Whites and European-descended peoples from racial oppression. White supremacy anchors white privilege and racism in our society, meaning that it is not simply about individual prejudice. Individual and organizational acts of racism are rooted in, and replicate, an entire social construct of white privilege and supremacy.

White Guilt – A frequent response of White people to learning about white privilege. White guilt makes Whites feel shameful about the history of the oppression of people of color and the role Whites have played in perpetuating that system, as well as their individual complicity with that system. To dismantle racism, white guilt must first be overcome.

Agenda No.
REPORT NO.
Title

Introduction of the Citywide Equity Committee and presentation of its strategic plan (Report)

<p>INTRODUCED BY Commissioner/Auditor: Mayor Hales</p>	<p>CLERK USE: DATE FILED <u>MAY 10 2013</u></p>
<p>COMMISSIONER APPROVAL</p> <p>Mayor—Finance and Administration - Hales <i>JAA</i></p> <p>Position 1/Utilities - Fritz</p> <p>Position 2/Works - Fish</p> <p>Position 3/Affairs - Saltzman</p> <p>Position 4/Safety - Novick</p>	<p>LaVonne Griffin-Valade Auditor of the City of Portland</p> <p>By:  Deputy</p>
<p>BUREAU APPROVAL</p> <p>Bureau: Office of Equity and Human Rights Bureau Head: Dante J. James</p> <p><i>DJ</i></p> <p>Prepared by: Tonya Stephens Date Prepared: 04/30/2013</p> <p>Financial Impact & Public Involvement Statement Completed <input checked="" type="checkbox"/> Amends Budget <input type="checkbox"/></p> <p>Council Meeting Date May 15, 2013</p> <p>City Attorney Approval: required for contract, code, easement, franchise, charter, Comp Plan</p>	<p>ACTION TAKEN:</p> <p>MAY 15 2013 ACCEPTED</p>


AGENDA

TIME CERTAIN
Start time: 3:00

Total amount of time needed: 20 minutes
(for presentation, testimony and discussion)

CONSENT

REGULAR
Total amount of time needed: _____
(for presentation, testimony and discussion)

FOUR-FIFTHS AGENDA	COMMISSIONERS VOTED AS FOLLOWS:	
	YEAS	NAYS
1. Fritz	1. Fritz ✓	
2. Fish	2. Fish 	
3. Saltzman	3. Saltzman ✓	
4. Novick	4. Novick ✓	
Hales	Hales ✓	