



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



ANNUAL REPORT 2012-2013

Snapshot of Achievements

ESSENTIAL ONE YEAR OUTCOMES

- Increased understanding of institutional barriers based on race and disability, resulting in changes in the culture of the City of Portland's government
- All bureaus accept responsibility to reduce disparities within their scope of influence
- Establish baseline assessment metrics
- Develop equity tools to measure individual Bureau success and evaluate the reduction of disparities in the City of Portland

ESSENTIAL ONE YEAR OUTCOMES

- Select bureaus are assisted in developing strategic plans to increase the racial and ethnic diversity of employees in the City of Portland
- Select bureaus are assisted in increasing the number of persons with disabilities as employees of the City of Portland
- Increased contacting opportunities for minority and women owned businesses
- Improved immigrant and refugee access to City services, jobs, and contracts


ESSENTIAL ONE YEAR OUTCOMES

- Strengthened community outreach and public engagement of communities of color, immigrant and refugee communities, and communities with disabilities, to better inform City policies and services, including the work of the Office of Equity and Human Rights

CREATED CHANGE

- Created a Budget Equity Impact Assessment Tool for bureaus to use during the budget process (Appendix II)

APPENDIX II (BUDGET EQUITY ASSESSMENT TOOL)



**OFFICE of EQUITY
and HUMAN RIGHTS**
CITY OF PORTLAND
Realizing Equity. Enhancing the City of Portland.

Commissioner in Charge:
Charlie Hales, Mayor

Bureau Director:
Dante J. James, Esq.

Budget Equity Assessment Tool

This Budget Equity Assessment Tool is a general set of questions to guide you and your Budget Advisory Committee in assessing how current budget requests or decisions benefit and/or burden communities, specifically communities of color and people with disabilities. This is a critical part of the City of Portland's commitment to ending inequity based on race and disability.

The use of the Budget Equity Assessment Tool in developing your budget will guide you through answering these questions. It is recommended that all managers and others who work on the budget for the bureau use this tool.

HOW TO USE THIS DOCUMENT

The document is divided into four specific sections: 1. Advancing Equity Overall; 2. Personnel; 3. Programs/Services; 4. Equitable Public Participation. Each section has a series of questions. The Office of Equity and Human Rights is available for discussion/training/consultation regarding the use of this document.

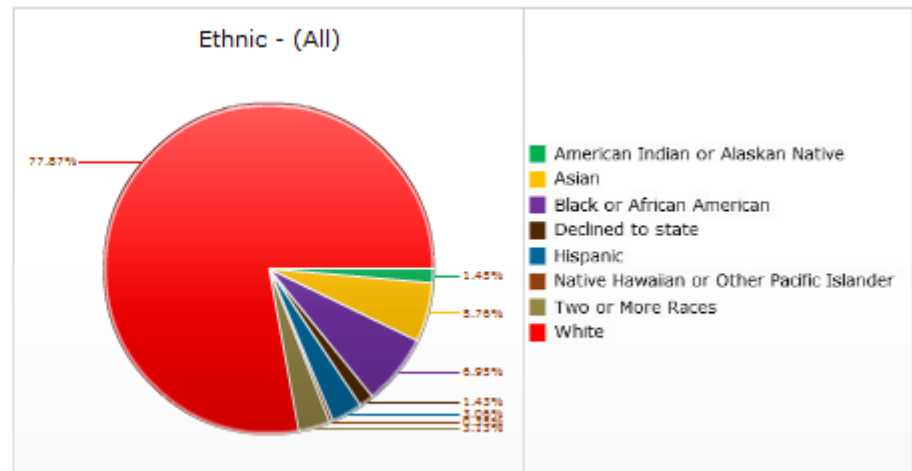
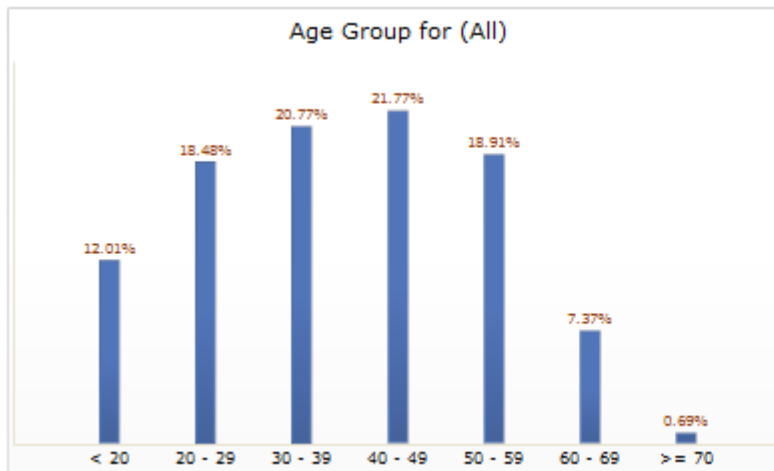
BUREAU/OFFICE/DEPARTMENT _____

I. ADVANCING EQUITY

1. Will this budget proposal or package increase, reduce, limit or eliminate programs that are vital to or disproportionately needed by communities of color, immigrant and refugee communities and/or people living with a disability?
2. What considerations were taken into account in this proposal to maximize equity?

CREATED CHANGE

- Coordinated with the City's Enterprise Business Systems team to create An online Dashboard of the City's employee demographics to provide greater transparency of our diversity hiring and retention efforts



CREATED CHANGE

- Completed Equity training for employees of over half of the City's bureaus
- Created Citywide Equity Committee with 10 hours per month of approved work time for committee employees addressing equity



INFLUENCED CHANGE

- Influenced a review of HR's policy for using Background Investigations during hiring process
- Influenced changes in the grading process to PPB's Scenario based training to ensure that all scenarios are graded
- Influenced a change in the EEO language on City job postings
- Influenced continued funding for position of citywide Title II/Title VI Coordinator

INFLUENCED CHANGE

- Assisted in the creation of Procurement's Pre-qualification Board to provide greater equity in the contracting process
- Assisted in review and recommendations on the Arts Tax
- Assisted in review and recommendations for licensing of Union Cab, the city's newest cab company

INFLUENCED CHANGE

- Assisted The Bureau of Human Resources on City's Model Employer of People with Disabilities resolution
- Assisted the leadership of the Children's Levy to change language in their RFP to add greater depth, breadth, and weight to the questions using equity as a framework

LOOKING FORWARD



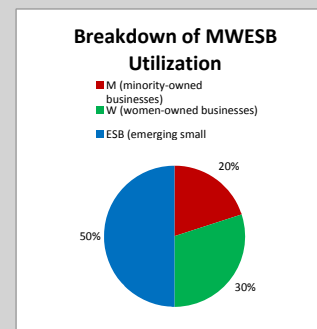
THANK YOU



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



This file will work best with Excel 2007 or more recent versions. While all features may not be available in earlier versions, the primary functionality should remain intact.



Bureau of Planning and Sustainability		Equity Baseline Assessment FY 14-15					
Responses Include:		Directions: In the blanks cells below each program or department select the number from the drop down list that best describes where your organization is in relation to the 41 equity practices listed below in Column A. Possible responses are listed at the top left. Cells will become colored once a number is selected. Then look at the analysis tab for recommendations about next steps.					
0	This is not relevant or does not exist in our Bureau of department	Bureauwide	Operations	Clean Energy	Green Building	SAW	Central City
1	Haven't started work in this area yet or this may happen on an 'as-needed' basis						
2	Plans exist to do this but have not yet been implemented. It may happen but inconsistently and with limited success						
3	This is in place, or occurs regularly. We have evidence of its use and are assessing its effectiveness.						
4	This is in place with clear evidence of success. Structural change has been made in order to be effective in this area						
5	This is part of our routine, and identity. We model it for others. Practice has resulted in effective sustainable changes						
A. Organizational Commitment							
1	Public written commitment to address/eliminate racial and ethnic inequities exists in guiding documentation: mission, vision, goals	4	3	3	4	5	4
2	Operational commitment to address/eliminate racial and ethnic inequities is visible in the organization, (i.e. physical characteristics of offices and location, Standard Operating Procedures)	3	2	5	3	3	3
3	Development and monitoring of racial equity plan, or strategy integrates perspectives from staff and constituencies of color.	5	5	5	0	0	3
4	Representatives from communities of color are participants in strategy development for any program, policy, or service that impacts them.	3	1	1	4	4	3
5	There is ongoing evaluation of policy, service, or program impacts and progress towards racial equity.	4	2	3	2	4	0
6	Staff have a shared language on race, racism, and social justice and are culturally responsive and inclusive in communication	5	5	5	5	0	4
7	Difficult conversations about race are encouraged and supported in safe, confidential and/or private spaces.	4	3	4	5	5	2
8	Racial equity innovation and problem solving is rewarded and recognized.	2	2	2	4	5	1
9	Funds are allocated to support programs/policies vital to or disproportionately needed by particular disadvantaged racial/ethnic communities	4	3	5	5	1	4
B. Leadership and Management							
1	Management understands power and privilege and consistently applies a racial equity lens.	4	4	3	2	1	2
2	Management consistently champions racial equity goals through the work of the Bureau.	0	5	5	0	5	5
3	Management supports staff who bring forward racial equity concerns using formal and informal complaint resolution processes.	5	5	3	2	5	1
4	Internal structures exist to address issues of racial equity (i.e. a functioning equity committee, formal or informal complaint resolution process, caucusing and community advisory body)	4	4	4	4	4	4
5	Internal structures and leadership reflect accountability towards racial equity goals (i.e. creation of staff position with presence or access to leadership.	0	3	0	3	0	5
6	Management participates in a network or has allies that help to reinforce racial equity best practices and organizational learning.	5	4	4	4	4	4
C. Workforce							
1	Strategies exist to recruit, retain and develop staff who represent communities of color and/or speak languages other than English.	5	5	3	2	5	1
2	Staff participate in mandatory racial equity and cultural responsiveness training and capacity building.	4	4	4	4	4	4
3	Racial equity and cultural responsiveness knowledge, skills, and practices are a part of staff job descriptions and work plans.	4	4	4	5	4	4
4	Performance appraisals/evaluations include progress on racial equity and cultural responsiveness goals.	5	4	4	4	4	4
D. Community Access and Partnership							
1	Interpretation/translation services are provided for people who speak languages other than English.	2	3	3	4	5	2
2	Materials in languages other than English are available and used.	1	4	5	2	2	2
3	Communication materials are assessed for racial bias and reviewed to ensure reflection of the diversity in the community served.	0	3	0	5	2	3
4	Advisory boards, commissions, and other volunteer roles reflect the community served.	1	4	4	4	4	2
5	Regular meetings occur with leaders from communities of color specifically to discuss racial equity and impact on the community in order to inform work.	2	4	4	4	4	0
6	Community relationship building focuses on developing trust and identifying mutual interests.	5	5	5	5	5	3
7	Formal partnerships exist with organizations led by communities of color	3	3	3	5	0	3
8	Communities of color are involved in investment and/or service decisions that impact them directly (whether collectively or as individual communities).	4	4	4	4	4	3
9	Planning practices for investments/resource distribution and service/program delivery are accessible to and, as appropriate, driven by community stakeholders, incorporating community narratives and experience.	2	3	5	5	3	3
E. Contracting							
1	MWESB utilization rates are reviewed and disaggregated by minority, women, and emerging small business categories.	2	3	3	4	5	2
2	Staff proactively build relationships with MWESB contractors	1	4	5	2	2	2
3	Staff check for Title VI and Affirmative Action compliance with vendors and contractors.	0	2	0	1	2	3
4	Contracts with sub-contractors include written text on the Bureau's policies and/or priorities for racial equity.	1	3	3	3	3	2
5	Sub-contractors have goals to achieve greater racial equity and are evaluated based on them.	3	2	3	3	1	0
6	Funding solicitation processes for sub-contractors are held accountable to communities of color. This may include, but not be limited to involvement of communities of color in: analyzing data and needs, developing funding processes, selecting sub-contracted awards.	4	3	3	4	3	0

F. Data, Metrics & Continuous Quality Improvement							
1	Data on investments/resource distribution and service gaps is collected, tracked and evaluated.	2	3	3	4	0	2
2	Collected race and ethnicity data is used to prioritize and develop criteria for investments/resource distribution and/or service delivery.	5	1	0	5	5	5
3	Racial, ethnic and linguistic makeup of your workforce is collected, tracked, and evaluated.	5	4	4	2	4	4
4	Racial, ethnic and linguistic makeup of your advisory boards, volunteers, panels, and workgroups is collected, tracked, and evaluated.	5	5	5	0	5	5
5	Racial, ethnic and linguistic makeup of customers or stakeholders is collected, tracked, and evaluated.	2	3	4	5	5	4
6	Data on customer, participant, or stakeholder satisfaction with regard to racial equity is collected, tracked, and evaluated.	3	4	4	4	4	2
7	Collected data is easily accessible by staff or public.	3	3	3	3	3	3
Average Score		3.1	3.4	3.4	3.4	3.3	2.8

Racial Equity Assessment Analysis Tool								
Areas to consider that clearly need improvement:	Bureauwide	Operations	Green Energy	Green Building	SNW	Central City	Directions: Complete the following reflections for each of the 41 equity practices. Note: Areas that are highlighted red were given a score of less than 3 and should be considered when developing Actions.	
							1. What opportunities for change does this analysis suggest? (Informs action items)	2. How will you measure progress (data, behaviors, etc.)? (Informs performance indicators)
A. Organizational Commitment								
1 Public written commitment to address/eliminate racial and ethnic inequities exists in guiding documentation: mission, vision, goals.								
2 Operational commitment to address/eliminate racial and ethnic inequities is visible in the organization. (i.e. physical characteristics of offices and location, Standard Operating Procedures)		Action needed						
3 Development and monitoring of racial equity plan, or strategy integrates perspectives from staff and constituencies of color.				Action needed	Action needed			
4 Representatives from communities of color are participants in strategy development for any program, policy, or service that impacts them.		Action needed	Action needed					
5 There is ongoing evaluation of policy, service, or program impacts and progress towards racial equity.		Action needed		Action needed		Action needed		
6 Staff have a shared language on race, racism, and social justice and are culturally responsive and inclusive in communication					Action needed			
7 Difficult conversations about race are encouraged and supported in safe, confidential and/or private spaces.						Action needed		
8 Racial equity innovation and problem solving is rewarded and recognized.	Action needed	Action needed	Action needed			Action needed		
9 Funds are allocated to support programs/policies vital to or disproportionately needed by particular disadvantaged racial/ethnic communities					Action needed			
B. Leadership and Management								
1 Management understands power and privilege and consistently applies a racial equity lens.				Action needed	Action needed	Action needed		
2 Management consistently champions racial equity goals through the work of the Bureau.	Action needed			Action needed				
3 Management supports staff who bring forward racial equity concerns using formal and informal complaint resolution processes.				Action needed		Action needed		
4 Internal structures exist to address issues of racial equity (i.e. a functioning equity committee, formal or informal complaint resolution process, caucusing and community advisory body)								
5 Internal structures and leadership reflect accountability towards racial equity goals (i.e. creation of staff position with presence or access to leadership).	Action needed		Action needed		Action needed			
6 Management participates in a network or has allies that help to reinforce racial equity best practices and organizational learning.								
C. Workforce								
1 Strategies exist to recruit, retain and develop staff who represent communities of color and/or speak languages other than English.				Action needed		Action needed		
2 Staff participate in mandatory racial equity and cultural responsiveness training and capacity building.								
3 Racial equity and cultural responsiveness knowledge, skills, and practices are a part of staff job descriptions and work plans.								
4 Performance appraisals/evaluations include progress on racial equity and cultural responsiveness goals.								
D. Community Access and Partnership								
1 Interpretation/translation services are provided for people who speak languages other than English.	Action needed					Action needed		
2 Materials in languages other than English are available and used.	Action needed			Action needed	Action needed	Action needed		
3 Communication materials are assessed for racial bias and reviewed to ensure reflection of the diversity in the community served.	Action needed		Action needed		Action needed			
4 Advisory boards, commissions, and other volunteer roles reflect the community served.	Action needed					Action needed		
5 Regular meetings occur with leaders from communities of color specifically to discuss racial equity and impact on the community in order to inform work.	Action needed					Action needed		
6 Community relationship building focuses on developing trust and identifying mutual interests.								
7 Formal partnerships exist with organizations led by communities of color					Action needed			
8 Communities of color are involved in investment and/or service decisions that impact them directly (whether collectively or as individual communities).								
9 Planning practices for investments/resource distribution and service/program delivery are accessible to and, as appropriate, driven by community stakeholders, incorporating community narratives and experience.	Action needed							
E. Contracting								
1 MWESB utilization rates are reviewed and disaggregated by minority, women, and emerging small business categories.	Action needed					Action needed		
2 Staff proactively build relationships with MWESB contractors	Action needed			Action needed	Action needed	Action needed		
3 Staff check for Title VI and Affirmative Action compliance with vendors and contractors.	Action needed	Action needed	Action needed	Action needed	Action needed			
4 Contracts with sub-contractors include written text on the Bureau's policies and/or priorities for racial equity.	Action needed					Action needed		
5 Sub-contractors have goals to achieve greater racial equity and are evaluated based on them.		Action needed			Action needed	Action needed		

[illegible]

FY 14-15
Bureau of Planning and Sustainability
Racial Equity 5 Year Plan

	Category	Objectives	Actions	Person or Position Responsible	Timeline	Progress Indicators
	Select the assessment category the action will address.	What is intended to change within the Bureau?	What activity will be accomplished within the planning period to achieve this Objective?	Who is responsible for completing and reporting on the action for the annual status report?	When will the action be completed?	How will progress towards change be measured? Indicators can be qualitative and/or quantitative. This should be based on Question 2 from Analysis Tab.
EX.	Organizational Commitment	Decisions are made more equitably	Convene an equity working group that has representatives from throughout the Bureau to work on racial equity policies. The group will have representatives of people of color, labor, management, and members of the all of the Bureaus' different committees.	Director's Assistant	Fall 2014	The group will meet monthly in it's first year and will propose at least 3 new policies for Bureau operations to improve racial equity
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Bureau of Planning and Sustainability
Racial Equity Year One Progress Report
First Progress Report Due: 7/1/2015

	Category	Actions	Status	Progress Indicators to Date	Challenges	Successes	Support Needed
	From Plan tab.	From Plan tab.	Select the current status of the action item from the drop down list.	These are the measureable indicators that have been achieved to date.	Document challenges that the action has faced and plans for addressing challenges or how the outcome or action might be refined in future reporting periods.	Document successes that have been achieved.	Please mark 'Yes' if your Bureau needs support from CEC or OEHR to resolve challenges with action implementation.
EX.	Organizational Commitment	Convene an equity working group that has representatives from throughout the Bureau to work on racial equity policies. The group will have representatives of people of color, labor, management, and members of the all of the Bureaus' different committees.	Action has not yet been initiated and/or little progress has been made				
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**Bureau of Planning and Sustainability
Racial Equity Year Two Progress Report**

Second Progress Report Due: 7/1/2016

	Category	Actions	Status	Progress Indicators to Date	Challenges	Successes	Support Needed
	<i>From Plan tab.</i>	<i>From Plan tab.</i>	<i>Select the current status of the action item from the drop down list.</i>	<i>These are the measureable indicators that have been achieved to date.</i>	<i>Document challenges that the action has faced and plans for addressing challenges or how the outcome or action might be refined in future reporting periods.</i>	<i>Document successes that have been achieved.</i>	<i>Please mark 'Yes' if your Bureau needs support from CEC or OEHR to resolve challenges with action implementation.</i>
EX.	Organizational Commitment	Convene an equity working group that has representatives from throughout the Bureau to work on racial equity policies. The group will have representatives of people of color, labor, management, and members of the all of the Bureaus' different committees.	Action has not yet been initiated and/or little progress has been made				
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Bureau of Planning and Sustainability
Racial Equity Year Three Progress Report

Third Progress Report Due: 7/1/2017

	Category	Actions	Status	Progress Indicators to Date	Challenges	Successes	Support Needed
	<i>From Plan tab.</i>	<i>From Plan tab.</i>	<i>Select the current status of the action item from the drop down list.</i>	<i>These are the measureable indicators that have been achieved to date.</i>	<i>Document challenges that the action has faced and plans for addressing challenges or how the outcome or action might be refined in future reporting periods.</i>	<i>Document successes that have been achieved.</i>	<i>Please mark 'Yes' if your Bureau needs support from CEC or OEHHR to resolve challenges with action implementation.</i>
EX.	Organizational Commitment	Convene an equity working group that has representatives from throughout the Bureau to work on racial equity policies. The group will have representatives of people of color, labor, management, and members of the all of the Bureaus' different committees.	Action has not yet been initiated and/or little progress has been made				
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Bureau of Planning and Sustainability
Racial Equity Year Four Progress Report
Fourth Progress Report Due: 7/1/2018

	Category	Actions	Status	Progress Indicators to Date	Challenges	Successes	Support Needed
	From Plan tab.	From Plan tab.	Select the current status of the action item from the drop down list.	These are the measureable indicators that have been achieved to date.	Document challenges that the action has faced and plans for addressing challenges or how the outcome or action might be refined in future reporting periods.	Document successes that have been achieved.	Please mark "Yes" if your Bureau needs support from CEC or OEHR to resolve challenges with action implementation.
EX.	Organizational Commitment	Convene an equity working group that has representatives from throughout the Bureau to work on racial equity policies. The group will have representatives of people of color, labor, management, and members of the all of the Bureaus' different committees.	Action has not yet been initiated and/or little progress has been made				
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Bureau of Planning and Sustainability
Racial Equity Year Fifth Progress Report

Fifth Progress Report Due: 7/1/2019

	Category	Actions	Status	Progress Indicators to Date	Challenges	Successes	Support Needed
	<i>From Plan tab.</i>	<i>From Plan tab.</i>	<i>Select the current status of the action item from the drop down list.</i>	<i>These are the measureable indicators that have been achieved to date.</i>	<i>Document challenges that the action has faced and plans for addressing challenges or how the outcome or action might be refined in future reporting periods.</i>	<i>Document successes that have been achieved.</i>	<i>Please mark "Yes" if your Bureau needs support from CEC or OEHR to resolve challenges with action implementation.</i>
EX.	Organizational Commitment	Convene an equity working group that has representatives from throughout the Bureau to work on racial equity policies. The group will have representatives of people of color, labor, management, and members of the all of the Bureaus' different committees.	Action has not yet been initiated and/or little progress has been made				
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