

EQUITY

2014 ANNUAL REPORT



OFFICE of EQUITY
and HUMAN RIGHTS
CITY OF PORTLAND



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PREPARED FOR PORTLAND CITY COUNCIL
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DAN SALTZMAN, COMMISSIONER

MEETING OF THE
OAKLAND CITY COUNCIL

JUN 1 6 2015



**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.

February 4, 2015

To the Mayor, City Commissioners, and Supporters of the Office of Equity and Human Rights:

It is my pleasure to submit this Annual Report on behalf of the Office of Equity and Human Rights. This report highlights positive changes within the office and the momentum experienced as equity continues to take root in the City.

Five bureaus now have positions specifically focused on equity. The City "Banned the Box" by removing any language on its job applications regarding criminal convictions. The office assumed a civil rights role as responsibilities for ensuring compliance with the Americans with Disability Act and Title VI of the 1964 Civil Rights Act transitioned to OEHR from the Office of Management and Finance. These two programs work to ensure that everyone has access to the services, benefits, and programs of the City of Portland, and the move makes these vital equity programs more visible and accessible to the community. Our office was also instrumental in the selection process for the Compliance Officer and Community Liaison (COCL) position, related to the Department of Justice Settlement Agreement.

As we began 2014, OEHR transitioned to the Mayor's portfolio of bureaus and was a major sponsor of the Governing for Racial Equity conference, which hosted over 450 government employees from as far away as New York. It was an unparalleled success with compliments and inquiries still coming in about Portland's equity work.

At the end of the year, the office assisted in the transition of the New Portlander Program to the Office of Neighborhood Involvement, where its community involvement model will be better served in helping communities. We are proud of the program's many accomplishments and look forward to its continued success.

In between has been the excellent work of the OEHR staff, the Human Rights Commission, the Portland Commission on Disability, the Diverse and Empowered Employees of Portland (DEEP), and the newest programmatic addition, Black Male Achievement Portland. I would like to specifically thank Mayor Hales, who has elevated the conversation about equity across the City.

Sincerely,

Dante J. James, Esq.

WHY EQUITY MATTERS

From the Racial Equity Roadmap, developed by the Citywide Equity Committee

Multiple studies show that people of color in Portland fare worse than their White counterparts in education, economic prosperity, criminal justice, housing, and health.

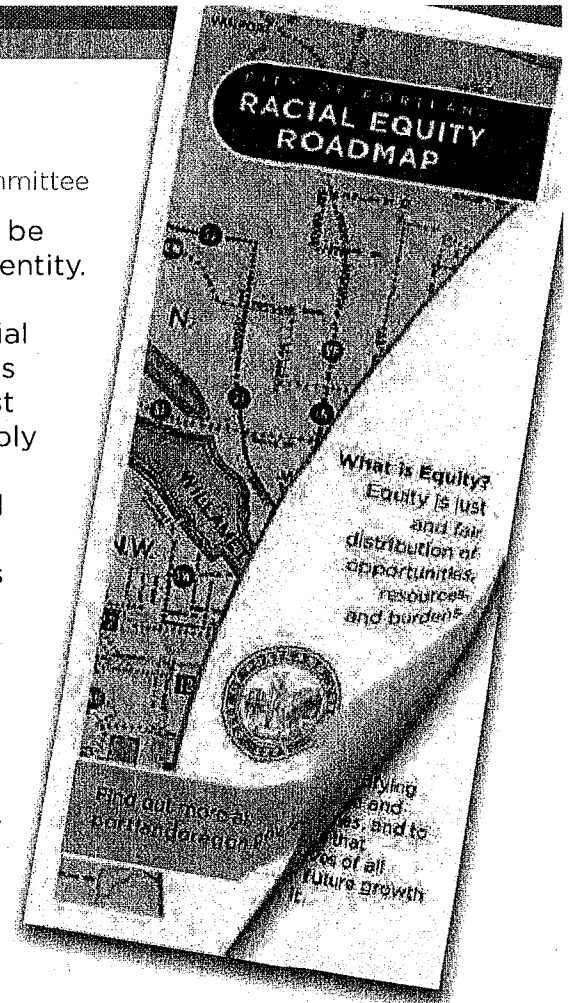
While Portland prides itself on being a wonderful place to live, due to a number of historic and current inequities, it can be a difficult place for people of color. Inequities persist, despite the City's efforts to respond to discrimination over the years.

Government institutions have a special role to ensure that all people have access to the opportunities necessary to satisfy their essential needs, advance their well-being, and achieve their full potential.

Equity is achieved when outcomes like economic status, education, access to healthcare, and other social determinants for

success cannot be predicted by identity.

To advance racial equity, residents of all races must go beyond simply recognizing individual racial prejudices. We must also focus on changing unfair and unjust policies, practices, and decisions embedded in our institutions.



THE EQUITY TEAM



Dante James Joseph Wahl Judith Mowry Tonya Stephens Danielle Brooks Kenya Budd Koffi Dessou David Galat Beth Kaye Jeff Selby

DIRECTOR

Dante James provides strategic support and direction for OEHR staff, while providing guidance to City bureaus on implementation of equity programs.

EXECUTIVE TEAM

Assistant Director Joseph Wahl, and Senior Policy Advisor Judith Mowry provide policy development; data collection and assessment; and program and policy technical assistance to bureaus in support of equity initiatives.

EXECUTIVE ASSISTANT

Tonya Stephens provides executive level assistance to the Director and OEHR Staff.

PROGRAM AREAS AND STAFF

Civil Rights Title VI & ADA Title II Program Manager: Danielle Brooks

Citywide Equity Committee, Human Rights Commission: Kenya Budd

Education and Training, Community and Police Relations Committee: Koffi Dessou

ADA Title II Access Coordinator: David Galat

Disability Equity Program Coordinator, DEEP (Diverse and Empowered Employees): Beth Kaye

Communications and outreach: Jeff Selby

OFFICE OF EQUITY AND HUMAN RIGHTS OVERVIEW

“Equity is achieved when one’s identity cannot predict the outcome.” —OEHR working definition of Equity

OUR MISSION

OEHR will provide 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.

OUR 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.

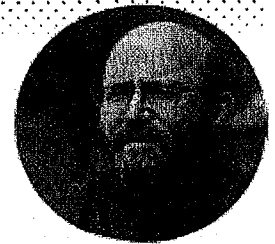
EQUITY CONSULTING

OEHR provides consultation and support across bureaus to ensure equitable policies, practices, and procedures.

In 2014, OEHR consulted with over half of the City bureaus, in addition to the Children’s Levy.

EQUITY AT WORK

“Excellent service is about more than just delivering water; it’s also about understanding our diverse communities and examining how we engage them through outreach, education, and service.”



We work with the Office of Equity and Human Rights to help us broaden our view of customer service with an equity lens, so we can better serve all Portlanders.”

—David Shaff

Director,
Portland Water Bureau



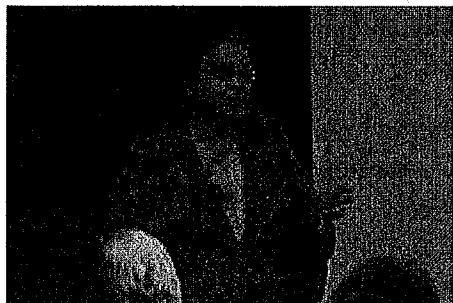
Black Male Achievement works with government officials, and for-profit and non-profit entities to create access to jobs and mentoring.

COMMUNITY SUPPORT AND ENGAGEMENT

OEHR works with advisory bodies:

- **Human Rights Commission** works to eliminate discrimination and bigotry and to strengthen inter-group relationships for those who live, work, study, worship, travel, and play in the City of Portland.
- **Portland Commission on Disability (PCOD)** helps guide the City in ensuring a more universally accessible city.
- **Black Male Achievement Portland (BMA)** is designed to work across public and private sectors and among jurisdictions to help improve the life outcomes of Black men and boys in four key areas: Education, Employment, Family Stability, and Criminal Justice.

EDUCATION AND TRAINING



The Training Team facilitates in-bureau and citywide discussions.

OEHR designs and delivers training programs that allow City staff to understand racial equity concepts and to develop skills to recognize and remove institutional and systemic barriers in

policies, programs, and practices. The ultimate goal is to assure just distribution of resources and opportunities, with improved outcomes for all.

Achievement Highlights

- 1,205 City staff members, including elected officials, managers, and program administrators from 24 City bureaus attended training in 2014.
- 92% of the participants found the training worthwhile overall and 75% say they gained immediate tools to apply in their work.



GOVERNING FOR RACIAL EQUITY

The Office of Equity and Human Rights co-hosted the 2014 Governing for Racial Equity Conference on March 25 and 26, 2014.

Multnomah County Office of Diversity and Equity, King County Equity and Social Justice, City of Seattle Race and Social Justice Initiative, and San Francisco Human Rights Commission were partners on the conference planning committee.

Originally planned as a regional event for government employees and elected officials, the

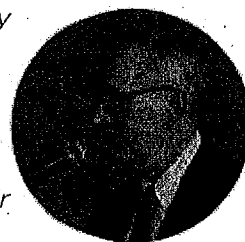
conference attracted nearly 450 participants from the Pacific Northwest as well as jurisdictions in New York, Minnesota, Massachusetts, Iowa, Wisconsin, California, and Virginia.

Workshops and presentations focused on incorporating a racial equity lens for training, policy development, health, transportation, planning, and other governmental functions.

OEHR staff is helping to organize the 2015 GRE Conference in Seattle.

EQUITY AT WORK

"There is no way to serve our communities if we don't understand them in all their wholeness and complexity."



"The whole point of the topic, 'governing for racial equity,' is to acknowledge that not all policies work; not all policies are viewed through the appropriate racial lens; and unintended consequences do happen."

*—Charlie Hales
Mayor of Portland*

CITYWIDE EQUITY COMMITTEE

The Citywide Equity Committee (CEC) has a significant role as members engage bureau directors, bureau staff, and individual bureau equity committees, with the goal of producing equity plans with milestones, timetables, and accountability measures.

The CEC integrates equity throughout each of the bureaus and shifts internal City culture by promoting the recognition and removal of racially inequitable policies and practices.

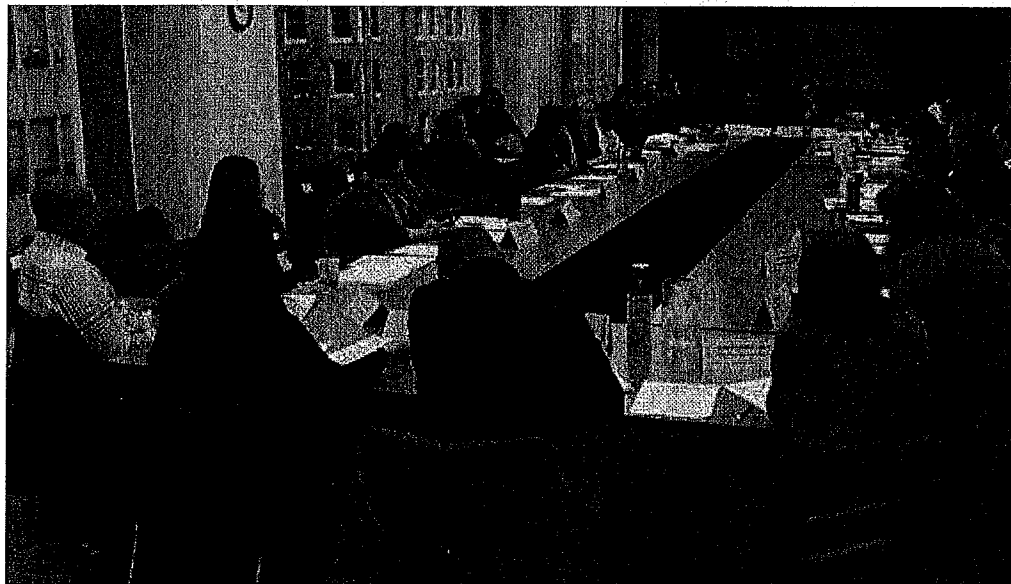
Each bureau is required to have at least one staff person on the committee, and submit a Bureau Strategic Equity Plan to describe and define goals and objectives in improving equity outcomes within individual bureaus.

The Racial Equity Roadmap, developed by the CEC, is a comprehensive tool that leads City bureaus through a four-phase process of developing and implementing their own Racial Equity Plans.

Bureau Equity Committees

Bureau Equity Committees (BEC) work in tandem with the Citywide Equity Committee and play an important role in implementation, oversight, and consultation on equity issues..

BEC members advise their leadership teams on equity strategies, plans, policies, and projects. Guidelines and Best Practices are forthcoming in 2015.



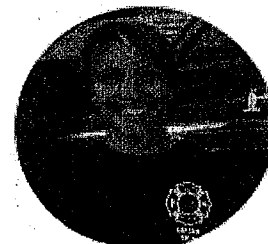
The CEC maintains a liaison function with the bureaus and will monitor, assist, assess, and report on bureau progress in meeting goals.

Achievement Highlights

- Pilot tested The Racial Equity Roadmap in five City bureaus. Results have been reviewed and the CEC expects to roll out the Roadmap to all Bureaus in 2015.
- Completed first CEC membership terms. Half of the first term members have renewed their commitments and join several new members.
- Surveyed BECs and drafted guidelines to be rolled out to bureaus in 2015.

EQUITY AT WORK

"OEHR has helped the Portland Fire and Rescue Equity Committee understand that equity is about looking through a different lens so we can provide the tools necessary for everyone to be successful in the workforce.



It's not just about showing up. It's about speaking up and the organization, from the top down, actually valuing your differences.

In our committee meetings, I see the understanding and corresponding participation growing exponentially."

*—Captain Kristine Artman
Portland Fire and Rescue*

DISABILITY EQUITY PROGRAM



Commissioner Amanda Fritz joined PCOD for their 2014 Annual Retreat.

The primary focus of the OEHR Disability Equity Program involves the work of the Portland Commission on Disability (PCOD), whose mission is to guide the City in ensuring that it is more universally accessible.

Springing from the Commission's work is broader program engagement with bureaus and their Americans With Disabilities Act (ADA) Coordinators to promote inclusion and accessibility for people with disabilities.

Achievement Highlights

- Advised Portland Bureau of Transportation and Council on new On-Street Disabled Parking regulations governing use of state-issued disability placards
- Provided feedback to City Attorney and Portland Police Bureau on a Draft Directive regarding communication with people who are deaf, hard of hearing, or have limited English proficiency
- Advised Council and the City Attorney on the creation of the Community Oversight Advisory Board and the hiring of the Compliance Officer Community Liaison for the DOJ Settlement process
- Collaborated with OEHR on the development of a Public Engagement Plan for the City's ADA Transition Plan Phase I
- Coordinated community ADA Anniversary Celebration with City and community partners
- Held a community workshop on exploring life at the intersection of race and disability

EQUITY AT WORK

"OEHR has been helpful to, and supportive of the Bureau of Human Resources as we roll out



programs and trainings that will positively impact the City's ability to attract and retain a diverse workforce, such as the Focused Outreach program, Bias Awareness training, and the Model Employer resolution that calls for the City to become a model employer of persons with disabilities."

—Anna Kanwit
Director,
Bureau of Human Resources

Statistics

In Oregon, 13.9% of the population has a disability.

| | |
|-------------------------|-------|
| Children, 5 to 15 | 5.5% |
| People 16 to 64 | 11.4% |
| Adults aged 65+ | 37.1% |

Race/Ethnicity

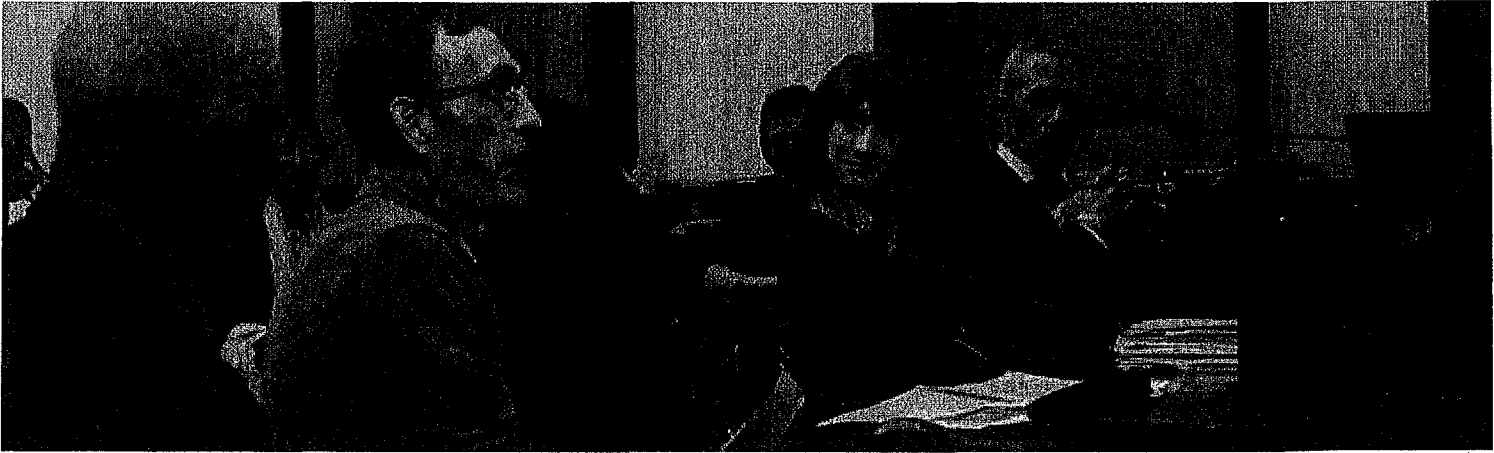
| | |
|-----------------------|-------|
| White | 14.2% |
| Black | 15% |
| Native American | 22.4% |
| Asian | 8.9% |
| Latino | 8.4% |

Poverty Rate

| | |
|-----------------------|-------|
| Adults 21 to 64 | 31.3% |
|-----------------------|-------|



CIVIL RIGHTS PROGRAM



Under the umbrella of OEHR, the Civil Rights Program can better meet the intent and spirit of the law, while focusing on a broader, more systemic approach to supporting justice.

With a concentration on Title VI of the Civil Rights Act and Title II of the Americans with Disabilities (ADA) Act, the Civil Rights Program is designed to remove barriers and conditions that prevent underserved groups from accessing programs and services.

In July, 2014, the Program moved to the Office of Equity and Human Rights from the Office of Management and Finance. The move

provides the opportunity to be more visible and accessible to the community and City.

The Program focuses on identifying and eliminating barriers using an equity lens through institutionalized mitigation efforts, as well as prioritizing and promoting equity strategies in City policies, plans, programs, practices, services, and operations.

Civil Rights Title VI

This program is working to achieve compliance with the legal standards of Title VI of the Civil Rights Act, which essentially declares that no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits

of, or be subjected to discrimination under any program or activity of an entity. The purpose of Title VI is to ensure that public funds are not spent in a way that encourages, subsidizes, or results in discrimination, whether intentional or not.

Since the move to OEHR, the program has worked on transitioning to a broader scope, asking how to best do this work on an institutional and upstream level, including:

- Beginning planning on one, three, and five year work plans
- Beginning to design an assessment that identifies gaps and opportunities in terms of bureau policies, programs and operations, and overall equity, as well as Title VI methods of administration, while concurrently developing resource and best practice guidance
- Continuing to work with, facilitate, train, and support Title VI Bureau Liaisons, who work at the direction of Bureau Directors and the Title VI Program Manager to implement the City's Title VI Plan and Activities at bureau level
- Continuing to collaborate with City, bureau, and community interest groups which have Civil Rights Title VI components

ADA Title II

Title II of the ADA prohibits all state and local governments from discriminating on the basis of disability, but moreover its goal is to promote equal access and full participation.

The City of Portland works to ensure that every program, service, benefit, activity, and facility operated or funded by the City of Portland is accessible to people with disabilities. The City of Portland's Title II program helps facilitate and promote

the overriding goals of equal access, participation and opportunity for persons with disabilities and this effort extends both internally to City bureaus, and externally to Portland's disabled community.

Since moving to OEHR the Title II program has been active in City-wide initiatives, advisory committees, and bureau planning with a primary goal to assist with the City's implementation of the ADA Transition Plan:

- Presented the final draft of the Transition Plan to City Council on November 6, 2014. Council unanimously accepted Portland's ADA Title II Transition Plan Update
- Continued to finalize Portland Parks and Recreation's extended component to the Transition Plan, which is expected to be accepted as an addendum to the Transition Plan by City Council in the summer of 2015
- Provided consistent and continued work with bureaus regarding barriers identified in the Transition Plan, including new facility surveys not originally captured in the Transition Plan

EQUITY AT WORK

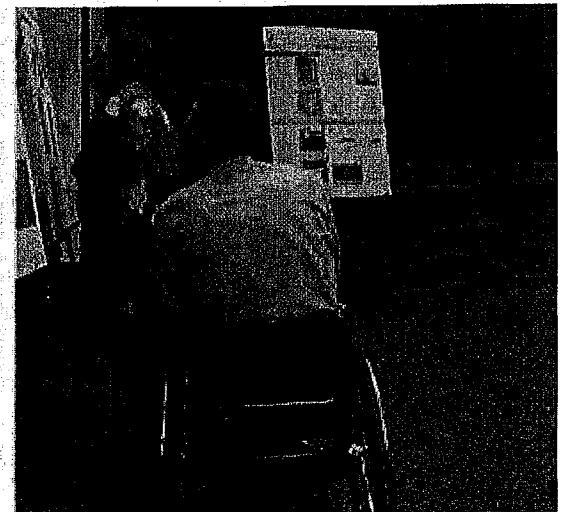
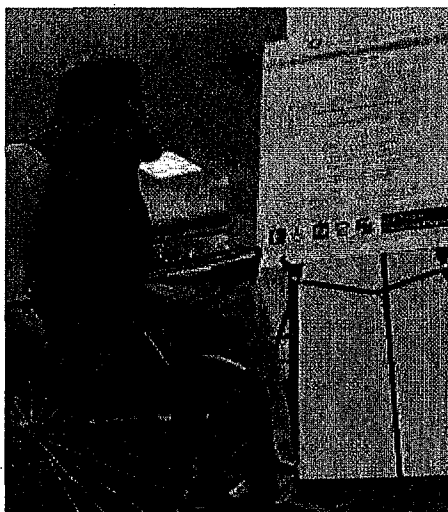
"It is important for all members of the community, regardless of ability, to participate in City



functions. The ADA Transition Plan does just that, ensuring that Portland is barrier-free, allowing people with disabilities, like me, to be active in the community.

We have seen City bureaus adopt the Transition Plan with vigor and enthusiasm, and look forward to supporting their efforts."

*—Sue Stahl
Portland Commission on Disability*



The City's ADA Title II Transition Plan team conducted several outreach events to engage the public and collect input on the progress and developments of the Transition Plan.

HUMAN RIGHTS COMMISSION

The Human Rights Commission works independently under the umbrella of OEHR and is guided by the principles embodied in the United Nations Universal Declaration of Human Rights.

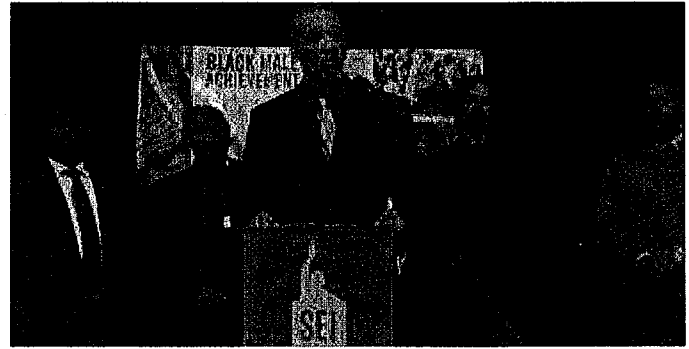
Achievement Highlights

- Honored Avel Gordly, Corey Murphy, and Albina Ministerial Alliance (AMA) Coalition for Justice and Police Reform at the Emily G. Gottfried Human Rights Awards in December, 2014.
- Convened the 2014 Community Roundtable: Creative Solutions to Homelessness.
- Co-hosted free legal advice sessions for victims of human trafficking.



The Human Rights Commission's Human Trafficking Task Force partnered with other agencies and Univision to produce and broadcast public service announcements to help victims of human trafficking.

BLACK MALE ACHIEVEMENT PORTLAND



In 2014, the City of Portland was selected as one of 11 cities to participate in the National League of Cities' Black Male Achievement Initiative to improve outcomes for Black men and boys.

Black Male Achievement Portland (BMA) is designed to work across public and private sectors and among jurisdictions to help improve the life outcomes of Black men and boys in four key areas: Education, Employment, Family Stability, and Criminal Justice.

Housed in the Office of Equity and Human Rights, BMA works with officials in Multnomah County government, as well as with for-profit and non-profit entities to influence policy and equity.

DOJ SETTLEMENT: COCL

The City of Portland is moving forward with the latest requirement of a police reform settlement agreement crafted with the U.S. Department of Justice: hiring a Compliance Officer/Community Liaison (COCL) to oversee the City's compliance with those reforms.

The Mayor's Office tasked Joseph Wahl, OEHR Assistant Director, as project manager to lead the hiring process for the COCL position.

City Council has approved an annual contract to Rosenbaum & Watson. The group will work with former Oregon Supreme Court Chief Justice Paul J. DeMuniz as COCL chair.

DIVERSE AND EMPOWERED EMPLOYEES (DEEP)

Developed by City employees for City employees, Diverse and Empowered Employees of Portland (DEEP) assists the City in creating and enhancing a work environment that is inclusive and supportive of the City's diverse workforce.

DEEP works independently under the umbrella of OEHR and supports the City's interest in attracting, developing, and sustaining a diverse workforce committed to quality public service.

Achievement Highlights

- February: Black History Month Celebration hosted by the City African American Network
- April: Faith & Friends Affinity Group presented intriguing roundtable discussion on "Matters of Faith"
- May: Walidah Imarisha presented "Why Aren't There More Black People in Oregon: A Hidden History" for two sessions to a packed auditorium
- Held a meet and greet with employees to coordinate the American Asian Pacific Islander Affinity Group
- June: Portland Pride kicked off at City Hall, presented by the LGBTQ & Friends Affinity Group
- Presented a Meet & Greet to City employees: "We are ALL DEEP." Over 100 attended
- September: Unidos Latinos Americanos presented a proclamation at City Council for Hispanic Heritage Month.
- October: Michael Heyn, author, presented a talk to city employees titled, "Breaking Down Inequality: A Global Challenge"
- November: Veterans' Empowerment Team gathered photos from employees and displayed them at the Portland Building and City Hall in honor of Veteran's Day
- DEEP co-sponsored the Native American Heritage Marketplace on November 21 presented by Environmental Services.
- December: Annual Kwanzaa Celebration at City Hall. Almost a hundred members of the public and city employees celebrated with music, food, and key speakers.

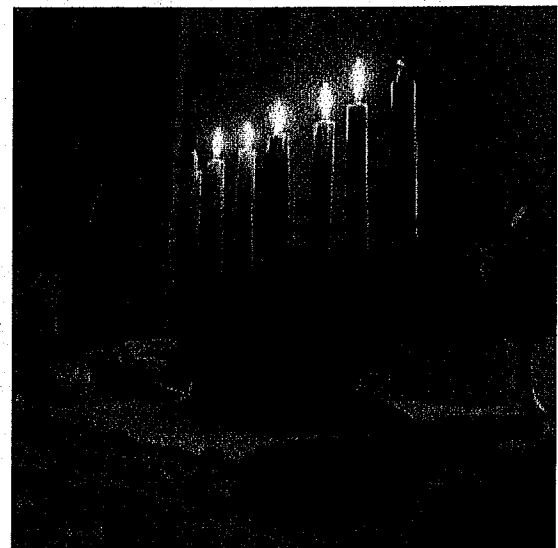
EQUITY AT WORK

"For me, as a new employee, the DEEP Women's Affinity Group has been vital to connecting me with women in different bureaus."



I attended my first meeting out of curiosity, and immediately felt welcomed by these women with a variety of backgrounds and experiences. I am excited to contribute to enriching our experience here at the City in a broader way."

*—Ashley Tjaden
Bureau of Environmental Services*



Nearly a hundred members of the public and City employees celebrated with music, food, and key speakers at the 2014 Kwanzaa Celebration.

CITY EMPLOYEE DISCUSSION ABOUT FERGUSON

On three separate dates in December 2014 and January 2015, a total of approximately 200 City employees came together to discuss the Ferguson grand jury decision from an organizational perspective.

The discussions were attended by a wide spectrum of City employees of diverse backgrounds and races. There were also police officers in attendance, their numbers increasing with each session. The discussions began with thoughts of Ferguson and racism globally, and turned to discussions about Portland and how the City can improve police accountability and community relations.

Dante James presented their recommendations to Council on January 14, 2015.



A video recap is online at portlandoregon.gov/oehr. Scroll down to the YouTube links.

NEW PORTLANDER PROGRAM

In 2014, the OEHR New Portlander Program launched the Community Engagement Liaison (CEL) program. CELs are experienced City of Portland-trained civic activists, fluent in English, who are available to assist City public involvement programs with interpretation and facilitation services.

The City Budget Public Hearing on May 15, 2014 featured many community voices never before heard at previous years' sessions. Answering a request from the City Budget Office, CELs helped gather members of several immigrant and refugee communities to testify before City Council. Community members included

Zomi, Iraqi, Kurd, Sunni, Shi'a, West and Central Africans, and Pacific Islanders (Tongan and Chuuk). The CEL Program was recognized by the Harvard Kennedy School Ash Center for Democratic Governance and Innovation's 2015 Bright Ideas program.

In 2014, the New Portlander Advisory Council began working with Mayor Hales' office to become a City commission.

In 2015, the Program moved to the Office of Neighborhood Involvement.



Mayor Hales meets with the New Portlander Council to discuss its transition to a full City commission.



Activists from the Portland Zomi community testify at the Budget Hearing.

CITY WORKFORCE DEMOGRAPHICS DASHBOARD

As part of OEHR's efforts to gather equity data related to City of Portland workforce staffing, the office partnered with the City's Enterprise Business Systems (EBS) team to produce an online demographic data resource in 2013.

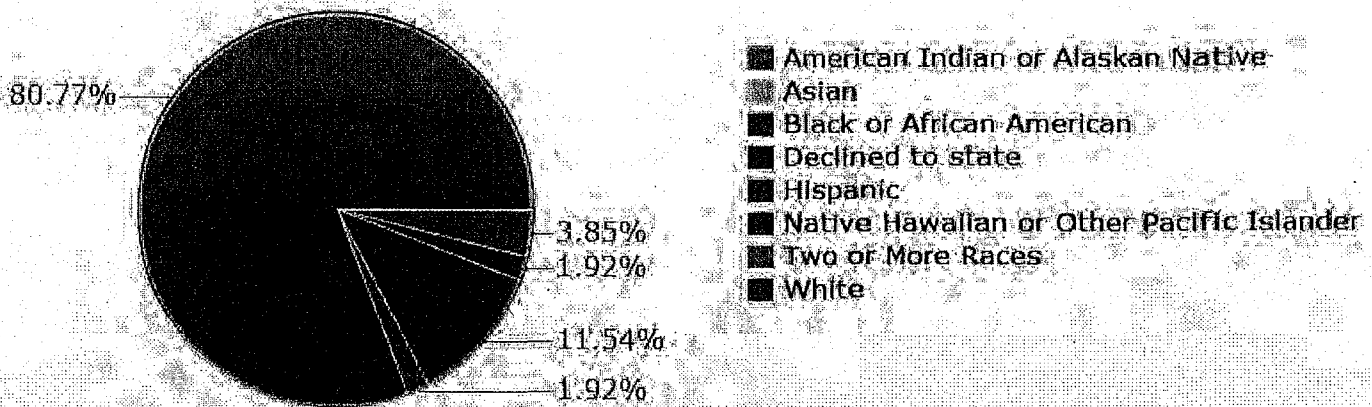
Initially, the dashboard, located at <http://www.portlandoregon.gov/oehr>, provided updated information on the City's workforce categorized by race, ethnicity, age, and gender. Users can

look at this data by City bureau, or by employee status, i.e., full time, part time/seasonal, managerial/executive, etc.

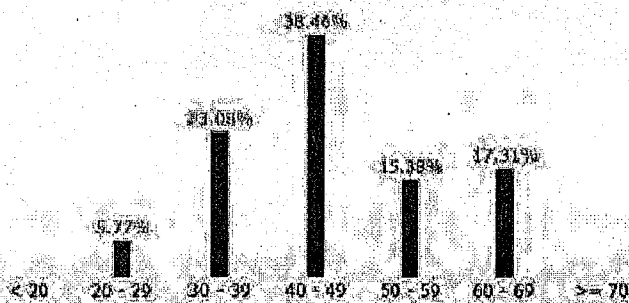
In 2014, OEHR added demographic data on City staff who identify as veterans and employees who identify as having a disability.

The Office of Neighborhood Involvement is used as an example below:

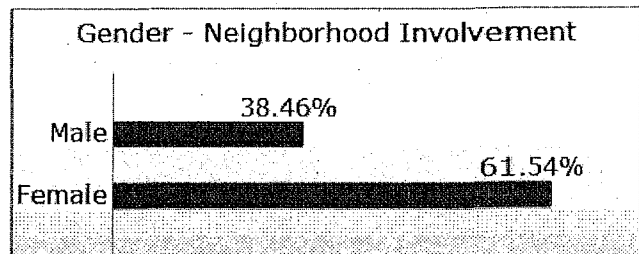
Ethnic - Neighborhood Involvement



Age Group for Neighborhood Involvement



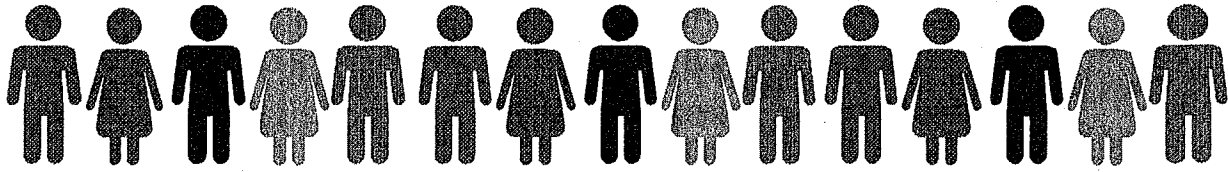
| Disability - Neighborhood Involvement | Count |
|---------------------------------------|-------|
| self-identified disability | 3 |



| Veterans - Neighborhood Involvement | Count |
|-------------------------------------|----------|
| Other Protected Veteran | 1 |
| Recently Separated Veteran | 0 |
| Armed Forces Service Medal Veteran | 0 |
| Disabled Veteran | 0 |
| Total | 1 |

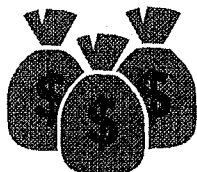
Disability and veteran status layers were added to the Dashboard in 2014.

WHY FOCUS ON RACIAL EQUITY?



COMMUNITIES OF COLOR IN MULTNOMAH COUNTY

Communities of Color in Multnomah County: An Unsettling Profile
Coalition of Communities of Color & Portland State University

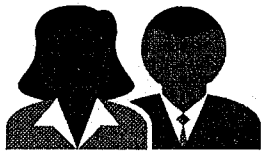


INCOME

50%
LESS INCOME



Communities of color earn half the incomes of Whites.



**LEADERSHIP
POSITIONS**

50%
FEWER
LEADERSHIP
OPPORTUNITIES



Communities of color access management and professional positions at half the levels of Whites.

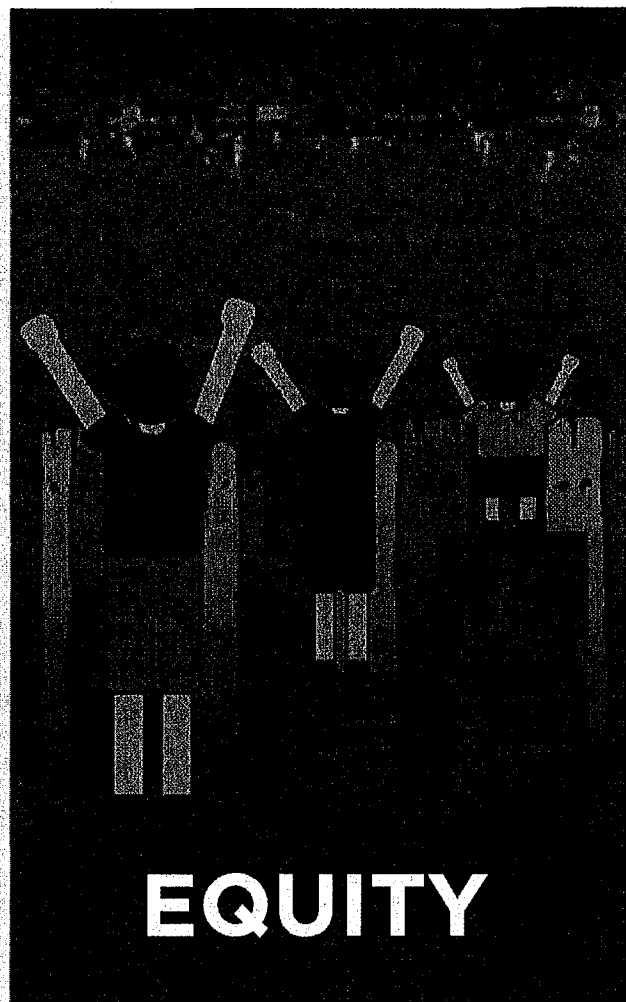
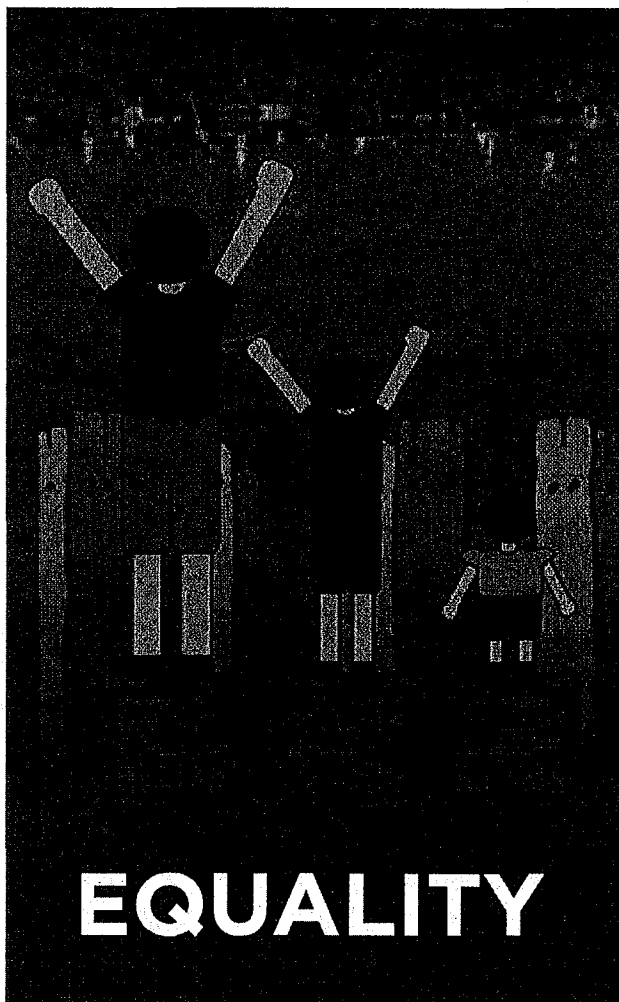


EMPLOYMENT

36%
HIGHER
UNEMPLOYMENT
RATES



Communities of color have unemployment rates that are 35.7% higher than Whites.



Much of our work at the Office of Equity and Human Rights focuses on tackling institutional barriers based on race and disability, and addressing those societal patterns that interfere with equitable City service delivery to all communities in Portland.

The school of thought that says we should be “colorblind” and treat everybody equally, ignores the historic exclusion of those not considered white and the need to recognize and value our differences. In the context of race, being colorblind marginalizes negative

racial conflicts, cultural heritage, and unique perspectives of people of color. Colorblindness stands in the way of our necessity to address racial differences and difficulties.

Look at the picture above and think of the field in terms of the services the City provides. What are your observations of the Equality picture compared to the Equity picture? How can you use the principles illustrated in these pictures to better understand the need for equity in our City?

*Note: This image was adapted by OEHR from the original graphic:
<http://indianfunnypicture.com/img/2013/01/Equality-Doesnt-Means-Justice-Facebook-Pics.jpg>*



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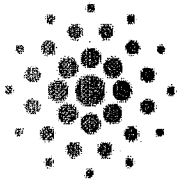
facebook.com/pdxequity



[@pdxequity](https://twitter.com/pdxequity)

History of government

LOCAL AND REGIONAL GOVERNMENT
**ALLIANCE ON
RACE & EQUITY**



Exhibit



Government explicitly creates and maintains racial inequity

Imprison

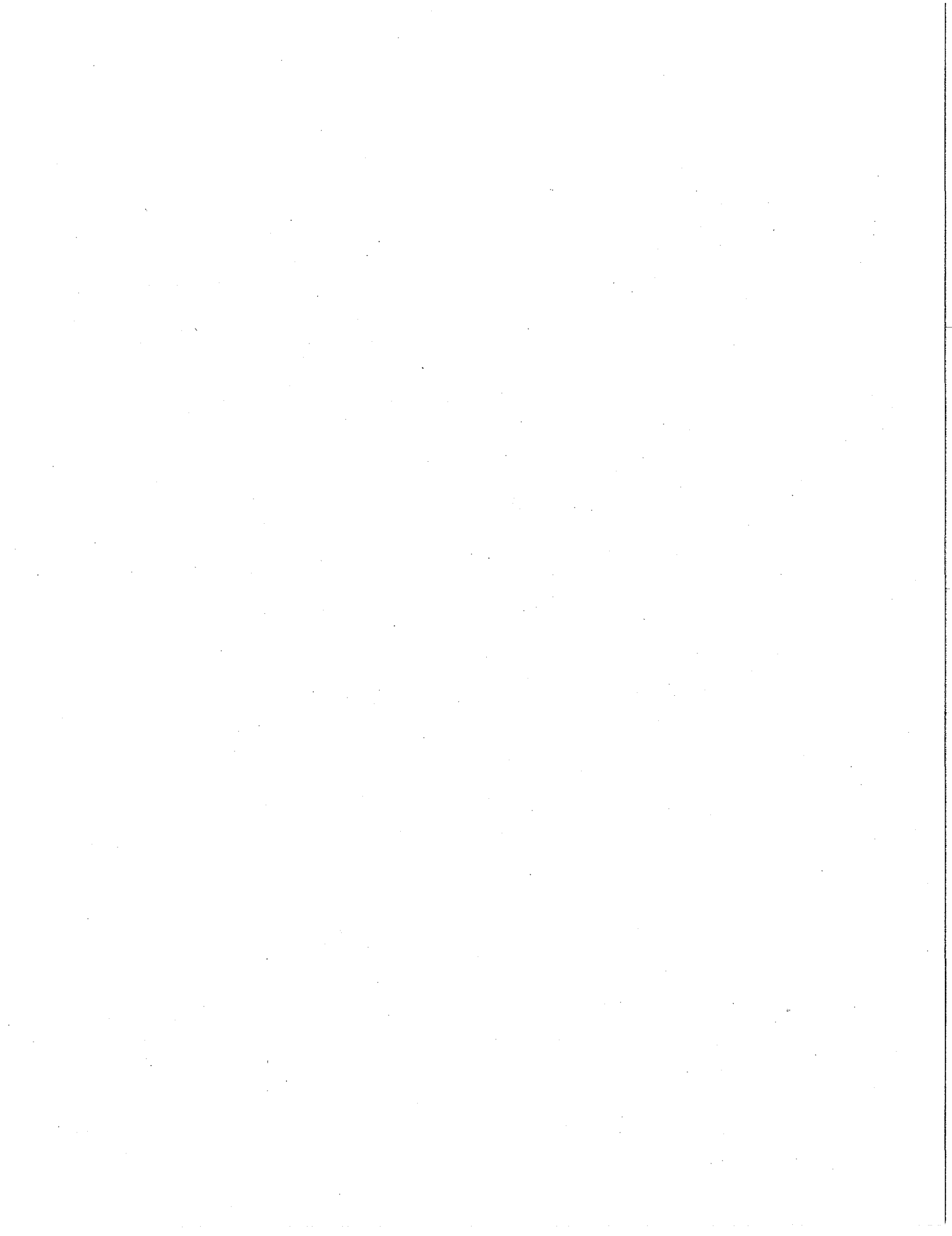


Discrimination illegal, but "race-neutral" policies and practices perpetuate inequity.

Government for racial equity



Proactive policies, practices and procedures for achieving racial equity



Racial Equity Toolkit

to Assess Policies, Initiatives, Programs, and Budget Issues

The vision of the Seattle Race and Social Justice Initiative is to eliminate racial inequity in the community. To do this requires ending individual racism, institutional racism and structural racism. The Racial Equity Toolkit lays out a process and a set of questions to guide the development, implementation and evaluation of policies, initiatives, programs, and budget issues to address the impacts on racial equity.

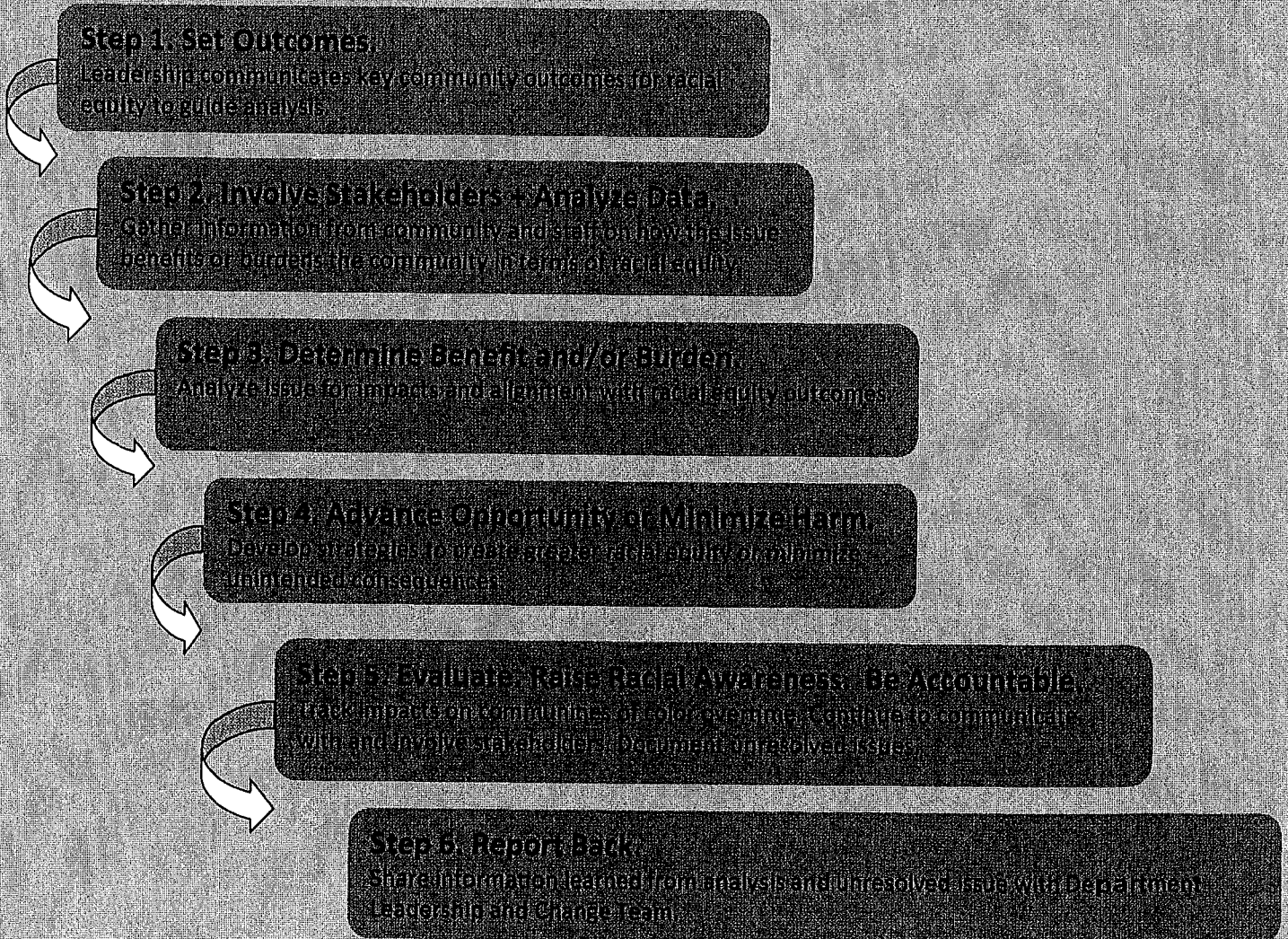
When Do I Use This Toolkit?

Early. Apply the toolkit early for alignment with departmental racial equity goals and desired outcomes.

How Do I Use This Toolkit?

With Inclusion. The analysis should be completed by people with different racial perspectives.

Step by step. The Racial Equity Analysis is made up of six steps from beginning to completion.



Racial Equity Toolkit Assessment Worksheet

Title of policy, initiative, program, budget issue: _____

Description: _____

Department: _____ Contact: _____

Policy Initiative Program Budget Issue

Step 1. Set Outcomes.

1a. What does your department define as the most important racially equitable community outcomes related to the issue? *(Response should be completed by department leadership in consultation with RSJI Executive Sponsor, Change Team Leads and Change Team. Resources on p. 4)*

1b. Which racial equity opportunity area(s) will the issue primarily impact?

Education
 Community Development
 Health
 Environment

Criminal Justice
 Jobs
 Housing

1c. Are there impacts on:

Contracting Equity
 Workforce Equity

Immigrant and Refugee Access to Services
 Inclusive Outreach and Public Engagement

Please describe:

Step 2. Involve stakeholders. Analyze data.

2a. Are there impacts on geographic areas? Yes No

Check all neighborhoods that apply (see map on p. 5).

All Seattle neighborhoods
 Ballard
 North
 NE
 Central

Lake Union
 Southwest
 Southeast
 Delridge
 Greater Duwamish

East District
 King County (outside Seattle)
 Outside King County

Please describe:

2b. What are the racial demographics of those living in the area or impacted by the issue?

(See Stakeholder and Data Resources p. 5 and 6)

2c. How have you involved community members and stakeholders? *(See p. 5 for questions to ask community/staff at this point in the process to ensure their concerns and expertise are part of analysis.)*

2d. What does data and your conversations with stakeholders tell you about existing racial inequities that influence people's lives and should be taken into consideration? (See *Data Resources* on p. 6. *King County Opportunity Maps* are good resource for information based on geography, race, and income.)

2e. What are the root causes or factors creating these racial inequities?

Examples: Bias in process; Lack of access or barriers; Lack of racially inclusive engagement

Step 3. Determine Benefit and/or Burden.

Given what you have learned from data and from stakeholder involvement...

3. How will the policy, initiative, program, or budget issue increase or decrease racial equity? What are potential unintended consequences? What benefits may result? Are the impacts aligned with your department's community outcomes that were defined in Step 1?

Step 4. Advance Opportunity or Minimize Harm.

4. How will you address the impacts (including unintended consequences) on racial equity? What strategies address immediate impacts? What strategies address root causes of inequity listed in Q. 6? How will you partner with stakeholders for long-term positive change? If impacts are not aligned with desired community outcomes, how will you re-align your work?

Program Strategies? _____

Policy Strategies? _____

Partnership Strategies? _____

Step 5. Evaluate, Raise Racial Awareness, Be Accountable.

5a. How will you evaluate and be accountable? How will you evaluate and report impacts on racial equity over time? What is your goal and timeline for eliminating racial inequity? How will you retain stakeholder participation and ensure internal and public accountability? How will you raise awareness about racial inequity related to this issue?

5b. What is unresolved? What resources/partnerships do you still need to make changes?

Step 6. Report Back.

Share analysis and report responses from Q. 5a. and Q. 5b. with Department Leadership and Change Team Leads and members involved in Step 1.

Creating Effective Community Outcomes

Outcome = the result that you seek to achieve through your actions.

Racially equitable community outcomes = the specific result you are seeking to achieve that advances racial equity in the community.

When creating outcomes think about:

- What are the greatest opportunities for creating change in the next year?
- What strengths does the department have that it can build on?
- What challenges, if met, will help move the department closer to racial equity goals?

Keep in mind that the City is committed to creating racial equity in seven key opportunity areas: **Education, Community Development, Health, Criminal Justice, Jobs, Housing, and the Environment.**

Examples of community outcomes that increase racial equity:

| OUTCOME | OPPORTUNITY AREA |
|--|--|
| Increase transit and pedestrian mobility options in communities of color. | Community Development |
| Decrease racial disparity in the unemployment rate. | Jobs |
| Ensure greater access to technology by communities of color. | Community Development, Education, Jobs |
| Improve access to community center programs for immigrants, refugees and communities of color. | Health, Community Development |
| Communities of color are represented in the City's outreach activities. | Education, Community Development, Health, Jobs, Housing, Criminal Justice, Environment |
| The racial diversity of the Seattle community is reflected in the City's workforce across positions. | Jobs |
| Access to City contracts for Minority Business Enterprises is increased. | Jobs |
| Decrease racial disparity in high school graduation rates | Education |

Additional Resources:

- **RSJI Departmental Work Plan:** <http://inweb/rsji/departments.htm>
- **Department Performance Expectations:** <http://web1.seattle.gov/DPETS/DPETSWEbHome.aspx>
- **Mayoral Initiatives:** <http://www.seattle.gov/mayor/issues/>

Identifying Stakeholders + Listening to Communities of Color

Identify Stakeholders

Find out who are the **stakeholders** most affected by, concerned with, or have experience relating to the policy, program or initiative? Identify racial demographics of neighborhood or those impacted by issue. (See *District Profiles in the Inclusive Outreach and Public Engagement Guide* or refer to U.S. Census information on p.7)

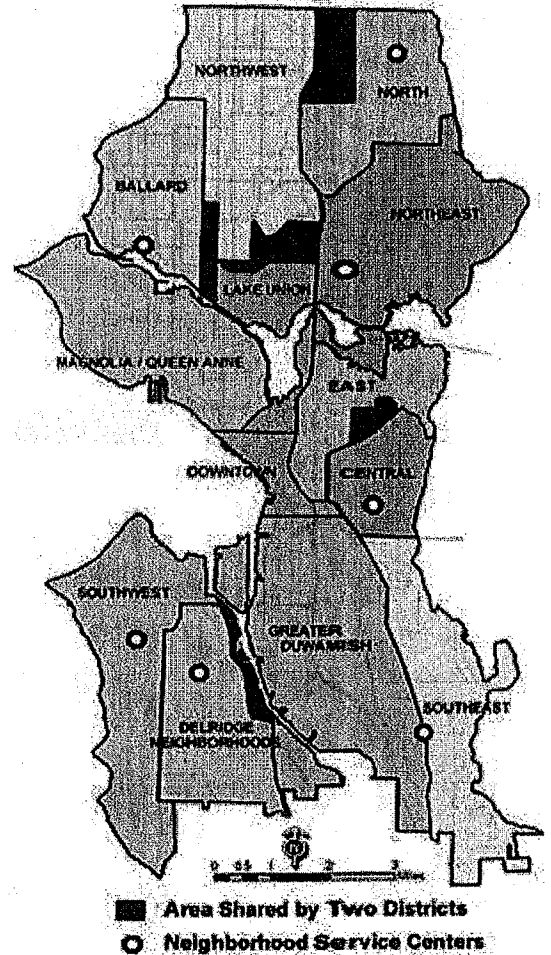
Once you have identified your stakeholders

Involve them in the issue.

Describe how historically underrepresented community stakeholders can take a leadership role in this policy, program, initiative or budget issue.

Listen to the community. Ask:

1. What do we need to know about this issue? How will the policy, program, initiative or budget issue burden or benefit the community? (*concerns, facts, potential impacts*)
2. What factors produce or perpetuate racial inequity related to this issue?
3. What are ways to minimize any negative impacts (harm to communities of color, increased racial disparities, etc) that may result? What opportunities exist for increasing racial equity?



Tip: Gather Community Input Through...

- Community meetings
- Focus groups
- Consulting with City commissions and advisory boards
- Consulting with Change Team

Examples of what this step looks like in practice:

- A reduction of hours at a community center includes conversations with those who use the community center as well as staff who work there.
- Before implementing a new penalty fee, people from the demographic most represented in those fined are surveyed to learn the best ways to minimize negative impacts.

For resources on how to engage stakeholders in your work see the **Inclusive Outreach and Public Engagement Guide**: <http://inweb1/neighborhoods/outreachguide/>

Data Resources

City of Seattle Seattle's Population and Demographics at a Glance:

http://www.seattle.gov/dpd/Research/Population_Demographics/Overview/default.asp

Website updated by the City Demographer. **Includes: Housing** Quarterly Permit Report • **Employment data** • 2010 Census data • **2006-2010 American Community Survey** • 2010 Census: Demographic highlights from the 2010 Census; Basic Population and Housing Characteristics Change from 1990, 2000, and 2010 – PDF report of counts of population by race, ethnicity and over/under 18 years of age as well as a total, occupied and vacant housing unit count; Three-page subject report – PDF report of detailed population, household and housing data • American Community Survey: **2010 5-year estimates and 2009 5-year estimates** • Census 2000 • Permit Information: Comprehensive Plan Housing Target Growth Report for Urban Centers and Villages; Citywide Residential Permit Report • Employment Information: Comprehensive Plan Employment Target Growth Report for Urban Centers and Villages; Citywide Employment 1995-2010 • The Greater Seattle Datasheet: a report by the Office of Intergovernmental Relations on many aspects of Seattle and its region.

SDOT Census 2010 Demographic Maps (by census blocks): Race, Age (under 18 and over 65) and Median Income http://inweb/sdot/rsji_maps.htm

Seattle's Population & Demographics Related Links & Resources (From DPD website:

http://www.seattle.gov/dpd/Research/Population_Demographics/Related_Links/default.asp)

Federal

- American FactFinder: The U.S. Census Bureau's main site for online access to population, housing, economic, and geographic data.
- Census 2000 Gateway: The U.S. Census Bureau's gateway to Census 2000 information.

State

- Washington Office of Financial Management: OFM is the official state agency that provides estimates, forecasts, and reports on the state's population, demographic characteristics, economy, and state revenues.

Regional

- Puget Sound Regional Council: PSRC is the regional growth management and transportation planning agency for the central Puget Sound region in Washington State.

County

- King County Census Viewer: A web-based application for viewing maps and tables of more than 100 community census data indicators for 77 defined places in King County.
- King County Department of Development and Environmental Services: the growth management planning agency for King County.
- Seattle & King County Public Health - Assessment, Policy Development, and Evaluation Unit: Provides health information and technical assistance, based on health assessment data
- King County Opportunity Maps: A Study of the Region's Geography of Opportunity. Opportunity maps illustrate where opportunity rich communities exist, assess who has access to those neighborhoods, and help to understand what needs to be remedied in opportunity poor neighborhoods. Puget Sound Regional Council.

City

- The Greater Seattle Datasheet: A Seattle fact sheet courtesy of the City of Seattle's Office of Intergovernmental Relations.

Other

- Seattle Times Census 2000: articles, charts related to Census 2000 and the Seattle/Puget Sound region.

Glossary

Accountable- Responsive to the needs and concerns of those most impacted by the issues you are working on, particularly to communities of color and those historically underrepresented in the civic process.

Community outcomes- The specific result you are seeking to achieve that advances racial equity.

Contracting Equity- Efforts to achieve equitable racial outcomes in the way the City spends resources, including goods and services, consultants and contracting.

Immigrant and Refugee Access to Services- Government services and resources are easily available and understandable to all Seattle residents, including non-native English speakers. Full and active participation of immigrant and refugee communities exists in Seattle's civic, economic and cultural life.

Inclusive Outreach and Public Engagement- Processes inclusive of people of diverse races, cultures, gender identities, sexual orientations and socio-economic status. Access to information, resources and civic processes so community members can effectively engage in the design and delivery of public services.

Individual racism- Pre-judgment, bias, stereotypes about an individual or group based on race. The impacts of racism on individuals including white people internalizing privilege and people of color internalizing oppression.

Institutional racism- Organizational programs, policies or procedures that work to the benefit of white people and to the detriment of people of color, usually unintentionally or inadvertently.

Opportunity areas- One of seven issue areas the City of Seattle is working on in partnership with the community to eliminate racial disparities and create racial equity. They include: Education, Health, Community Development, Criminal Justice, Jobs, Housing and the Environment.

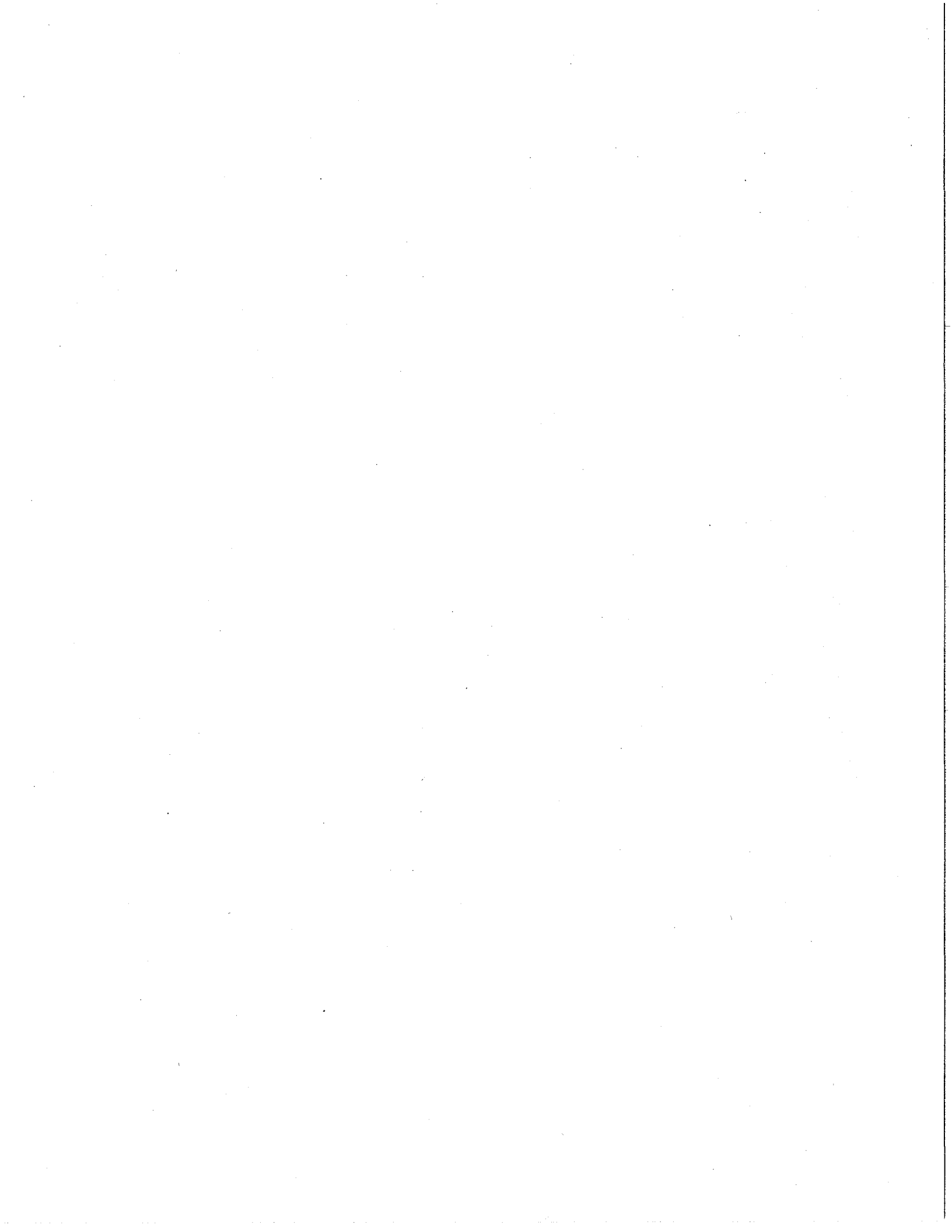
Racial equity- When social, economic and political opportunities are not predicted based upon a person's race.

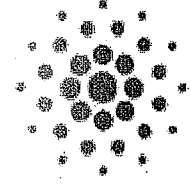
Racial inequity- When a person's race can predict their social, economic and political opportunities and outcomes.

Stakeholders- Those impacted by proposed policy, program or budget issue who have potential concerns or issue expertise. Examples might include: specific racial/ethnic groups, other institutions like Seattle Housing Authority, schools, community-based organizations, Change Teams, City employees, unions, etc.

Structural racism - The interplay of policies, practices and programs of multiple institutions which leads to adverse outcomes and conditions for communities of color compared to white communities that occurs within the context of racialized historical and cultural conditions.

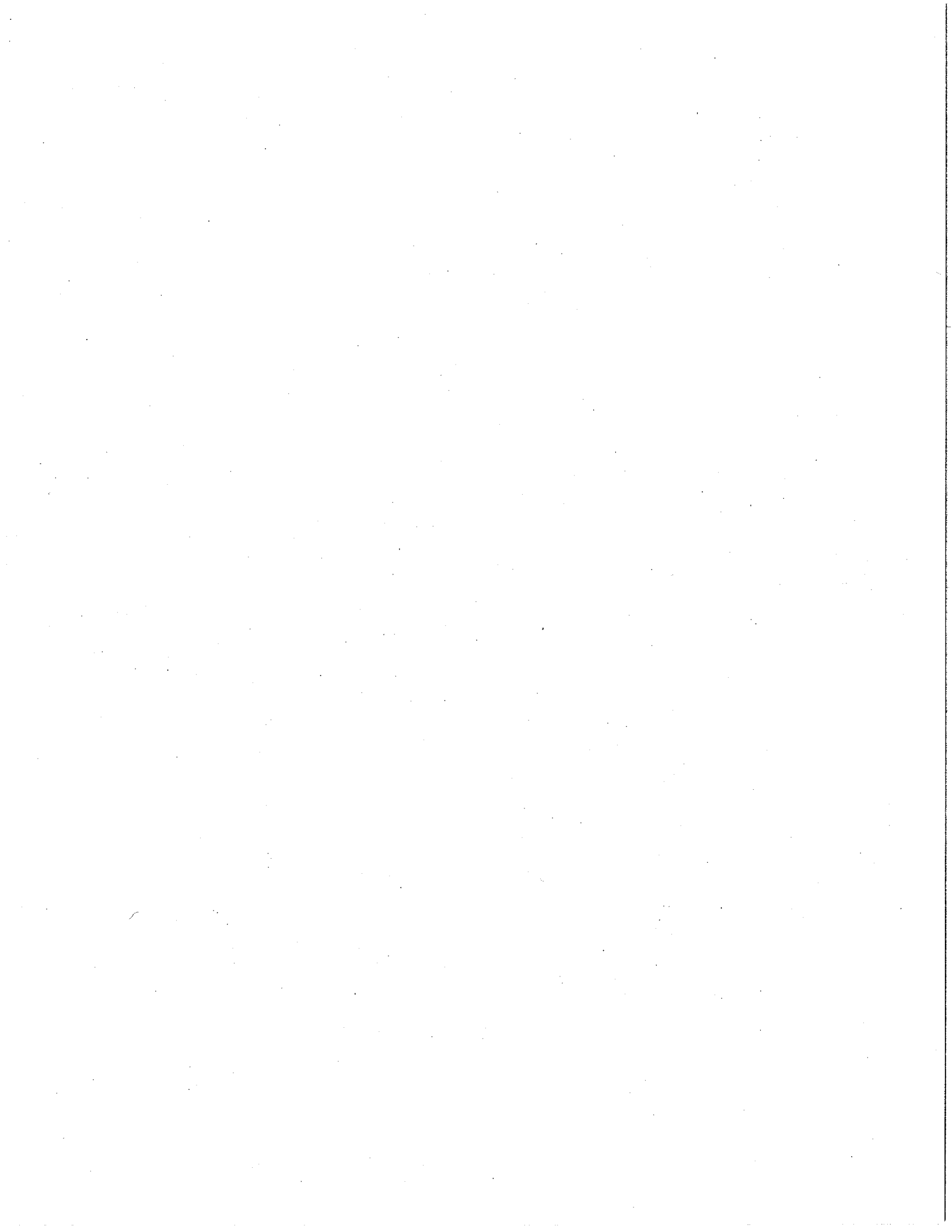
Workforce Equity- Ensure the City's workforce diversity reflects the diversity of Seattle





Racial equity means:

- “Closing the gaps” so that race does not predict one’s success, while also improving outcomes for all
- To do so, have to:
 - ✓ Target strategies to close the gaps
 - ✓ Move beyond “services” and focus on changing policies, institutions and structures



Who is supporting a Department of Race and Equity in Oakland?

Labor:

Alameda County Central Labor Council
SEIU 1021—City of Oakland
Professional & Technical Engineers Local 21 – City of Oakland
SEIU -- USWW

Organizations:

NAACP
ACCE
Causa Justa Just Cause
Asian Pacific Environmental Network (APEN)
100 Black Men of the Bay Area
Brotherhood Of Elders
Oakland African American Chamber of Commerce
Urban Peace Movement
West Oakland Environmental Indicators Project
Black Young Dems
East Bay Young Dems
Oakland Alliance
Onyx Organizing Committee
Communities For A Better Environment
East Bay Asian Youth Center
Ella Baker Center for Human Rights
PUEBLO
Coalition For Police Accountability

Elected & Appointed Officials:

Hon. Keith Carson, Alameda County Board of Supervisors
Hon. Marlon McWilson, President, Alameda County Office of Education
Hon. Jumoke Hinton Hodge, Director, OUSD,
Hon. Jane Brunner, Former, Oakland City Council Member
Hon. Joel B. Young, Director, A.C. Transit
Hon. Dan Siegel, Former OUSD Trustee and Civil Rights Attorney
Hon. Darleen Brooks, Former Member, Alameda County Democratic Central Committee
Hon. Toni Cook, Former Director, OUSD
Hon. Alice Spearman, Former OUSD Trustee
Hon. Gay P. Cobb, Former Member, Alameda County Office of Education
Fred Blackwell, CEO, San Francisco Foundation and Former City of Oakland City Administrator
Dr. Muntu Davis, Director, Alameda County Public Health and Public Health Officer
Arnold Perkins, Former Director, Alameda County Public Health and Public Health Officer
Ken Houston, Member, Oakland Budget Advisory Board
Melanie Shelby, Member, City of Oakland Measure Z – Violence Prevention Board

Clergy

Rev. Harold R. Mayberry, Senior Pastor, FAME Oakland
Rev. Gerald Agee, President, Pastors of Oakland
Rev. Debra Avery, First Presbyterian Church of Oakland
Rev. Raymond Lankford, Healthy Oakland
Pastors Brondon and Maria Reems, Center of Hope
Rev. Curtis Robinson, Senior Pastor, Faith Baptist
Rev. L. J. Jennings, Senior Pastor, Kingdom Builders Christian Fellowship
Rev. Cornell Wheeler, Senior Pastor, Last Days Revival Church
Rev. Damita Davis Howard
Rev. Adria Angelo

Community Leaders

Debbie & Lenny Williams, International Recording Artist
Ise Lyfe, Educator and International Spoken Word Artist
John Burris, Civil Rights Attorney
Dorothy King and John Jernagen, Owners, Everett & Jones
Kitty Kelly Epstein, Educator
Frank Tucker, CEO, Tucker Technologies
Alexandra Desautels
Seema Patel
Casper R. Curto
Helen Duffy
Shelly Garza
John and Chiquita Tuttle
Derreck Johnson, Owner, Chicken & Waffles
Cephus and Beatrice Johnson, Oscar Grant Family
Len Turner, CEO, Turner Group Construction
Rashidah Grinage
Margaretta Lin
Lin Chin
Prentice Powell
Mandy Bratt
Christina Gomez
Hugo Palacios

Over 700 Community Residents have indicated their support.

~ Partial Listing ~

Potential Timetable

March 2015 - City of Oakland to join Local and Regional Government Alliance on Race and Equity

March 31, 2015 – City Council meeting

May 1 to June 10, 2015 – Community Budget Forums

June 30, 2015 – Budget adoption

July 1, 2015 – Begin director position description and recruitment

December 2015 – Implement the Department of Race and Equity, conduct Citywide Study, begin hiring for the additional positions

PUBLIC OUTREACH/INTEREST

On December 9, 2014, the Oakland City Council unanimously passed a resolution recognizing the City’s collective responsibility to advance racial equity.

COORDINATION

The research provided in this staff report was coordinated with Councilmember Desley Brooks, City of Portland Office of Equity and Human Rights, City and County of San Francisco Human Rights Commission, Local and Regional Government Alliance on Race and Equity, Controller’s Budget Bureau and Human Resources Management.

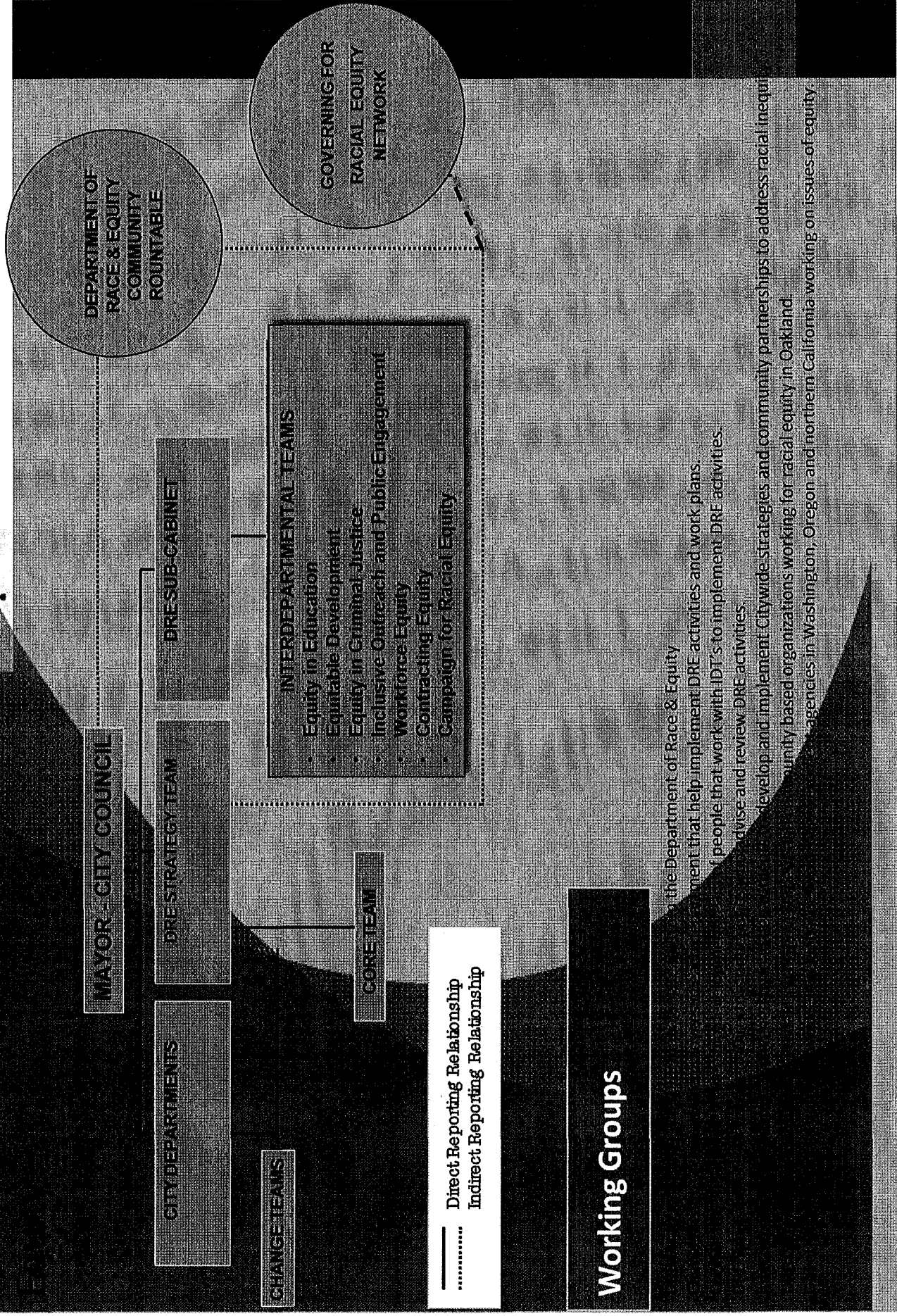
COST SUMMARY/IMPLICATIONS

Estimated personnel and Operations & Maintenance costs for a Department of Race and Equity are as follows:

| FTEs | Description | Total Cost |
|-----------------------|--|------------|
| 1.0 | Director | \$190,725 |
| 1.0 | Program Analyst II | 116,478 |
| 1.0 | Administrative Assistant II (Confidential) | 89,527 |
| | O&M (one-time) | \$150,000 |
| | O&M (ongoing) | \$124,000 |
| Total Estimated Costs | | \$520,730 |

Item: _____
Life Enrichment Committee
March 24, 2015

ALLIANCE ON RACE & EQUITY



Mayor's City Council

City Departments

DRE Strategy Team

DRE Sub-Cabinet

Change Teams

Core Team

INTERDEPARTMENTAL TEAMS

- Equity in Education
- Equitable Development
- Equity in Criminal Justice
- Inclusive Outreach and Public Engagement
- Workforce Equity
- Contracting Equity
- Campaign for Racial Equity

DEPARTMENT OF RACE & EQUITY COMMUNITY ROUNDTABLE

GOVERNING FOR RACIAL EQUITY NETWORK

— Direct Reporting Relationship
 Indirect Reporting Relationship

Working Groups

The Department of Race & Equity is committed to help implement DRE activities and work plans. We are seeking people that work with IDTs to implement DRE activities. We will advise and review DRE activities. We will develop and implement Citywide strategies and community partnerships to address racial inequities. We will develop and implement community based organizations working for racial equity in Oakland and other cities in Washington, Oregon and northern California working on issues of equity.

| | FTE | FTE | FY15/16 | FY16/17 |
|---|-----|-----|----------------|----------------|
| POLICY DECISION | | | | |
| Establish Dept. of Race & Equity beginning December 2015. | | | | |
| EXPENDITURE | | | | |
| ADD - Director, Dept. of Race & Equity | 1 | 1 | 95,363 | 190,725 |
| ADD - Program Analyst II, Dept. of Race & Equity | 1 | 1 | 58,239 | 116,478 |
| ADD - Administrative Assistant II (confidential) DRE | 1 | 1 | 44,763 | 89,527 |
| ADD - O&M (one-time) DRE | | | 75,000 | |
| ADD - O&M (ongoing) DRE | | | 0 | 124,000 |
| TOTALS | | | 273,365 | 520,730 |
| REVENUE OPTION 1 FY15-17 | | | | |
| 3RD Quarter Surplus Revenues | | | 273,365 | 520,730 |
| REVENUE OPTION 2(A) FY15/16 (one-time) | | | | |
| Reallocate Mayor's proposed \$150,000 for DRE Consultant to staff Director of DRE | | | 150,000 | |
| Non-Departmental Contingency -- Diversity Training | | | 123,365 | |
| REVENUE OPTION 2(B) FY16/17 (one-time) | | | | |
| Measure Y Renewal | | | | 300,000 |
| Reallocate Mayor's proposed \$150,000 for DRE Consultant to staff Director of DRE | | | | 150,000 |
| Leona Quarry Development | | | | 70,730 |
| TOTALS | | | 273,365 | 520,730 |
| REVENUE OPTION 3 (ongoing). | | | | |
| Eliminate Accounting Technician to Accounts Payable (Page E-9) | | | 100,000 | 100,000 |
| Eliminate NSA Compliance Attorney III (Page E-8) | | | 240,000 | 240,000 |
| Eliminate Vacant City Administrator Analyst (3rd Quarter Vacancy Report Attachment A) Position #35804 | | | 100,000 | 100,000 |
| Reallocate Mayor's proposed \$150,000 for DRE Consultant to staff Director of DRE | | | | 150,000 |
| TOTALS | | | 440,000 | 590,000 |