



CITY OF

PORTLAND, OREGON

OFFICE OF EQUITY AND HUMAN RIGHTS

AMANDA FRITZ, COMMISSIONER

Dante J. James, Bureau Director

421 SW 6th Avenue, Suite 500

Portland, Oregon 97204

Realizing Equity. Enhancing the City of Portland.

EXHIBIT A

36943

OFFICE OF EQUITY AND HUMAN RIGHTS

ONE YEAR WORK PLAN

JULY 2012 – JUNE 2013

BUREAU HISTORY

The Office of Equity and Human Rights was established by Portland City Council (Ordinance No. 184880) on September 21, 2011. Chapter 3.128 of Portland City Code was amended to create the Office and establish its duties and purpose:

3.128.010 Creation and Organization

There is established the Office of Equity and Human Rights. The Office of Equity and Human Rights shall consist of the Director and such other employees as the Council may provide. The Director shall report to the Commissioner in Charge.

3.128.020 Purpose

The purpose of the Office of Equity and Human Rights is to:

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

VISION

City services are administered and delivered in a way that gives all Portlanders access to the opportunities necessary to satisfy their essential needs, advance their well-being and achieve their full potential.

MISSION

The Office of Equity and Human Rights provides education and technical support to City staff and elected officials, leading to recognition and removal of systemic barriers to fair and just distribution of resources, access and opportunity, starting with issues of race and disability.

EQUITY DEFINED

The Portland Plan defines Equity:

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.

The Office of Equity and Human Rights defines its approach to achieving Equity:

The Office of Equity and Human Rights (OEHR) assists City staff and elected officials to recognize institutional and systemic barriers and create access and opportunity for all. Achieving equity requires the intentional examination of systemic policies and practices that, even if they have the appearance of fairness, may serve to marginalize some and perpetuate disparities. It requires an understanding of historical contexts and the active investment in social structures over time to ensure that all communities and individuals can experience their vision of success.

The Office of Equity and Human Rights focuses on comprehensive, long-term systemic change within the City of Portland government, leading to changes in Portland as a whole. The Portland Plan as adopted by Portland City Council in May 2012 is a guiding document for this work.

The Office will utilize a variety of educational and technical tools and programs including interactive workshops, employee-based committees, community based committees, peer networking and regional support. Results will be assessed based on measures established by Council and based on Portland Plan policies and action items.

The Office will focus its work:

1. Internally - to train, engage and partner with City staff to understand and recognize systemic barriers and apply an Equity Lens to city services and policies; and
2. Externally - to create partnerships and community engagement supporting equity in the City.

We will do this by:

1. Building the skills, capacity, and technical expertise of City staff and elected officials to address institutionalized racism and systemic barriers for people with disabilities;
2. Actively working to eliminate racial/ethnic disparities and to provide accommodations for people with disabilities in public agency hiring, retention and contracting;
3. Supporting and building the capacity of City bureaus to meet and exceed the compliance requirements of the Civil Rights Act and the Americans with Disabilities Act;

4. Improving evaluation methods to assess equity impacts of policies, programs, public services, investments and infrastructure; and
5. Being transparent and collaborative with internal and external individuals and groups, holding ourselves and our partners accountable for measurable improvements and outcomes.
6. Remaining flexible to the needs and manner of delivering our work to constituents in the City government and community, by remaining open to finding the most effective means to achieving success for the office mission.

ESSENTIAL ONE YEAR OUTCOMES OF OEHR PROGRAMS

- ✓ 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
- ✓ Development of equity tools to measure individual Bureau success and evaluate the reduction of disparities in the City of Portland
- ✓ 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 contracting opportunities for minority and women owned businesses
- ✓ Improved immigrant and refugee access to City services, jobs and contracts
- ✓ 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

THREE YEAR GOALS: CITYWIDE EQUITY INITIATIVE

The Portland Plan Equity Framework established clear goals and objectives to achieve a more prosperous and resilient City. Success in this work will be dependent on commitment and actions at all levels of City government. The Office of Equity and Human Rights was established to support these efforts, a centralized place to provide guidance, technical assistance, and training. The next step is to develop the mechanisms and systems that will institutionalize equity in the City's standard operational practice. Over the next three years, OEHR will lead a **Citywide Equity Initiative** to create capacity, understanding and direction for achieving equitable practice and policy within the City.

The components to this initiative are:

1. Establish and enhance a cross-bureau collaborative structure to support:
 - a. Citywide equity strategies and policies
 - b. Compliance with federal laws, Title II (Americans with Disabilities Act) and Title VI (Civil Rights Act)
 - c. Sharing of best practices
 - d. Technical assistance
2. Develop a citywide training and professional development program to address:
 - a. Institutionalized racism
 - b. Able-ism and disability awareness
3. Establish data collection and assessment mechanisms for bureaus to identify, evaluate and report on equity impact measures for:
 - a. Hiring
 - b. Contracting
 - c. Budget expenditures
 - d. Levels of service
 - e. Infrastructure conditions
4. Coordinate community involvement and advisory structures to strengthen the work of the Office and engage Portlanders as valued partners:
 - a. Bureau Advisory Committee
 - b. Portland Commission on Disability
 - c. New Portlander Advisory Council
 - d. Human Rights Commission

LONG TERM GOALS

The long term goals identified in this work plan are the areas of primary focus for the next three years. OEHR's long term goals are:

1. Creation of a Citywide Equity Initiative
2. Collection and review of City data that reflects on and informs equity work
3. Creation of an equity strategy for City bureaus and staff
4. Creation of a citywide community advisory system to assist OEHR in achieving its mission
5. Creation of equity partnerships and collaborations
6. Establishment of an OEHR branding and messaging strategy

Each long term goal has one or more objectives by which the goal will be addressed in fiscal year 2013 (July 1, 2012-June 30, 2013). It is expected that as this new office evolves beyond the first year, so will the strategies by which these long term goals will be met year after year.

The Office of Equity and Human Rights' Bureau Advisory Council will assist staff in the annual review of this Work Plan and its accomplishments, which will be conducted in March 2013. The long term goals may be modified based upon the results of that assessment. The Work Plan is intended to be a living document, and it will be modified as needed to achieve the intended results.

A table summarizing Priority Action Items for Year 1 can be found on page 23.

PORTLAND PLAN DIRECTIVE – INSTITUTIONAL CHANGE

OEHR LONG TERM GOAL #1

CREATE A CITYWIDE EQUITY INITIATIVE

Year One Objective #1: Bureau Equity Plans

Portland Plan Action Item #18 – Evaluate bureau equity plans of City bureaus and partner agencies for their overall effectiveness in promoting staff diversity.

The Citywide Equity Committee (CEC) will be the mechanism to build the capacity of specific Bureau staff that are knowledgeable on equity related initiatives.

Year One Outcomes

- All bureaus consistently send upper level staff to CEC meetings and participate actively at and between meetings
- Ten bureau staff trained as trainers on Strategic Equity Plans
- Prepare and present Equity Best Practices document to all Bureaus
- All bureaus have functioning equity committees
- Provide technical assistance to at least eight bureaus on drafting Strategic Equity Plans
- Review and approve at least four bureau Strategic Equity Plans
- Work with OEHR staff to present at least one report to City Council on Citywide Equity Accomplishments

First Quarter Outcomes: Ending September, 2012

- Submit an ordinance to Council for approval to move the Citywide Diversity Committee (CDC) from the Bureau of Human Resources (BHR) and the Office of Management and Finance (OMF) to OEHR.
- Complete name change and re-messaging of committee and purpose
- Develop and approve goals for FY 2012-2013
- Develop and approve process of review of bureau Strategic Equity Plans (SEP)

Second Quarter Outcomes: Ending December, 2012

- Select first set of bureaus required to submit SEP
- Select CEC members and OEHR staff to provide technical assistance for selected bureaus
- Select committee members responsible for review of City's diversity and affirmative action efforts
- Develop and approve Best Practices criteria by which Strategic Equity Plans will be reviewed

Third Quarter Outcomes: Ending March 2013

- OEHR and CEC staff begin review process of SEPs
- Select second set of Bureaus required to submit SEPs

Fourth Quarter Outcomes: Ending June 2013

- OEHR and CEC staff begin review process of SEP's
- Prepare and submit equity reports to City Council
- Prepare policy or programmatic recommendations for bureaus
- Presentation to Council on Affirmative Action Plans and Strategic Equity Plans

Year One Objective #2: Bureau Equity Plans

Portland Plan Action Item #18 – Evaluate bureau equity plans of City bureaus and partner agencies for their overall effectiveness in promoting staff diversity.

Year One Outcomes:

- Create an equity strategy for bureaus
- Create an Equity Lens and Impact template for bureaus
- Conduct education campaign for use of Strategy Guide
- 50% of bureaus begin using the Strategy Guide

First Quarter Outcomes: Ending September 2012

- Create Best Practices document and receive internal and external feedback
- Create Equity Lens and Impact Template document for policy and service delivery

Second Quarter Outcomes: Ending December, 2012

- Begin bureau education on Equity Lens and Impact Document
- Create and receive internal feedback on Equity Toolkit budget documents
- Provide technical assistance to bureaus on Equity Lens and budget documents for next fiscal year's budget

Third Quarter Outcomes: Ending March 2013

- Continue education and technical assistance on Equity Strategy documents

Fourth Quarter Outcomes: Ending June 2013

- Continue education and technical assistance on Equity Tools documents

Year One Objective #3: Training and Community Dialogue

Portland Plan Action Item #11 – 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.

Portland Plan Action Item #12 – Recruit, train and appoint minority members to City advisory boards who represent the city's diverse population.

Training Content

OEHR's training programs provide equity knowledge and best practice skills in a variety of specific functions within the City. Participants will be able to recognize institutional and systemic barriers and develop strategies to remove barriers in policies, programs, and practices, thus creating access and opportunities that benefit all. The goals of the Framework for Equity Training are to:

- Educate City staff about institutionalized racism, discrimination against people with disabilities, and systemic barriers to equity
- Create a Community Dialogue that includes community members in review of new training protocols and modules, via the Bureau Advisory Committee, Portland Commission on Disability, and Human Rights Commission

Year One Outcomes

- Design, pilot and improve equity training plans
- Conduct at least one bureau specific training monthly; a total of 250 employees in the fiscal year
- Conduct targeted training for the Portland Police Bureau
- Institute, through the Bureau of Human Resources, required citywide equity training
- Conduct two community forums on racism, disability or other equity issues

First Quarter Outcomes: Ending September 2012

- Conduct one four-week dialogue group with a total of 15 City participants
- Organize one large community workshop on how to be an ally on equity issues for 100 participants
- Conduct two skills building sessions for 20 dialogue facilitators

Second Quarter Outcomes: Ending December 2012

- Conduct one four-week dialogue group with a total of 15 participants
- Conduct two equity trainings through BHR
- Produce a program report for the 2013-14 Budget documentation.

Third Quarter Outcomes: Ending March 2013

- Conduct one four-week dialogue group with a total of 15 participants
- Organize one quarterly large community workshop on racial equity for 100 participants
- Conduct two equity trainings through BHR
- Produce an annual program report

Fourth Quarter Outcomes: Ending June 2013

- Conduct one four-week dialogue group with a total of 15 participants
- Conduct two equity trainings through BHR
- End of fiscal year documentation

PORTLAND PLAN DIRECTIVE – EMPLOYMENT AND CONTRACTING

OEHR LONG TERM GOAL #2

COLLECT AND REVIEW CITY DATA THAT REFLECTS ON AND INFORMS EQUITY WORK

Year One Objective #1: Information Tracking and Data Collection on Disability-related Disparities

Portland Plan Action Item #2 – Track information on the disparities faced by racial, ethnic and other marginalized populations; and share this information with Portland Plan partners and the public. Address the shortcomings of typical data sources by inviting self-identified communities to provide information and sources unique to them. Explore building metrics related to well-being and equity.

Portland Plan Action Item #15 - Collect data (conventional and alternative) on disability related disparities, in consultation with the Portland Commission on Disability and community partners. Apply lessons learned from the racial/ethnic focus and adapt tools to address the most critical disparities facing Portlanders with disabilities.

Year One Outcomes

- Identify specific and best categories from which to draw data
- Identify data management tools from best practices specific to persons with disabilities for data collection and analysis
- Collect and analyze data specific to each bureau with regard to race and disability
- Identify best practices of data collection related to City service delivery

First Quarter Outcomes: Ending September 2012

- Complete hiring process for staff member responsible for data collection and analysis
- Complete data requests and review of information received
- Determine best practices for data collection related to persons with disabilities
- Consider use of community verified census data of protected classes
- Begin work specified in the City's Model Employer Resolution

Second Quarter Outcomes: Ending December 2012

- Complete analysis of data to establish a baseline for equity work
- Assist bureaus in goal setting based on baseline data
- Determine and disseminate equity metrics to be used by bureaus

After initial collection and analysis, the data will be continually be used and updated, as the foundation and baseline for the bureaus' Strategic Equity Plans, goal-setting and use of the Equity Tool Kit.

Year One Objective #2: Information Tracking & Contracting and Bureau Equity

Portland Plan Action Item #2 – Track information on the disparities faced by racial, ethnic and other marginalized populations; and share this information with Portland Plan partners and the public. Address the shortcomings of typical data sources by inviting self-identified communities to provide information and sources unique to them. Explore building metrics related to well-being and equity.

Portland Plan Action Item #19 – Show measurable progress in hiring, retention, and contracting at all levels of public agencies. Implement bureau equity plans to increase purchasing and contracting from M/W/ESB and firms committed to a diverse workforce.

Year One Outcomes

- Clearly identified and adopted improved program goals and implementation strategies, through collaboration with responsible bureaus
- Improved pre-qualification process, through collaboration with responsible bureaus.
- Increased utilization of Women and Minority Owned businesses on City contracts with specific numerical goals determined by December 2012
- Identify Best Practices for collecting hiring and demographic data of M/W/ESBs who obtain City contracts
- Work with the M/W/ESB Program will be ongoing and utilization of Minority and Women Owned businesses will be increased
- Report on progress towards goals

PORTLAND PLAN DIRECTIVE – EXTERNAL LEADERSHIP

OEHR LONG TERM GOAL #3

CREATE A CITYWIDE AND COMMUNITY ADVISORY SYSTEM TO ASSIST OEHR IN ACHIEVING ITS MISSION

Year One Objective #1: Improve Involvement

Portland Plan Action Item #6 - Implement recommendations of the City of Portland Public Involvement Advisory Committee (PIAC) to include people not generally represented in decision-making, advisory committees and technical teams. Recognize non-geographic based communities in Portland's public involvement standards. Include these principles in the City Charter and the City's Comprehensive Plan.

1) Office of Equity and Human Rights Bureau Advisory Council

Year One Outcomes:

- Establish a fully functioning Bureau Advisory Council

First Quarter Outcomes: Ending September 2012

- Facilitate creation of a Bureau Advisory Council (BAC)
- Staff at least one general meeting of BAC
- BAC, in partnership with OEHR staff, determines the remainder of their work plan for FY 12-13

Second through fourth quarter Outcomes:

- Monitor Work Plan success
- Assist in Review of the Budget and 2nd year programming needs.

2) New Portlander Advisory Council (NPAC)

Year One Outcomes:

- Hold at least four general meetings in the year
- Council creates a sub-committee structure and becomes self-governing, offering policy and programmatic recommendations to bureaus
- Follow-up report on the 2008 Immigrant & Refugee Task Force report to City Council
- Strategic plan and work plan created for full NPAC

First Quarter Outcomes: Ending September 2012

- Staff at least one general meeting of NPAC
- Staff any subcommittee meetings of NPAC
- Receive and review any policy recommendations
- Facilitate preparation of follow-up to 2008 Immigrant & Refugee Task Force report to City Council

Second Quarter Outcomes: Ending December 2012

- Staff at least one general meeting of NPAC
- Staff any subcommittee meetings of NPAC
- Receive and review any policy recommendations

Third Quarter Outcomes: Ending March 2013

- Staff at least one general meeting of NPAC
- Staff any subcommittee meetings of NPAC
- Receive and review any policy recommendations

Fourth Quarter Outcomes: Ending June 2013

- Staff at least one general meeting of NPAC
- Staff any subcommittee meetings of NPAC
- Receive and review any policy recommendations

OEHR LONG TERM GOAL #4

CREATE EQUITY PARTNERSHIPS AND COLLABORATIONS

Internal: Create partnerships and strong relationships with Elected Officials and Bureau Directors working in the City of Portland

External: Create partnerships and strong relationships with individuals and communities outside of the City of Portland government.

Year One Objective #1: Improve Involvement - New Portlander Program

Portland Plan Action Item #6 - Implement recommendations of the City of Portland Public Involvement Advisory Committee (PIAC) to include people not generally represented in decision-making, advisory committees and technical teams. Recognize non-geographic based communities in Portland's public involvement standards. Include these principles in the City Charter and the City's Comprehensive Plan.

Year One Outcomes:

- Provide 6 presentations to bureaus to increase staff understanding of the benefits of City/immigrant community partnerships
- Improved immigrant access to City jobs and services
- Increased City/community communication
- Creation of a vibrant and effective Advisory Council

First Quarter Outcomes: Ending September 2012

- i.) Families Move Program (Internal/external education on growing newcomer communities)
 - Internal presentations to bureaus at staff meetings on the City's demographic information and discuss examples of City bureau partnerships at the Office of Neighborhood Involvement (ONI) and the Bureau of Development Services (BES)
 - Publish quarterly issue of *New Portlander News*
 - Publish three media stories featuring City bureaus and community partners
- ii.) We Are Portland Program (Facilitating partnerships producing more equitable City services)
 - Provide technical assistance to ongoing equity partnerships with PPB and ONI, Portland Parks and Recreation (PP&R) and OMF
 - Evaluate equity improvement efforts in collaboration with staff and community partners at BES (Community Watershed Stewardship Program) and PP&R
 - Report on service improvements, barriers, and need for resources to bureau management and OEHR
 - Contribute to the Community Involvement Policy Expert Group (PEG) of the Portland Comprehensive Plan.
 - Recruit community leaders to speak for their communities in City processes such as the PEGs

- Produce program report for budget process

Second Quarter Outcomes: Ending December 2012

i.) Families Move Program

- Present demographic information and model City bureau partnerships at the Portland Bureau of Transportation (PBOT) and Portland Water Bureau (PWB) staff
- Publish quarterly issue of *New Portlanders News*
- Present demographic and economic-contribution information inside three stories featuring City bureaus and community partners (PI and Arab) to media.

ii.) We Are Portland program

- Provide technical assistance to ongoing equity partnerships with PPB and ONI, PP&R and OMF
- Evaluate equity improvement efforts in collaboration with staff and community partners at BES (Community Watershed Stewardship Program) and PP&R
- Report on service improvements, barriers, and need for resources to bureau management and OEHR
- Contribute to the Community Involvement PEG of the Portland Comprehensive Plan.

Third Quarter Outcomes: Ending March, 2013

i.) Families Move Program

- Present demographic information and model City bureau partnerships at the Bureau of Planning and Sustainability (BPS) and PPB's North Precinct staff meetings
- Publish quarterly issue of *New Portlanders News*
- Present demographic and economic-contribution information inside three stories featuring City bureaus and community partners (Zomi and Somali) to media.

ii.) We Are Portland program

- Provide technical assistance to ongoing equity partnerships with BES and PP&R
- Assist with the Community Integration Cup, City partnered athletics and City career summer program
- Publish quarterly issue of *New Portlanders News*
- Present "We are Portland Awards" - Establish a nomination and selection process in partnership with the New Portlanders Advisory Council and the Commissioner in Charge. Organize event recognizing City bureau/Community organization partnerships improving equity in public services.
- Contribute to the Community Involvement PEG of the Portland Comprehensive Plan.

Fourth Quarter Outcomes: Ending June, 2013

i.) Families Move program

- Provide technical assistance to ongoing equity partnerships with BHR and Bureau of Emergency Communication (BOEC)
- Publish quarterly issue of *New Portlanders News*
- Present demographic and economic-contribution information inside three stories featuring City bureaus and community partners (Iraqi and East Indian) to media.
- Contribute to the Community Involvement PEG of the Portland Comprehensive Plan.

Year One Objective #2: Improve Involvement – Human Rights Commission

Portland Plan Action Item #6 - Implement recommendations of the City of Portland Public Involvement Advisory Committee (PIAC) to include people not generally represented in decision-making, advisory committees and technical teams. Recognize non-geographic based communities in Portland's public involvement standards. Include these principles in the City Charter and the City's Comprehensive Plan.

Year One Outcomes:

- Hold at least four general Human Rights Commission (HRC) meetings in the year
- Commission creates a sub-committee structure and becomes self-governing, offering policy and programmatic recommendations to bureaus and oversight of human rights issues in the City of Portland

First Quarter Outcomes: Ending September 2012

- Facilitate implementation of the Human Rights Commission's (HRC) new strategic plan
- Staff all general meetings of HRC
- Staff subcommittee meetings

Second Quarter Outcomes: Ending December 2012

- Staff all general meetings of HRC
- Staff subcommittee meetings of HRC
- Receive and review any policy recommendations

Third Quarter Outcomes: Ending March 2013

- Staff all general meetings of HRC
- Staff any subcommittee meetings of HRC
- Receive and review any policy recommendations
- HRC presents an annual report to City Council

Fourth Quarter Outcomes: Ending June 2013

- Staff all general meetings of HRC
- Staff subcommittee meetings of HRC
- Receive and review any policy recommendations

Year One Objective #3: Improve Involvement – Portland Commission on Disability

Portland Plan Action Item #6 - Implement recommendations of the City of Portland Public Involvement Advisory Committee (PIAC) to include people not generally represented in decision-making, advisory committees and technical teams. Recognize non-geographic based communities in Portland's public involvement standards. Include these principles in the City Charter and the City's Comprehensive Plan.

Year One Outcomes

- Equity assessment criteria based on City processes, policies and services are defined by the Commission with the assistance of staff, along with creation of methods of data gathering and analysis.
- A Portland Commission on Disability (PCoD) communications framework is developed to increase internal and external communications/outreach for Commission review and adoption.
- A City employee training program is developed to raise an awareness of concerns for people with disabilities.
- Disability News readership is expanded.
- Coordinate with City's Title II Coordinator on accessibility issues

First Quarter Outcomes: Ending September 2012

- Draft recruitment framework for Executive Committee to review
- Engage Commission with Bureau Strategic Equity Plans processes and criteria for their input.
- Create updated communications program for Commission review and adoption.
- Staff monthly subcommittee meetings
- Begin process of one-on-one contact with Commissioners, also provide training with Commission email, calendar and document system to increase its use and centralize internal communications.
- Update Commissioner notebook and application packet for Commission review. Make notebook and all materials digitally accessible to facilitate use of Commission online document use.
- Begin steps with the Diverse and Empowered Employees of Portland (DEEP) for an affinity group that represents employees with disabilities
- Create and deliver six issues of Disability NEWS

Second Quarter Outcomes: Ending December 2012

- Coordinate meetings with the PCoD Employment subcommittee and BHR to determine assessment needs for Model Employer Plan and methods of data collection.
- Assist Commission in conducting training for Office of Equity & Human Resources staff and the Commission on disability awareness and competency. Training to serve as beginning template for all City staff.
- Begin assessment of accessibility equipment for Office of Equity & Human Rights with goal to develop best practice for all City bureaus and offices.
- Commission annual report to City Council with video presentation and other documentation.
- Engage all bureau liaisons to increase their participation at subcommittee level on Commission work plans. Gather their input on providing information for use in bureau staff communications, such as newsletters.
- Coordinate with DEEP to have first meetings of interest for a City Employees with Disabilities Affinity Group.

- Create and deliver six issues of Disability NEWS.

Third Quarter Outcomes: Ending March 2013

- Assist Commission with conducting expanded meeting/retreat.
- Continue the Commission's work in developing and applying equity tools for use in City programs.
- Assist Commission in developing and drafting a training process for City staff on equity concerns for people with disabilities. This should be for all staff and take into account the various venues where staff would be affected.
- Staff Commission meetings.
- Coordinate with Commissioners to meet with new City Council members/staff contacts to provide information and orientation on Commission's work.
- Begin development of a resource guide to address needs for people with disabilities in the City. Guide to be accessible and available both in print, including large print, and online.
- Begin coordinating Commission members to speak to City staff meetings with short presentation.
- Create and deliver six issues of Disability NEWS.

Fourth Quarter Outcomes: Ending June 2013

- Develop and deliver second-year work plan.
- Deliver and maintain the resource guide with goal of having a complete and searchable online body of useful information.
- Foster more working relationships with community partners with a minimum of another three organizations.
- Continue Commission outreach with presentations at City staff meetings.
- Propose accessibility equipment inventory for City bureaus and offices to have equipment available and working on-site to address accommodation needs.
- Assist Commission in providing a best practice on addressing communication needs for people with disabilities. This would be for direct contact and outreach communications.
- Initiate the development of a program to secure grants to fund goals and work of Commission.
- Create and deliver six issues of Disability NEWS.

Year One Objective #4: Portland Plan Policy Expert Groups

The office will work with the Bureau of Planning and Sustainability to infuse Equity principles throughout the Comprehensive Plan's Policy Expert Groups

Year One Outcomes

- Equity tools and strategies are applied throughout Comprehensive Plan update process
- Improve and increase BPS staff capacity to apply principles of diversity, inclusion and equity
- Regular opportunities for BPS staff and community partners to increase capacity to recognize and remove barriers to equity

First Quarter Outcomes: Ending September 2012

- Deliver Equity Orientation to 70+ Comp Plan Policy Equity Group (PEG) participants
- Convene a minimum of 3 Equity Group meetings to provide technical assistance to Comp. Plan PEG's by applying equity lens, strategies and tools to all draft policies, agendas and discussion papers.

- Consult and provide technical assistance to BPS staff on development of bureau specific equity tools

Second Quarter Outcomes: Ending December 2012

- Convene a minimum of 3 Equity Group meetings to provide technical assistance to Comp Plan PEG's by applying equity lens, strategies and tools to all draft policies, agendas and discussion papers.
- Consult and provide technical assistance to BPS staff on development of bureau specific equity tools

Third Quarter Outcomes: Ending March 2013

- Convene a minimum of 3 Equity Group meetings to provide technical assistance to Comp Plan PEG's by applying equity lens, strategies and tools to all draft policies, agendas and discussion papers.
- Consult and provide technical assistance to BPS staff on development of bureau specific equity tools

Fourth Quarter Outcomes: Ending June 2013

- Convene a minimum of 3 Equity Group meetings to provide technical assistance to Comp Plan PEG's by applying equity lens, strategies and tools to all draft policies, agendas and discussion papers.
- Consult and provide technical assistance to BPS staff on development of bureau specific equity tools

OEHR LONG TERM GOAL #5

ESTABLISH AN OEHR BRANDING AND MESSAGING STRATEGY

Year One Objective #1: Develop Strategy & Informational Materials

Year One Outcomes:

- Branding/promotion of the Office of Equity and Human Rights is established
- Creation and consistent use of effective equity messages for internal and external audiences
- Create for distribution OEHR informational materials, including a brochure, program fliers, bureau fact sheet, and Power Point presentation highlighting OEHR's mission, vision, programs, priorities, and accomplishments
- OEHR Social Media presence via Facebook, Twitter, YouTube, Flickr, E-Newsletter, and Portland Online is established
- A Media Relations Strategy including templates and protocols for OEHR Press Alerts, Press Releases, Op Eds, Press Kits, and Media Engagement is functional
- A presentation template covering OEHR's mission, vision, programs, priorities, and accomplishments for internal and external audiences is approved and in use
- Successful OEHR Portland Online (POL) transition to new POL platform for OEHR website.

First Quarter Outcomes: Ending September 2012

- Define messaging/branding in consultation with experts
- Produce OEHR Brochure
- Produce OEHR Equity Fact Sheet
- Produce OEHR Frequently Asked Questions
- Develop OEHR Power Point Presentation on OEHR mission, vision, programs, priorities, and accomplishments
- Set standard curriculum for presentations on equity (e.g., What is equity? Why not equality? Why is equity important?) to internal and external audiences, and identify target audiences

Second Quarter Outcomes: Ending December, 2012

- Continue participating in POL Second Wave bureau process.
- Develop an OEHR Equity Publicity Campaign that generates understanding and curiosity about and support for OEHR and its work, internally and externally.
- Review and make necessary changes to OEHR informational materials and presentations as developed in First Quarter

Third Quarter Outcomes: Ending March 2013

- Review and make necessary changes to OEHR informational materials and presentations.
- Continue participating in POL Second Wave Bureau Process.

Fourth Quarter Outcomes: Ending June 2013

- Draft and finalize OEHR End-of-Year Report with quantitative and qualitative highlights.
- Review and make necessary changes to OEHR informational materials and presentations.

YEAR 1 PRIORITY ACTIONS

| | Q1 | Q2 | Q3 | Q4 |
|---|----|----|----|----|
| Action 1: Collaborate with OMF and BHR on a resolution transitioning the current Citywide Diversity Committee into the Citywide Equity Committee | | | | |
| 1. OEHR Director works with BHR to draft resolution and reviews with CDC and OEHR Steering Committee to prepare proposed draft | X | | | |
| 2. Review proposed draft with Council members, HRC, PCoD, and community members; revise if needed | X | | | |
| 3. Submit recommended resolution to Council | X | | | |
| Action 2: Coordinate the current Citywide Diversity Committee and manage transition into the Citywide Equity Committee | | | | |
| 1. Representatives appointed by Commissioners and Bureau Directors | X | | | |
| 2. Develop and approve process and review of Bureau Strategic Equity Plans (SEP) | X | X | | |
| 3. Draft Bureau Equity Guiding Principles document with Best Practices Criteria considering alignment with federal regulation (Title II, Title VI, and affirmative action) service delivery and broader equity data and tracking needs as identified in the Portland Plan. Review with BAC. | | X | | |
| 4. Establish mechanism to support equity planning within bureaus, and assessment of equity plans | | X | X | X |
| 5. Share best practices across bureaus | | X | X | X |
| 6. Train Citywide Equity Committee members as facilitators for the use of equity strategies, tools and best practices. | | X | X | X |
| Action 3: Develop training curriculum on institutionalized racism and required accommodations for people with disabilities | | | | |
| 1. Identify core competencies for all City Staff | X | | | |
| 2. Review current training curriculum and revise to meet identified core competencies | X | | | |
| 3. Pilot training in the City | X | | | |
| 4. Implement training Citywide | | X | X | X |
| 5. Work with Police Bureau to continue to develop and facilitate internal bureau training | X | X | X | X |

| | | | | |
|--|---|---|---|---|
| Action 4: Provide technical assistance and support to City processes, programs and projects addressing equity through guidance, consultation, and creation of tools: | | | | |
| 1. Budget | | X | X | |
| 2. Comprehensive Plan | X | X | X | X |
| 3. M/W/ESB/Sheltered Market Program | X | X | X | X |
| 4. Other projects and programs as requested and as capacity allows | | | | |
| Action 5: Compile equity-related data, specifically tracking disparities faced by racial, ethnic and disability populations, and evaluate current assessment methods. | | | | |
| 1. Identify what data is currently being compiled by the City and evaluation methods | X | | | |
| 2. Assess opportunities for improvement in types of data and collection methods | | X | X | |
| 3. Review with CEC and Bureau Advisory Committee | | X | X | |
| 4. Draft report with recommendations for improved data collection and evaluation methods, and submit to Council | | | | X |
| 5. Begin work specified in the Model Employer resolution | X | X | X | X |
| 6. Identify data management tools from best practices specific to persons with disabilities for data collection and analysis | | x | | |
| 7. In partnership with PCoD, research Portland-specific, accurate data on populations with disabilities. | | | x | x |
| Action 6: Development of Internal and External communication strategy | | | | |
| 1. Develop branding and consistent messaging to use via the website and social media | X | | | |
| 2. Develop public awareness campaign | | X | X | X |
| 3. Support community events in alignment with OEHR mission | X | X | X | X |
| 4. Create and maintain online repository for equity related tools and resources | X | X | X | X |
| 5. Ongoing relationship development with Commissioners and Bureau Directors | X | X | X | X |
| 6. Training for City staff giving information about OEHR work to assist in consistent community messaging. | X | X | X | X |
| 7. Support DEEP | X | X | X | X |
| 8. Publish quarterly newsletter | X | X | X | X |

| Action 7: Coordination of and consultation with community advisory committees to support the OEHR work plan | | | | |
|--|---|---|---|---|
| 1. Establish and coordinate Bureau Advisory Committee | X | X | X | X |
| 2. Support Portland Commission on Disability and Human Rights Commission, to draft, manage, and accomplish respective work plan goals and objectives | X | | X | X |
| 3. Consider the advice of the New Portland Advisory Council in guiding the New Portlander Program | X | X | X | X |

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BuildingPeace
EndingDiscrimination

HUMAN RIGHTS COMMISSION

Summary of Annual Report to Community and City Council

July 11, 2012

The Portland Human Rights Commission advocates for and takes positive action toward eliminating discrimination, racism, and bigotry; strengthening inter-group relationships; and fostering greater understanding, inclusion and justice for those who live, work, study, worship, travel, and play in the City of Portland. The work of the Commission is guided by the United Nations Universal Declaration on Human Rights and other international, national, state and local principles of human and civil rights.

The Human Rights Commission is appointed by the Portland City Council. Members are volunteers who work without compensation. Current members are:

| | |
|-------------------------------|---------------------------|
| <i>Allan Lazo, Chair</i> | <i>Donita Fry</i> |
| <i>Kyle Busse, Vice-Chair</i> | <i>Donna D. Maxey</i> |
| <i>Abdul Majidi</i> | <i>Emily G. Gottfried</i> |
| <i>Aimee Samara Krouskop</i> | <i>Héctor López</i> |
| <i>Ashley Horne</i> | <i>Mayra Arreola</i> |
| <i>Christine Rontal</i> | <i>Moloy K. Good</i> |
| <i>Damon Isiah Turner</i> | <i>Stephen Manning</i> |
| <i>Deyalo Bennette</i> | |

The Human Rights Commission has the following ongoing committees:

Community & Police Relations Committee (CPRC)

The CPRC brings together members of Portland's diverse communities and its police officers to improve community and police relations, further an authentic community policing culture, and promote dignity, understanding and respect in police and community interactions. This committee is chaired by Commissioner Hector Lopez and meets monthly.

Committee for Inter-Group Understanding (CIGU)

Inspired by Archbishop Desmond Tutu's lifelong work on reconciling communities, the Committee for Inter-Group Understanding works to build peace and understanding among groups that have had deeply rooted conflict and honors the need for healing around the historic and current harms of injustice and oppression. This committee is chaired by

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Commissioner Emily Gottfried and meets monthly.

2011-12 HRC Accomplishments in Brief

- The HRC provided member representation on the Creation Committee that helped form the new Office of Equity and Human Rights' and participated in the applicant evaluation and interview process for selecting the office's new director.
- The CPRC has established a seven-member subcommittee, comprised of HRC commissioners, community members and Portland Police Bureau personnel, working to plan a Portland Police Bureau-wide, multi-session training to help identify and end systemic racism and its impacts in the Bureau. CPRC will continue to work with the Bureau to create a five-year road map to further equity and increase diversity in the Bureau. Initial trainings will involve the Bureau's command staff. The subcommittee recently worked with the Seattle Race and Social Justice Initiative to evaluate ways to customize trainings on race and racism for Bureau personnel.
- The HRC formed the Human Trafficking Task Force to help bring together local, state and federal law enforcement and social service agencies to help identify and coordinate much needed resources for victims of human trafficking. As an initial step, the HRC's Human Trafficking Task Force organized a community forum to raise the visibility of foreign-born human trafficking in Portland. The forum included presentations from a panel of law enforcement and social service agency experts in the area of human trafficking as well as community participation and a moving personal testimony from a local victim of foreign-born human trafficking.
- In partnership with the "Race Talks" dialogue series and the Fair Housing Council of Oregon, HRC sponsored a bus tour of historic discrimination in Portland. The tour was part of a series of HRC events in July intended to begin its investigation into housing segregation in Portland. CIGU also is continuing to build a partnership with Race Talks to help organize and sponsor the community dialogue series.
- Based on recommendations from the CPRC, the HRC provided a detailed report to the Portland Police Bureau, outlining recommendations for improving the Bureau's Use of Force Policy.
- In partnership with the United Nations Association of Portland, the HRC cosponsored a Human Rights Day event, engaging community members and local policy makers on local legislative issues relative to human rights.
- CIGU hosted a public forum on reconciliation, "Touchstones of Hope: Truth, Healing and Reconciliation as a Way to Address Historical Trauma." The gathering of community members received a presentation from Terry Cross, executive director of the National Indian Child Welfare Association, and had the opportunity for further facilitated dialogue on reconciliation.
- The HRC provided written analysis and public testimony regarding the Portland Plan and presented recommendations to the Portland Planning and Sustainability Commission. Much of the comments were focused on the Plan's Framework for Equity, including a recommendation to include listings of potential partners in the final draft of the Framework.

HRC's Goals for 2012-13

After completing significant aspects of the work outlined in its original strategic plan, the Commission embarked on a strategic planning process in April 2012 to define its strategy, focus, and direction over the next three years. The strategic planning process was built on the foundation of participation and capitalized on the Commission's strengths, opportunities, and aspirations.

The HRC is expected to adopt the final draft of its new strategic plan at its July monthly meeting. The Strategic Plan is organized around four primary strategies:

Discovery Strategy — The process of discovery is composed of the collective efforts to identify and assess human rights issues in the City of Portland. Discovery uses the tools of formal assessment: aggregating and synthesizing existing data, monitoring the community landscape, and convening communities to gather information about human rights issues. The Human Rights Commission, in partnership with the community, will prioritize and act on the findings of this discovery strategy to strengthen human rights in Portland.

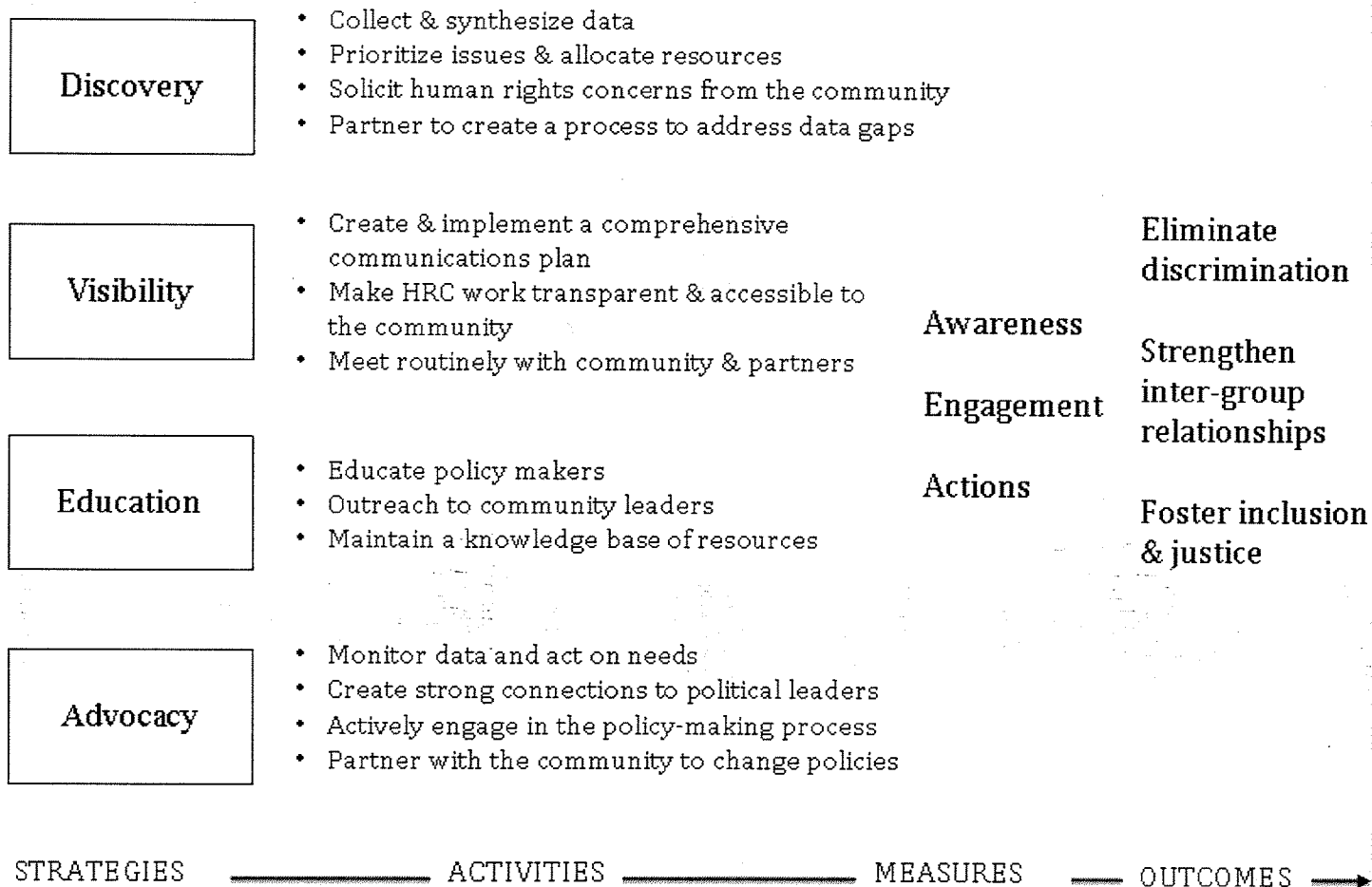
Visibility Strategy — Visibility is a strategy that coordinates efforts and activities that promote and communicate an understanding of human rights issues in the City of Portland and the role, activities, and accomplishments of the Human Rights Commission. Visibility as a strategy is a coordinated and systematic approach to using principles of marketing, communications, social media, and public relations with the goal of promoting human rights and the Human Rights Commission. Visibility also includes using personal and organizational connections and partnership development to leverage the collective voice for human rights in Portland.

Education Strategy — Education as a strategy includes all Human Rights Commission activities that create deeper understanding of human rights issues in the City of Portland and that endeavor to effect change in community and public institutional norms. Education is a proactive and priority-driven approach to building and changing the knowledge, attitudes, programs, and policies of the community related to specific human rights issues.

Advocacy Strategy — Advocacy as a strategic focus for the Human Rights Commission has the clear purpose of creating systems change. Advocacy represents collective actions to identify political and policy solutions to address human rights issues. Advocacy, whether initiated from within the Commission or driven by the community, will become increasingly more important as a measure of the effectiveness and strength of the Commission.

[Excerpted from July 11, 2012 DRAFT "City of Portland Human Rights Commission Strategic Plan 2012-15," prepared by Mark P. Fulop, MA, MPH, Facilitation & Process LLC]

Figure 1. Human Rights Commission Model for Change



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