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AGENDA REPORT

TO: JOHN A FLORES CITY ADMINISTRATOR FROM: Kıran Bawa

SUBJECT: Establish a Department of Race & Equity DATE: February 4, 2015

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City Administrator	$\left(\right)$	Date Date	1.	17	
Approval	\succ	ユニニー く	[1]	115	

COUNCIL DISTRICT: City-Wide

RECOMMENDATION

Accept an informational report providing analysis of the recommendation to amend Chapter 2 29 Of The Oakland Municipal Code Entitled, "City Agencies, Departments And Offices", to create a Department Of Race and Equity that would report directly to the City Administrator.

EXECUTIVE SUMMARY

On January 29, 2015 Council Member Brooks introduced a proposal for the establishment of a Department of Race and Equity in the City of Oakland to address racial inequity (Attachment A). Staff conducted an initial analysis for the creation of a Department of Race and Equity with a goal to increase the understanding about institutional barriers, develop equity tools for measurement and create a Citywide Strategic Plan for Equity Several models were explored including Portland, Seattle and San Francisco. This report also provides preliminary analysis for the role, potential timeline and cost implications of creating such a department at the City of Oakland

OUTCOME

This is an informational report providing initial research on the proposal to create a Department of Race and Equity in the City of Oakland Staff seeks direction from the Council and the community on how to further proceed on this proposal

BACKGROUND/LEGISLATIVE HISTORY

At the January 29[,] 2015 Rules and Legislation Committee, Council Member Desley Brooks introduced a proposal for the creation of a Department of Race and Equity in the City of Oakland. The proposal states that there are racial and social inequities in our government, greater

Item Finance & Management Committee February 24, 2015 community and City across all indicators for success, including in education, criminal justice, jobs, housing, public infrastructure, and health, regardless of region, and role of such a department would be to address these barriers by helping to recognize and reduce these bias, both internally and externally.

Staff conducted an initial research by exploring similar initiatives in other jurisdictions, and also analyzed a potential role, timeline and fiscal impact, as provided below. The creation of this department would require more resources and collaboration with private businesses, non-government organizations, academia, community groups, and the media Development of a strategic plan to address potential overlaps, collaborations and possible reorganizations as the City and community goals are created would be necessary

There are no resources allocated in the current budget for this program and would have to be considered as part of FY 2015-17 budget development

ANALYSIS

This brief study was designed to envision the potential role of Department of Race and Equity, what are the best practices and what it would take to establish such a department. Some examples of services by this department would include items from the Department of Equity Draft Work Plan submitted by Councilmember Brooks

- Direct and evaluate City equity policy and coordinate an implementation strategy to create the City of Oakland Equity Initiative Plan
- Build collaborative relationships with other Departments, while maintaining accountability for elevating equity as a standard practice of business for the City
- Work with Contracts Compliance, Title VI Civil Rights, Title II ADA, and the Department of Management and Finance and other departments as appropriate to create a comprehensive data collection and tracking system for reporting
- Review all City policies and programs for consistency with equity goals and monitor City equity activities within departments
- Provide guidance, education and technical assistance to departments on sustainable methods to build capacity in achieving equitable outcomes and services as outlined in the City of Oakland Equity Initiative Plan
- Work to establish City priorities, goals, objectives, and timelines for work that initially leads with a focus on race/ethnicity
- Create a Citywide and/or collaborate on a region-wide efforts to eliminate disparities and promote social justice
- Build on, share and learn from previous equity building work
- Establish reasonable and attainable metrics to advance the City's equity goals
- Develop and maintain a relationship of transparency and accountability with the community on equity initiatives utilizing community commissions and outreach

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- Work to use resources efficiently and coordinate the existing equity-related efforts to avoid duplication of effort or leaving urgent needs unmet
- Coordinate with external institutions, agencies, businesses, and community equity initiatives
- Establish an Advisory Board with community members and City staff, to provide recommendations, partner in the work, and uphold accountability on equity matters

In order to accomplish the work of the Department of Race and Equity the following divisions were recommended in the proposal: Race and Equity, Civil Rights, and Equity and Project Implementation The work of these divisions will be further defined by the process of receiving input and direction from the community and the City's leadership

Existing External Efforts

Alameda County was researched to see if similar functions are being provided at the Countylevel. There is no such office specifically tasked with the responsibilities outlined in the proposal addressing the matters designated to the department Additional research is needed to provide more information on broader efforts possibly related to the work on equity

Oakland Unified-School District is doing work on the issue of educational equity Oakland Unified has at least two Initiatives looking at such matters in the Oakland schools. Budgeting for Equity and African American Achievement These are potential important models of research worth further investigation and inquiry

There are a number of non-profit organizations performing similar work that are ready for collaboration and participation on potential futare boards or commissions to contribute to the work of this department The input of these groups will be helpful for creating a focus and initiatives of the department

Additionally, many existing departments and divisions within the City of Oakland could potentially interface directly on or are related to the work of race and equity The relationship of these existing departments would need further research and consideration after a possible City Equity Initiative Plan is created

Current Models

City and County of San Francisco Human Rights Commission

The City and County of San Francisco Human Rights Commission (HRC) has a history of leadership and advocacy in securing, protecting and promoting human rights for over 50 years. The Commission is made up of eleven Commissioners appointed by the Mayor of San Francisco. The Commission sets policy and communicates that policy to the Executive Director who in turn is responsible for its execution. The organization is staffed by eight people including an Executive Director, two Program Directors, two HRC Representatives and three Policy.

Coordinators. HRC provides a broad range of services and staffs several citizen committees on matters on LGBT issues, Equity and Discrimination The Human Right Commission Policy and Social Justice Division work is aligned with the proposed goals of establishing a Department of Race and Equity in Oakland.

City of Portland Office of Equity and Human Rights

The Office of Equity and Human Rights (OEHR) was created in March 2012. The office was created from a citywide effort to develop a City vision and after multiple community meetings were held to develop the plan OEHR 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. The office is staffed by nine people including an Executive Director, Assistant Director, Policy Analyst, Executive Assistant, Program Manager and five Program Coordinators OEHR has a Citywide Equity Committee (CEC) where each bureau is required to have at least one staff person on the committee to assist in producing an annual equity plan with milestones, timetables, and accountability measures.

City of Seattle Office for Civil Rights

The Seattle Office for Civil Rights (SOCR) was established in 1969 to address illegal discrimination in employment, housing, public accommodations and contracting within the Seattle city limits SOCR also provides policy recommendations to City government and educate the public on civil rights issues. Through their commitment to human rights and dignity, SOCR works to eliminate the practice and vestige of racism and to achieve social justice in their city. SOCR is staffed with twenty five employees that examine a wide array of issues including labor standards, education-outreach & engagement, staffing four independent commissions, enforcement of anti-discrimination laws, employment, housing, public accommodations, fair contracting, Title VI, predatory lending and ADA SOCR's Race and Social Justice Initiative (RSJI) is the most related to the efforts in the establishment of a Department of Race and Equity in Oakland

Timetable

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There is a clear need, based on the initial research in this report, to identify and define the initiatives and/or areas where the department will focus its resources. There are broad ranging matters from Human Rights, Individual Discrimination Complaints, Employee Training, Disabilities, Immigrant and Refugee concerns, LGBT issues, Hiring and Retention, Contract Compliance, etc. Each of the models in other jurisdictions significantly varies on the issues they work on Additional time to research the topics and challenges will be beneficial in shaping the needs for potential staffing duties of the department

Also, additional time for research can allow us to receive from other jurisdictions the lessons learned and the challenges to be expected There is a common concern from the organizations contacted that moving forward deliberately, receiving community participation in the process

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and identifying the areas of work, is essential for a successful department Additional time for research will provide for further inquiries in regards to how a city such as Oakland can be best served by a department designed by the community and its civic leaders

Another factor to consider in the timing of the proposal is the hiring of a permanent City Administrator The permanent City Administrator is anticipated to be hired by April and can assist in guiding and directing this effort including the hiring of the Director of the department.

Further information can be provided at the next scheduled Committee meetings and questions can be answered from Council about the direction and scope of the department moving forward The possible alternatives were provided for consideration based on the current City budget constraints and to compare with the needs and priorities of the communities of Oakland As part of the FY 2015-17 budget development process, at least three Community Budget Forums will be scheduled in the month of May through the middle of June

The following dates are provided as a timeline to submit additional information in relationship to significant events impacting the creation of the Department of Race and Equity

March 10, 2015 - Next Finance Management and Life Enrichment Committee meetings

April 2015 – Expected hiring of the new City Administrator

May 1 to June 10, 2015 – Community Budget Forums

June 30, 2015 - Budget Adoption

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

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The research provided in the 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, the City of Oakland Budget Office and Human Resources Management

COST SUMMARY/IMPLICATIONS

Estimated personnel and O&M costs for a Department of Race and Equity are as follows.

FTEs	Dess civetion	To all sc
1.0	Director	\$232,608
10	Project Manager	\$194,431
10	Policy Analyst	\$176,348
10	Administrative Assistant II	\$91,735
	Operating and Maintenance	\$124,000
	Total Estimatec. Costs	\$819,121

Fully burdened costs include fringe & benefits at 68 65% of salary O&M includes payments for Internal Service Funds

SOURCE OF FUNDING Funding for the Department of Race and Equity is eligible for unrestricted funds from the General Purpose Fund. Potential grant funding could also be available to fund this Department

FISCAL IMPACT There is currently no budget for the creation of the positions and resources to staff the department and would have to be considered as part of the FY 2015-17 budget development process

FISCAL/POLICY ALIGNMENT

The creation of the Department of Race and Equity aligns with the City Council priorities of creating a Livable City that respects and provides a safe space for our most vulnerable populations. The Department of Race and Equity also supports the City Council priorities of being a City that honors and respects its employees. The Council priority on respecting its employees comes from fair opportunities to employment, expanded contracts opportunities and regular employee training on equity for all departments.

SUSTAINABLE OPPORTUNITIES

Economic The Department of Race and Equity can examine the hiring of staff to positions in the City of Oakland ensuring a diversity of recruitment and hiring is achieved and institutional barriers limiting opportunities to historically discriminated groups are eliminated.

Environmental The Department of Race and Equity broadly can relate to the environment on matters related to environmental justice and discrimination such as analyzing the impact on particular communities when decisions are made regarding changes to the environment in Oakland neighborhoods

Social Equity The Department of Race and Equity can be tasked with identifying historical patterns of discrimination and creating training that addresses those outcomes The department can involve community members who provide input and suggestions on how the City can address disparities in services

For questions regarding this report, please contact Patrick J. Caceres, Policy Analyst, at (510) 238-3325

Respectfully submitted, Kira Budget Director

Reviewed by Kip Walsh Human Resources Manager

Prepared by Patrick J Caceres Policy Analyst

Attachments – Proposal by Council member Desley Brooks

CITY OF OAKLAND



CITY HALL-1 FRANK H OGAWA PLAZA,-OAKLAND, CALIFORNIA 94612

Desley A Brooks Councilmember, District 6 Email dbrooks@oaklandnet.com (510) 238-7006 Direct (510) 238-6910 Fax

January 27, 2015

TO. President McElhaney and Members of the Council

FROM: Council Member Desley Brooks

RE. Establishing A Department of Race & Equity

Dear Members

Despite some progress in addressing explicit discrimination, racial inequities continue to be deep, pervasive and persistent across this country and even in our own community. Racial inequities exist across all indicators for success, including in education, criminal justice, jobs, housing, public infrastructure, and health, regardless of region. Thus, addressing -individual acts of discrimination are insufficient to remedy this problem.

It is for the above-stated reasons that I am submitting this Rules Request proposing the establishment of a Department within the City to take the issue of Race and Equity head on To that end, I propose we establish a Department of Race and Equity in the City of Oakland's organizational structure to systemically address these purvasive and persistent issues in our government, greater community and City

Historically, government has played a role in creating and maintaining racial inequity. With the advent of this new Department I believe we can realize the full potential of all or our residents and the true greatness of this whole community

Thank you so much for your consideration of this request

My very best.

Desley Brooks Council Member, District 6

ORDINANCE No.

Title: Ordinance Amending Chapter 2.29 Of The Oakland Municipal Code Entitled, "City Agencies, Departments And Offices", Which Established The Organizational Structure Of The City Under The City Administrator's Jurisdiction In Accordance With The Requirements Of The City Charter Section 600, To Create The Department Of Race and Equity That Will Report Directly To The City Administrator

WHEREAS, Section 600 of the Charter of the City of Oakland provides that the City Council shall by ordinance provide the form of organization through which the functions of the City under the jurisdiction of the City Administrator are to be administered, and

WHEREAS, in 1999 the Council passed Ordinance No. 12186, C M S which established in Chapter 2.29 of the municipal code the organizational structure of the City, and

WHEREAS, the FY 2015-16 Policy Budget will provide for organizational restructuring to promote equity and operating efficiency; and

WHEREAS, Oakland is a diverse community. Communities of color and immigrant and refugee communities are growing Today, approximately 1in-2 students in Oakland's public schools are students of color.

WHEREAS, Recent decisions in Ferguson and New York involving the criminal justice system have revealed with a renewed and sharper focus the deep divide in our society with persistent systemic inequalities; and

WHEREAS, racial inequities exist across all indicators for success, across the county, including in Oakland. These inequities are deep and pervasive and exist not only within the criminal justice system, but also in education, health, jobs, housing, and many other areas; and

WHEREAS, many in the United States, even those who embrace egalitarian norms, harbor unconscious negative associations based on race; and

WHEREAS, because of the government's role in serving the public, government is uniquely positioned to address the pervasiveness of unconscious biases, first by recognizing and acknowledging bias, and secondly by working to reduce bias, both individually and within government; and

WHEREAS, efforts to address unconscious bias and proactively advance racial equity can repair and strengthen the relationship between law enforcement and communities of color, thereby strengthening the ability for police departments to serve and protect all communities; and

WHEREAS, data presented by the Urban League of Oakland's State of Black Oakland (2014), shows that racial and ethnic disparities are pervasive

and worsening over time. In poverty, employment and education measures, Oakland' communities of color have outcomes between 15% and 20% worse than white communities, and

WHEREAS, On December 9th the Oakland City Council unanimously passed a resolution recognizing our collective responsibility to advance racial equity; and

WHEREAS, the City recognizes the need to eliminate disparities based on race, ethnicity, national origin, English language proficiency, gender, gender identity, sexual orientation, religion, socio-economic status, source of income, geographic location of residence, familial status, disability, age, physical and mental illnesses, and other factors, and

WHEREAS, data indicates that racial and ethnic disparities are vast across all indicators, supporting the need for the City to implement systemic measures that lead with race and ethnicity to be an initial priority for the City and the Department of Race and Equity; and

WHEREAS, Race and Equity, including civil rights, will be key priorities internally, and in the City's work externally, with partners in government, private businesses, non-government organizations, academia and each community member, and

WHEREAS, achieving equity requires the intentional examination of policies and practices that, even if they have the appearance of fairness, may marginalize individuals or groups and perpetuate disparities or injustices; and

WHEREAS, working toward equity requires an understanding of historical contexts and active investment in social structures over time so that all communities can experience their vision of success; and

WHEREAS, Achieving equity and protecting human rights requires commitment, collaboration, and clear, transparent communication with the cities, counties, and school districts of our region that serve as the primary structures for managing how resources are divided and how public services are provided; and

WHEREAS, Advancing equity for and protecting the human rights of all Oaklanders will require coordination with other Race and Equity work not only in government but also in private business, nongovernment organizations, academia, community groups, and the media; and

WHEREAS, economic development, job creation, and the stable employment of people in our region are essential to achieving equity; and

WHEREAS, advancement of equity may require resources to be shifted and reallocated; and

WHEREAS, we, as elected officials, commit to working with appointed officials and our public servants, including police officers – for racial equity We recognize where we have power and influence, and will work within government, in partnership with other sectors and with the community to achieve racial equity. Although racial inequities are deep and pervasive, we do not believe they are a given. We believe that we have the power to achieve equity for all of our communities.

WHEREAS, we commit to remove the structural barriers that prevent our society from being just and inclusive – and towards one that cares about and provides justice for the lives of all people

THE COUNCIL OF THE CITY OF OAKLAND DOES ORDAIN AS FOLLOWS:

SECTION 1 The City Council finds and determines the foregoing recitals to be true and correct and hereby adopts and incorporates them into this Ordinance

SECTION 2. The Municipal Code is hereby amended to add, delete, or modify sections as set forth below (section numbers and titles are indicated in **bold type**; additions are indicated by <u>underscoring</u> and deletions are indicated by <u>strike</u> through type), there are no changes in the portions of the sections that are not cited or shown in underscoring or strike-through type

SECTION 3. Chapter 2.29 of the Municipal Code is hereby amended to read as follows:

Section 2.29.010 Purpose.

The rendition of efficient and effective services in the city is best accomplished through the establishment of agencies, each of which shall function under the leadership of a single Director and shall consist of departments or divisions Said Director and any department or division headshall serve as "department head" within the meaning of Article IX of the City Charter

Section 2.29.160 Race and Equity Agency.

There is established in the city government a Race and Equity Agency which shall be under the supervision and administrative control of the City Administrator The powers, functions and duties of said agency shall be those assigned, authorized and directed by the City Administrator The management and operation of the Race and Equity Agency shall be the responsibility of the Director of Race and Equity Agency who shall serve as Director of said agency, subject to the direction of the City Administrator. In the Race and Equity Agency there shall be the following divisions Race and Equity, Civil Rights, Equity and Project Implementation.

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Proposed Department of Equity Work Plan, Public Review Draft

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<u>Exhibit A</u>

Department OF

EQUITY DRAFT

WORK PLAN

- 1. The Department will apply the definition and vision of equity from establishing ordinance. It will direct and evaluate City equity policy and coordinate an implementationstrategy for the City of Oakland Equity Initiative and Plan.
- 2. The Department will build collaborative relationships with other Departments, while maintaining accountability for elevating equity as a standard practice of business for the City.
- 3. The Department will work, including working with the Contracts Compliance, Title VI Civil Rights, Title II ADA, and the Department of Management and Finance and other departments as appropriate to create a comprehensive data collection and tracking system.
- 4. The Department will review City policies and programs for consistency with equity goals and monitor City equity activities. It will provide guidance, education and technical assistance to other Departments on sustainable methods to build capacity in achieving equitable outcomes and service as outlined in The Oakland Plan.
- 5. The Department will establish priorities, goals, objectives, and timelines for its work. These will include an initial focus leading with race/ethnicity. Creation of a city-wide and/or region-wide initiative to eliminate disparities and promote social justice is needed. The Department will join with work already under way in this regard, as capacity becomes available.
- 6 The Department will build on and learn from previous equity-building work.
- 7 The Department will establish reasonable and attainable metrics to advance the City's equity goals, using available tools and developing new implementation mechanisms as needed.
- 8. The Department will develop and maintain a relationship of transparency and accountability with the community on equity initiatives.
- The Department will work to use resources efficiently and coordinate the existing equity-related initiatives and work to avoid duplication of effort or leaving urgent needs unmet. It will coordinate with external institutions, agencies, businesses, and community equity initiatives.
- ¹⁰ The Department will establish an advisory system with community members and City staff, to provide recommendations, partner in the work, and uphold accountability on equity matters.

Equality doesn't mean Equity



This is Equality

This is Equity

Adapted by the Office of Equity and Human Rights, City of Portland The original picture compared *Equality* and *Justice* and was from http://indianfunnypicture.com/img/2013/01/Equality-Doesnt-Means-Justice-Facebook-Pics.jpg



History of Racism and Immigration



OFFICE of EQUITY and HUMAN RIGHTS CITY OF PORTLAND

































421 SW 6th Avenue Suite 500 Portland, Oregon 97204

QUESTIONS TO CONSIDER WHEN EVALUATING FOR EQUITY

- 1 Who are the racial/ethnic groups affected by the program/policy/procedure?
- 2 For this program/policy/procedure, what results are desired, and how will each group be affected?
- 3 Do current disparities exist by race/ethnicity internally and/or externally?
 - a How did they get that way?
 - b If they exist, how will they be impacted by this plan?

Internal Examples

- a Hiring
- b Promotion
- c All Staff
- d Senior Staff
- e Board Membership
- f Customer Sorvice

External Examples

- a Community Outreach
- b Community Engagement
- c Culturally conscious
- service delivery
- d LEP services
- 4 To reduce the disparities identified above, what are the short and long term goals and associated strategies being used or considered to mitigate the disparities? Who is accountable for achieving this objective?
 - a Short Term
 - b Long Term
- 5. What steps can insure public input and participation by the most disadvantaged racial communities and stakeholders in developing proposed policies/procedures/programs/budgets?
- 6. Do the answers to #1 through #6 work to close the gaps in racial disparities in culturally appropriate, inclusive ways?
 - a If not, how should the policy/program/procedure be revised?
 - b If so, how can the policy/program/procedure be documented in order to offer a model for others?



Commissioner in Charge: Charlie Hales, Mayor

> Bureau Director: Dante J. James, Esq.

Realizing Equity Enhancing the City of Portland

Budget Equity Assessment Tool

CITY POLICY

This Budget Equity Assessment Tool is a general set of questions to guide city bureaus and their Budget Advisory Committees in assessing how budget requests benefit and/or burden communities, specifically communities of color and people with disabilities As noted in Portland's 25-year strategic plan, the Portland Plan, Goal-Based Budgeting, and page 102

When fully implemented, the new budget approach will direct City of Portland bureaus and offices to

- Use an asset management approach to achieve more equitable service levels across communities and geographies
- Track and report on service levels and investments by community and geography, including expanding the budget mapping process
- Assess the equity and social impacts of budget requests to ensure programs, projects and other investments to help reduce disparities and promote service level equity, improve participation and support leadership development
- Identify whether budget requests advance equity, represent a strategic change to improve efficiency and service levels and/or are needed to provide for basic public welfare, health and/or meet all applicable national and state regulatory standards

This is a critical part of the City or Portland's commitment to ending inequity. The mission and charge of the Office of Equity is to focus on ending inequality based on race and disability, and this document addresses these two specific populations.

However, it is the policy of the City of Portland that no person shall be denied the benefits of, or be subjected to, discrimination in any City program, service, or activity on the grounds of race, color, national origin, English proficiency, sex, age, disability, religion, sexual orientation, gender identity, or source of income. Additionally, the City's Civil Rights Title VI program guidelines obligate public entities to develop systems and procedures that guard against or proactively prevent discrimination, while simultaneously ensuring equitable impacts on all persons. Therefore, City bureaus are encouraged to use this document to assist in evaluating equitable impacts on all residents.

It is recommended that all managers and others who work on the budget for the bureau use this tool. Bureau Equity Committees may also be a resource in its completion The Office of Equity and Human Rights is also available for discussion/training/consultation regarding the use of this document

BUREAU/OFFICE/DEPARTMENT

SECTION ONE: ADVANCING EQUITY



Bureau Director: Dante J. James, Esq

Realizing Equity Enhancing the City of Portland

1 How does this budget request increase, reduce, limit or eliminate programs or services that are vital to communities of color, immigrant and refugee communities and/or people living with a disability?

2 What considerations were taken into account in this request to maximize equity?

SECTION TWO: PERSONNEL

See Workforce Demographics by Bureau here or by visiting our website at www.portlandoiegon gov/oehr

(It is understood that final demographics resulting from any staff reduction or increase may not be known at the time of the budget request However, it is important to monitor the demographics of any layoffs or staff reductions to assess the specific impact to people of color and people with disabilities, if known Human Resources can be a resource to bureaus)

- 3 What is the impact on employees of color?
- 4 What is the impact on employees with a disability?

SECTION THREE: PROGRAMS/SERVICES

If your bureau or office has multiple programs, please address the budget request for each program or groups of programs

- 5 How does this program or service align with the goal of advancing equity?
- 6 Identify the impacts of the budget request on specific geographic areas (Citywide/Regional, Northeast, Northwest, North, Central, Northeast, Southeast, Southwest, East, Central City, or Unknown)
- 7 What areas of the city will be impacted by your program or service and is there a larger than average population of people of color in those areas?

To help you answer this question, the following map link shows where communities of color are greater than average for the city of Portland <u>https://www.portlandoregon.gov/bps/article/508117</u>

This next link provides information on overall vulnerability, including maps of communities of color, lower income households, renters, and level of educational attainment Together these four components are indicators of at risk populations <u>http://www.portlandoregon.gov/bps/66107</u>

8 Identify potential impacts on people living with a disability (See Attached Worksheet)

Section Four: EQUITABLE PUBLIC PARTICIPATION



Bureau Director: Dante J. James, Esq.

Realizing Equity Enhancing the City of Portland-

9 How does this budget build community capacity and power in communities most impacted by inequities? (e.g., improved leadership opportunities within BAC, community meetings, stakeholder groups, increased outreach, etc.)

Identifying Impacts Worksheet --

Once you have identified the populations/communities impacted, use the following chart to name the potential burdens and benefits

Potential Positive Impacts	Potential Negative Impacts		
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	Potential Positive Impacts		

Name of Bureau Director

Date

Rev October 2014

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