

Portland Bureau of Transportation (PBOT) FIVE-YEAR RACIAL EQUITY PLAN*

Furthering the Citywide Racial Equity Goals and Strategies

For the Period Jan 1, 2017 to Dec 31, 2021

Bureau: Portland Bureau of Transportation (PBOT)

Director: Leah Treat

Action Plan Development Lead(s): Zan Gibbs

Implementation Team Lead(s): Equity Committee and Director's Team

Bureau Equity Guiding Statement: PBOT embraces diversity, models inclusivity, and promotes equity through its service delivery, internal operations, organizational culture, and in its work with partners and the community.

* This plan reflects PBOT's five year aspirational goals to advance racial equity. This plan is subject to edits and changes as needed.

Long-term Goal	Five Year Bureau Objective	#	Strategies and Bureau Actions*	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date
				Year 1	Year 2	Year 3	Year 4	Year 5				
Citywide Racial Equity Goal: Provide equitable City services to all residents	Theme: Planning and Evaluation PBOT recognizes racial equity as a strategic guiding value and principle. PBOT uses a data-driven and collaborative approaches, and racial equity tools to plan and evaluate the progress in our policies, programs, and projects towards achieving equitable outcomes in communities of color.	1.1	Strategy: Build organizational capacity									
			Action(s): Establish a Diversity, Equity, and Inclusion (DEI) Team at PBOT of staff that may include a combination of ADA, Civil Rights, contracting, racial equity, legislative, strategy and/or public involvement positions.	Assess staffing, FTE and funding needs.	Research funding and staff FTE allocation opportunities.	If determined relevant, propose a new group structure in PBOT's organization chart.	Propose and if needed, hire any necessary new positions.	Based on the needs identified, add new staff if needed, re-allocate current staff time if needed, etc.	Organizational chart	Zan Gibbs, Chris Warner, and Leah Treat (Support: Irene Schwoeffermann and Mark Lear)	Communications and Director's Team	Fall 2021
		1.2	Strategy: Institutionalize Racial Equity									
			Action(s): Public written commitment to address/eliminate racial and ethnic inequities exists in the guiding documentation.	Begin language review.	Review 50% of guiding documentation.	Review 100% of guiding documentation. Reassess PBOT's mission, vision, goals and values to ensure racial diversity, equity and inclusion are recognized as guiding principles.	Draft new mission, vision, goals and values.	Finalize new mission, vision, goals and values.	Mission, vision and guiding documents	John Brady (Support: Zan Gibbs)	Communications and Director's Team	Fall 2019
		1.3	Strategy: Operate with urgency and accountability									
			Action(s): Develop an internal and external communication strategy to convey PBOT's leadership and commitment to racial diversity, equity and inclusion.	Incorporate racial equity into PBOT's overall communication strategy, and create and publish an annual equity report, with an emphasis on racial equity.	Annual report	Annual report	Annual report	Annual report	Communications strategic plan	Zan Gibbs and Hannah Schafer (Support: Dylan Rivera and Irene Schwoeffermann)	Communications	Ongoing
		1.4	Strategy: Operate with urgency and accountability and build organizational capacity									
			Action(s): Within 24 months of the Racial Equity Plan's adoption, pilot the development of group-specific plans of action to advance racial equity and public involvement best practices within programs, services, plans, and policies in all 7 PBOT work groups. (See action 5.8)	Create a tool for managers to help them create action items for their work plans that follow the 2035 Comprehensive Plan policies relating to racial equity and community engagement.	100% of groups complete group level equity plans.	Implementation of all 7 plans.	100% of groups report on their plans.	Revise as needed.	Group level strategic plans	Director's Team (Support: Zan Gibbs)	Director's Team	12/31/2018
		1.5	Strategy: Be data driven									
			Action(s): Design and use a capital improvement project racial equity impact assessment tool for large infrastructure projects.	Review any existing Capital Improvement Project (CIP) impact assessment tools.	Collaborate with the Bureau of Planning and Sustainability on reviewing any existing CIP tool.	Design draft template. Determine threshold for large projects, and insert into conduct of construction.	Finalize tool. Train 3 project managers.	Require 100% of project managers to complete the tool in the first phase of project design. Do an impact assessment one year after project completion.	CIP Tool is complete and in use, measure against the 2035 Comprehensive Plan policies.	Capital Division Manager, Zan Gibbs, and Emily Tritsch (Support: Todd Liles)	Engineering and Policy, Planning and Projects (PPP) (Support: Bureau and Budget Advisory Committee (BBAC) and Ryan Curren)	2020, 2021, ongoing
1.6	Strategy: Implement a racial equity lens											
	Action(s): Prioritization of implementation of projects on lists uses an equity matrix, and individual funding requests for projects uses a standard template which includes a racial equity evaluation metric, to help address infrastructure deficiencies in communities of color.	Complete equity matrix. (See action 4.3)	Apply equity matrix to at least 4 program/project lists, in which racial equity data points will heavily weighted. Determine which lists will require the use of the equity matrix (post Transportation System Plan).	Assess feasibility of use of equity matrix on all lists.	Apply matrix to all lists as appropriate.	Re-evaluate matrix.	Use of matrix	Zef Wagner, Erin Aigner, and April Bertelsen	PPP (Support: BBAC)	12/31/2020		
1.7	Strategy: Partner with other institutions and communities											
	Action(s): Collaborate with the Portland Housing Bureau and other community development institutions on transit oriented development projects, to ensure connectivity projects benefit people of color and address displacement pressures in areas with higher percentages of people of color, to improve transit access and housing options in high opportunity areas, and to address sidewalk deficiencies in communities of color.	Determine partner institutions and key staff to collaborate with. Ensure work includes collaborating on the SW Corridor Project and the Powell/Division Project.	Determine connectivity project needs and incorporate into planning.				Completed plans	Teresa Boyle and Jean Biggs (Support: April Bertelsen and Zan Gibbs)	PPP and Ryan Curren	TBD		

Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date	
			Year 1	Year 2	Year 3	Year 4	Year 5					
Citywide Racial Equity Goal: Shift the culture of the Bureau End disparities in city government	Theme: Training Objective: Staff understand, articulate and apply racial equity principles and practices. Management champion racial equity and incorporate a racial equity lens into all policies, programs, projects, and procedures.	Strategy: Build organizational capacity										
		2.1	Action(s): Create core racial diversity, equity and inclusion competencies for all staff, management, leadership, and Equity Committee.	Determine 100% of core competencies. Pilot 2 trainings for the Equity Committee.	Create a core training curriculum for staff, management, leadership, and Equity Committee. Pilot 2 additional trainings for the Equity Committee and leadership.	Design and pilot 2 additional trainings for 100% of leadership and the Equity Committee.	Design and pilot 2 new trainings. Add new trainings to curriculum, 75% of managers trained.	Add 2 new trainings to curriculum. 50% of all staff trained.	Tracking sheet	Zan Gibbs (Support: Equity Committee and New Safety and Training Manager)	Employee Services Safety, Training and Employee Development Section (Business Services), Director's Team, Equity Committee, and Office of Equity and Human Rights	12/31/2018, ongoing
		Strategy: Build organizational capacity										
		2.2	Action(s): Bureau Equity Committee receives the same level of racial equity training as the leadership team, oversees the implementation of the racial equity plan, and helps guide the overall strategic equity vision for the Bureau.	Adopt the racial equity soundbite training series for the Equity Committee and develop a training plan for implementation. Equity Committee meets monthly to track the racial equity plan and helps with annual reporting requirements.	100% of Equity Committee receives training annually and supports the plan's implementation and reporting needs.	100% of Equity Committee receives training annually and supports the plan's implementation and reporting needs.	100% of Equity Committee receives training annually and supports the plan's implementation and reporting needs.	100% of Equity Committee receives training annually and supports the plan's implementation and reporting needs.	Tracking sheet	Zan Gibbs (Support: Equity Committee)	Equity Committee	12/31/2018, ongoing
		Strategy: Build organizational capacity and operate with urgency and accountability										
		2.3	Action(s): Develop a Bureau-wide understanding of racial equity, diversity and inclusion, the shared citywide racial equity definitions. Re-inforce that achieving racial equity is everyone's job.	Measure staff's comprehension of racial equity concepts annually as part of their performance review. Bureau-wide comprehension reaches 10% . (See action 3.4)	Provide specific examples of how resources for PBOT employees can implement equity into their work. Bureau-wide comprehension reaches 20%.	30% of staff report comprehension of core concepts.	40% of staff report comprehension of core concepts.	50% of staff report comprehension of core concepts.	Annual all-staff survey	Equity Committee, Zan Gibbs, and Kezia Wanner	Director's Team and Parking	Annual review, Ongoing
		Strategy: Build organizational capacity										
2.4	Action(s): Provide racial equity lunch-and-learns or racial equity discussion groups, open to all staff.	Hold at least 3 events. Groups that currently incorporate racial equity into their work will present their racial equity work to other groups who need assistance incorporating equity into their work. Track attendance.	Hold at least 5 events.	Hold at least 7 events.	Hold at least 9 events.	Evaluate and revise strategies and goals as needed.	Sign-in sheets	Zan Gibbs (Support: Equity Committee)	Equity Committee	Ongoing		
Strategy: Operate with urgency and accountability												
2.5	Action(s): Adopt a policy that all managers and possibly all staff must attend 2 hours of any racial diversity, equity and inclusion-related trainings or events annually.	Design training plan.	100% of managers required to attend 2 hours of trainings or events. Track progress via performance evaluations.	100% of managers are required to attend 2 hours of trainings or events. Track progress via performance evaluations.	Expand so that 100% of staff are required to attend 2 hours or trainings or event. Track progress via performance evaluations.	100% of staff are required to attend 2 hours or trainings or event. Track progress via performance evaluations.	Tracking sheet and performance evaluation	Zan Gibbs and New Safety and Training Manager	Equity Committee	Ongoing		
Strategy: Build organizational capacity												
2.6	Action(s): Conduct racial equity presentations twice a year.	Conduct racial equity presentations twice a year at management team meetings. PBOT Director will meet with all managers and supervisors annually to communicate and emphasize the racial diversity, equity and inclusion goals of the Bureau.	Conduct equity presentations twice a year at group-wide management team meetings. PBOT Director will meet with 100% of managers and supervisors annually to communicate and emphasize the racial diversity, equity and inclusion goals of the Bureau.	Conduct equity presentations twice a year at division level, group-wide and management team meetings. PBOT Director will meet with 100% of managers and supervisors annually to communicate and emphasize the racial diversity, equity and inclusion goals of the Bureau.	Review and continue trainings.	Review and continue trainings.	Tracking sheet	Zan Gibbs and New Safety and Training Manager	Equity Committee	Ongoing		

Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date	
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Citywide Racial Equity Goal: End disparities in city government hiring and promotions	Theme: Human Resources Objective: PBOT operationalizes equitable recruitment, hiring and retention practices, to ensure a diverse and inclusive workforce that reflects the communities served, and fosters an inclusive work environment for employees of color. Performance evaluations include evaluating racial equity and cultural responsiveness goals and core competencies.	Strategy: Partner with other institutions and communities										
		3.1	Action(s): Expand opportunities for communities of color, including youth of color, to job shadow at PBOT.	Analyze current opportunities.	Create a pathway for internship opportunities for people of color at PBOT including utilizing and reviewing existing internship opportunities, such as SummerWorks, to elevate opportunities for young people of color.		Determine baseline of number of opportunities currently provided and determine new goal.	Track and measure progress.	Strategic plan and spreadsheet	John Brady, Kezia Wanner, Mark Williams, Gayle Wilson, and Julie Madsen	Business Services, Communications, Parking, and Maintenance	Ongoing
		Strategy: Operate with urgency and accountability										
		3.2	Action(s): Create a template that outlines the requirements for expanded outreach for all job postings that will specifically target communities of color.	Develop a system in which PBOT's job postings are automatically shared in culturally-relevant outlets. Require that 100% of postings include PBOT's racial equity vision statement.	Track compliance and measure effectiveness.				Use of hiring checklist	Zan Gibbs, Irene Schwoefferman, and Peter Wojcicki (Support: Director of Business Services, Business Services Division Managers, Cevero Gonzalez, Ken Lee and Alfonso Moore)	Business Services, Communications, Maintenance, and Parking	Ongoing
		Strategy: Be data driven										
		3.3	Action(s): Increase number of people of color who apply for and receive jobs at PBOT.	Provide a NeoGov weekly report of applicant demographics to hiring managers during an open recruitment, and bi-weekly aggregate reports to the Director of Business Services. Determine baseline goal for % of people of color we would like to see applying for jobs.	Track how candidates of color hear about our jobs and assess the effectiveness of the targeted outreach. Track and progressively increase the use of the hiring checklist among all hiring managers at PBOT to ensure racial equity best practices are used. Increase number of people of color applying by 10% and number of people of color hired by 10%.	Minimum 75% of hiring managers are using the checklist and expanded outreach. Workforce reaches 25% people of color.	100% of hiring managers use checklist and expanded outreach. Workforce reaches 30% people of color.	Track and measure effectiveness. Review and revise as needed. Workforce matches the demographics of the city.	BHR report	Alfonzo Moore and Peter Wojcicki (Support: Director of Business Services/Ken Lee)	Business Services, Maintenance, and Parking	12/31/2021
		Strategy: Operate with urgency and accountability										
		3.4	Action(s): Performance plans and reviews for all staff to include progress on racial equity goals, cultural responsiveness goals, measures racial equity skills and measure staff's efforts in increasing cultural responsiveness. Managers have a higher level of responsibility in these areas.	Revise performance plan and evaluation forms, which will supersede the old forms. Determine if there are different needs for different divisions. Train 100% managers on the use of the new forms. (See action 2.3)	100% of managers and supervisors are evaluated on their progress towards racial equity goals.	100% of managers and 50% of staff are evaluated.	75% of staff are evaluated.	100% of staff are evaluated.	Performance evaluations and plans	Zan Gibbs, Ken Lee, Gayle Wilson, Kirstin Byer, and Linda Goheen	Director's Team, Business Services, Labor Management Committee, Maintenance, and Parking	Fall 2021
Strategy: Build organizational capacity												
3.5	Action(s): Design a new employee orientation to help new employees understand the Bureau's values, goals, norms and expectations relating to diversity, equity, and inclusion at PBOT.	Review current BHR plans for new employee orientation.	Design new orientation program.	Launch new orientation program for 50% of new hires.	New orientation program for 100% of new hires.	Review and evaluate effectiveness.	New employee orientation and annual all-staff survey	Business Services, Zan Gibbs, Richard Gray, and New Safety and Training Manager	Business Services and Equity Committee	12/31/2020		
Strategy: Build organizational capacity												
3.6	Action(s): Create a personal and professional mentorship program for employees of color, both to provide emotional support but also to cultivate staff of color for leadership positions. (Collaboration with the Bureau of Human Resources (BHR) and/or All Bureaus)	Review current citywide and other external mentorship programs.	Draft Plan.	Minimum 3 mentors recruited for pilot.	Minimum 3 mentorship relationships formed.	Review and revise.	Strategic plan and spreadsheet	Denver Igarra, Irene Schwoeffermann, Belen Herrera, Alexis Gabriel, and Janis McDonald	Director's Team, Business Services, Communications, Equity Committee, and PPP	12/31/2019		
Strategy: Build organizational capacity												
3.7	Action(s): Develop a confidential sharing platform for staff who have experienced a micro-aggression due to their race, nationality and/or origin; with option for follow-up/mediation from an external third party. (Collaboration with BHR)	Assess needs.	Investigate platform options.	Develop platform. Track retention and promotion of staff of color annually, and compare it to retention and promotion rates for white employees.	Implement platform.	Based on retention and promotion rates collected, develop strategies to improve retention and promotion of staff of color, as needed.	BHR report	Alfonzo Moore, Kenneth Carter, Director of Business Services, and Equity Committee	BHR and Business Services	Ongoing		


	Theme: HR (Cont.)	3.8	Strategy: Partner with other institutions and communities Action(s): Ensure outreach to candidates of color and interviews with multiple candidates for temp/intern/CSA positions at PBOT.	(See action 3.3)	Design plan.	Add additional requirements for outreach, recruitment and selection of all temp/intern/CSA positions at PBOT.	Review and evaluate effectiveness. 30% of temp/intern/CSA positions are filled by people of color.	Review and evaluate effectiveness.	Use of hiring checklist	Ken Lee and Eva Huntsinger (Support: Courtney Duke and Zan Gibbs)	Business Services and Engineering	12/31/2019
Long-term Goal	Five Year Bureau Objective		Strategies and Bureau Actions	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date
				Year 1	Year 2	Year 3	Year 4	Year 5				
Citywide Racial Equity Goal: Change existing City services using racial equity best practices to increase access for communities of color and immigrant and refugee communities	Theme: Tools and Resources Objective: PBOT uses a racial equity framework and has institutionalized the effective use of various racial equity tools.		Strategy: Implement a racial equity lens and build organizational capacity									
		4.1	Action(s): Use the City Adopted Racial Equity Toolkit in every group. Build the capacity of racial equity staff champions to support the systematizing of the use of the Racial Equity Tool and maintain accountability. Build the expectation that managers and directors routinely use the Racial Equity Tool and add it into relevant job descriptions and/or performance reviews.	Develop a process that delineates which programs must have a full equity toolkit review moving forward. Provide training and support to leadership on the racial equity tool to best meet specific department portfolio. Tool is used 7 times.	Provide training and support to 10% of managers on the racial equity tool to best meet specific department portfolio. Tool is used 7 times.	Have toolkit available to 100% of managers for easy reference. Tool is used as needed.	Tool is used as needed.	Tool is used as needed.	Use of racial equity tools	Zan Gibbs and Racial Equity Tool Training Cohort of Staff	BBAC, Director's Team, and Equity Committee	12/31/2019, ongoing
			Strategy: Implement a racial equity lens and build organizational capacity									
		4.2	Action(s): PBOT's Director's Team and the budget department uses the budget equity tool to assist in making resource allocation decisions, including discretionary budget allocation, investments, contracts, grants, and sponsorships using a racial equity lens.	Use the budget equity tool in the base budget and decision packages, and Equity Manager provides training to the Director's Team and 50% of the budget department on the use of the tool. Revise tool as needed.	1 training on budget equity tool to 75% of the budget department. Revise tool as needed.	1 training on budget equity tool to 100% of the budget department.	Tool is used.	Tool is used.	Use of budget equity tool	Zan Gibbs (Support: Joanne Foulkrod)	Business Services	12/31/2019, ongoing
			Strategy: Be data driven									
4.3	Action(s): Standardize an equity matrix for PBOT to address transportation infrastructure deficiencies in communities of color.	Determine what equity data we are using for a Bureau-wide equity matrix and set standard expectations for sources and usage of this data. Heavily weight racial equity data. Identify what additional equity data we need for each group/project/program, and provide consistent sourcing. Require that all data be able to be disaggregated by race.	The updated ADA Transition Plan and Pedestrian Master Plan includes a process for ramp prioritization and new sidewalk construction that uses the newly created Bureau-wide equity matrix to address deficiencies.	Update data sources once a year. Standard equity matrix is used on 100% of infrastructure project lists.	Equity matrix in use by 100% of program management staff.	Matrix in use.	Use of standardized equity matrix	Michelle Marx, Erin Aigner, David Galat, April Bertelsen, and Zef Wagner (Support: Zan Gibbs)	PPP, Complete Streets Supervising Planner, and Art Pearce	12/31/2020		
	Strategy: Build organizational capacity and operate with urgency and accountability											
4.4	Action(s): Support and encourage all managers in discussing relevant racial equity topics and communicating/educating all employees about the Bureau's values, norms, goals and expectations regarding racial diversity, equity and inclusion at every group level staff meeting.	Provide 25% of managers with information and strategies for how they can promote racial equity at their staff meetings and model being equity champions, and measure their performance on this action.	Provide 50% of managers with information and strategies for how they can promote racial equity at their staff meetings and model being equity champions, and measure their performance on this action.	Provide 75% of managers with information and strategies for how they can promote racial equity at their staff meetings and model being equity champions, and measure their performance on this action.	Provide 100% of managers with information and strategies for how they can promote racial equity at their staff meetings and model being equity champions, and measure their performance on this action.	Consider developing short 3-minute Equity Soundbite videos that managers can use in staff meetings, sharing existing videos and training other staff to lead mini equity trainings.	Performance evaluation and staff meeting agendas	Equity Committee and Zan Gibbs	Director's Team	12/31/2021		

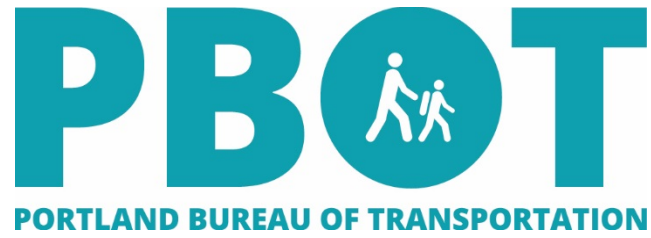
Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date	
			Year 1	Year 2	Year 3	Year 4	Year 5					
<p>Citywide Racial Equity Goal: Strengthen outreach and public engagement for communities of color and immigrant and refugee communities. Collaborate with communities and institutions to eliminate racial inequity in transportation.</p>	<p>Theme: Community Access and Partnership Objective: PBOT meaningfully collaborates with communities of color in all our public engagement processes to ensure access to and equitable involvement in policy, investment and service delivery decisions.</p>	Strategy: Build organizational capacity and implement a racial equity lens										
		5.1	Action(s): Create consistent best practices for recruitment and retention of people of color on advisory committees and groups, and embrace and enforce citywide policies and best practices for all advisory committees. Do a baseline analysis of advisory committee membership including demographic information about the racial composition of every group. This could include surveying all advisory committee staff and also all advisory committee members. (See action in the Communications Strategic Plan)	Complete baseline analysis of current advisory committee memberships.	Create a plan for increasing the racial diversity of our committees and public bodies as needed, to reflect the demographics of the city and provide meaningful engagement opportunities.	Implement plan. Racial composition of advisory committees matches the racial composition of the city.	Build staff capacity to provide equitable facilitation, recruitment, and retention on committees. Attain recruitment goal determined in year 1 (for example matching the demographics of Portland).	Require specific facilitation best practices for all staff who facilitate advisory committee meetings, and training on interrupting oppressive language.	Advisory committee membership	Irene Schwoeffermann and Francesca Patricolo	Communications, Office of Neighborhood Involvement, and PPP	12/31/2019
		Strategy: Build organizational capacity and implement a racial equity lens										
		5.2	Action(s): Incorporate equity discussions into all PBOT advisory committees to ensure that these bodies uphold the same commitment to equity as PBOT and the City, and leverage committee members to help build an equity analysis in that area of work. Train staff coordinators.	Provide guidelines to advisory committees on how to incorporate racial equity discussions into meetings.	Add racial equity to the agendas of 100% of advisory committees at least once a year.	Design staff coordinator training.	Train 100% of staff coordinators on culturally responsive facilitation practices and racial equity concepts. Consider equity training or equity 101 video orientation/webinar for all advisory committee members.	Support as needed.	Meeting agendas	Irene Schwoeffermann and Zan Gibbs	Communications, New Safety and Training Manager, and Office of Neighborhood Involvement	12/31/2019
		Strategy: Partner with other institutions and communities										
		5.3	Action(s): Provide requirements for transparent, well-designed, thoughtful, culturally specific, relevant, representative, and responsive public processes for planning and investment decisions, implementation and monitoring. (Collaboration with Office of Neighborhood Involvement and Parks and Recreation)	Work with the Office of Neighborhood Involvement (ONI) on tools, trainings and protocols for public involvement. Ensure additional outreach to communities of color and culturally specific community-based organizations for 100% of large events is done on top of outreach to PBOT's neighborhood associations.	Augment neighborhood associations' input on PBOT projects and advisory committees with representation of minimum of 10% of community members and/or community-based organizations, focusing on communities of color.	Implement the Bureau's public involvement policy by 2019.			Use of tools, trainings, and protocols	Irene Schwoeffermann, Francesca Patricolo, Ashley Horne, Mychal Tetteh, and Funding Identification Team	Bureau of Parks and Recreation, Communications, Equity Committee, Office of Neighborhood Involvement, PPP, and Zan Gibbs	12/31/2019
		Strategy: Operate with urgency and accountability										
		5.4	Action(s): Design a process for regularly informing communities of color about the eligibility process for how projects get on our lists (such as SDC lists) and how they can help inform prioritization (such as advisory committees, public comment periods), and how the equity matrix is used.	Determine platforms for input and mechanism for informing. (See action 4.3)		Implement platform.	Get community feedback about the platform and revise as needed.	Review and revise.	Use of platforms on 100% of project lists.	Mark Lear, Shoshana Cohen and Francesca Patricolo, Funding Identification Team	BBAC, Director's Team, DPT, Irene Schwoeffermann, and PPP	Ongoing
Strategy: Partner with other institutions and communities												
5.5	Action(s): Build leadership capacity among communities of color to participate in and be passionate about transportation issues that impact them.	Coordinate all temporary, intern and CSA positions internally to keep track of upcoming opportunities. Revise structure of the PSU Traffic and Transportation Class. Message opportunities at outreach and public involvement events. (See actions 3.1, 3.8, and 5.12)	Collaborate with community-based organizations that have employment pathway programs for people of color.	Strategically elevate the leadership of Advisory Committee members of color.	Minimum 2 advisory committees have chairs and/or co-chairs of color.		Advisory committee and staff demographics	Irene Schwoeffermann, Lale Santelices, and Alexis Gabriel	Communications and PPP	12/31/2020		
Strategy: Operate with urgency and accountability												
5.6	Action(s): Create a system to better coordinate and document engagement with communities of color across PBOT departments.	Design a system that includes the maintenance of a record of community-based organizations' involvement with PBOT to support relationship continuity.	Create calendar.	Train staff from 7 work groups to collaborate internally on outreach efforts with community-based organizations, track their work in a centralized place and coordinate messaging	Train 100% of Public Involvement Staff.		Use of spreadsheet	Cevero Gonzalez	Communications and Irene Schwoeffermann	12/31/2020		
Strategy: Implement a racial equity lens												
5.7	Action(s): Require all major outreach groups at the Bureau to develop a plan to coordinate events with PBOT's Public Involvement Coordinator that outlines a process to ensure that events targeted towards and/or hosted by communities of color are prioritized.	Based on the plans developed in each group, determine how many events should happen each year that are targeted towards and/or hosted by communities of color.	Increase baseline numbers determined in year one by 25%.	Increase baseline numbers determined in year one by 50%.	Achieve 100% of target number of events.		Spreadsheet	Margi Bradway and Dana Dickman	Communications, Irene Schwoeffermann, and PPP	12/31/2020		

Theme: Community Access and Partnership (Cont.)	Strategy: Build organizational capacity										
	5.8	Action(s): Build the capacity of PBOT staff to plan, perform and evaluate equitable public engagement using various methods, including training. (Collaboration with Office of Neighborhood Involvement (ONI))	Increase staff access to learning opportunities and trainings about best IAP2 practices, the City's best practices and meeting the outcomes outlined in the 2035 Comprehensive Plan policies.	At least 5 staff trained.	At least 10 staff trained.	Create a suite of tools that help staff determine which public involvement process best suits their desired outcomes based on these best practices, and design a training for all staff involved in public involvement and community engagement about these best practices. Provide resources to guide staff to enhance best practices for culturally responsive public engagement practices.		Suite of tools	Francesca Patricolo, Dylan Rivera, and Irene Schwoeffermann	Communications, ONI, and PPP	12/31/2021, ongoing
	Strategy: Implement a racial equity lens and be data driven										
	5.9	Action(s): Cultivate processes at PBOT for increasing contract opportunities with community of color focused community-based organizations that serve and/or compensating targeted engagement, and paying communities of color and individuals of color for their expertise.	Determine which racial demographics are underrepresented in our contract awards and on our committees.	Design plan for targeted engagement with specific demographic groups.	50% of grants awarded are to organizations that serve communities of color.		Create at least 2 financially supported roles for youth of color, community members, and/or community-based organization representatives.	Contracts and grants	Grants Manager and Margi Bradway	Irene Schwoeffermann and PPP	12/31/2019
	Strategy: Operate with urgency and accountability										
	5.10	Action(s): Develop a process to rank constituent safety concerns and general constituent concerns that come in with a equity lens. This includes various customer service entry points such as dispatch, 503-823-SAFE, PDX Reporter, web based intake forms, Pothole Hotline, etc.	Determine equity lens and matrix. (See action 4.3)	Implement equity lens and matrix on 2 customer service entry points.	Evaluate equity lens and matrix. Implement on 4 customer service entry points.	Implement on all customer service entry point.		Use of equity matrix	Cevero Gonzalez, Zan Gibbs, Lori Steen, Carl Snyder, and Eileen Dent (Support: Shawna Graber)	Business Services, BBAC, Communications, Engineering and Parking	2020
	Strategy: Build organizational capacity and be data driven										
	5.11	Action(s): Shape and advance standard practices to increase outreach and engagement with Limited English Proficient (LEP) communities.	Explore mechanisms for feedback from communities of color and LEP communities on how well PBOT is serving them.	Implement new mechanisms.			Identify barriers and propose solutions to increase participation of communities of color and LEP communities in PBOT engagement opportunities and decision making.	LEP plan	Lale Santelices and Denver Igarta	Irene Schwoeffermann, Communications, and PPP	Ongoing
	Strategy: Partner with other institutions and communities										
	5.12	Action(s): Collaborate with PSU on updating the Traffic and Transportation Class to include a racial equity component and develop systems that ensure outreach to and recruitment of people of color into the class.	Review and revise curriculum, and expand outreach.	Add 1 class day focused on equity. Measure effectiveness and revise as needed.	Attendance includes at least 15% people of color.	Attendance includes at least 30% people of color.			Irene Schwoeffermann, Sarah Goforth, Scott Cohen, and Zan Gibbs	Communications and PPP	Summer 2017
	Strategy: Build organizational capacity										
	5.13	Action(s): Identify then translate key documents for Limited English Proficient communities (LEP).	Identify key documents for translation and design a protocol to getting 100% of them translated.	Create an employee resource that outlines the basic things we need translated and determine how many languages documents need to be translated into.	Create an assessment tool to help employees identify key documents for translation and which documents are most needed by LEP communities.	100% of key documents are translated. Create a distribution plan.	Review and revise.	List of translated key documents	Kezia Wanner, Janis McDonald, Malisa Mcreeedy, and Mark Williams (Support: Zan Gibbs)	Director's Team and Parking	12/31/2020
Strategy: Operate with urgency and accountability											
5.14	Action(s): Use a standard tracking mechanism form for demographic information for participants of all public involvement and community engagement events.	Standardize demographic questions across the agency and establish methods for disaggregating results for all public engagement efforts.	Implement a reporting and evaluation system for this information.	100% of Advisory Committees track participant demographic information.	100% of all public involvement events track participant demographic information.		Use of form and spreadsheet	Erin Aigner and Felicity MackKay	Communications, PPP, and Zan Gibbs	12/31/2019	

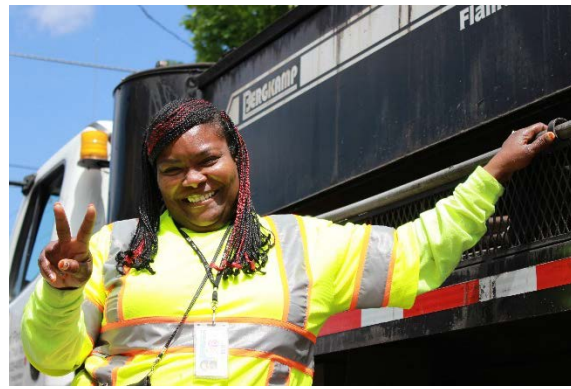
Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date	
			Year 1	Year 2	Year 3	Year 4	Year 5					
Citywide Racial Equity Goal: Create greater opportunities in City government contracting	Theme: Contracting Objective: PBOT meets/exceeds the citywide contracting goals; provides meaningful access and opportunities to Minority, Women and Emerging Small Businesses (MWESBs); and understands the benefits of Community Benefit Agreements (CBAs) and Project Labor Agreements (PLAs), and how to end racial disparities in contracting.	6.1	Strategy: Build organizational capacity and operate with urgency and accountability Action(s): Update and adopt PBOT's Minority, Women and Emerging Small Businesses (MWESB) Toolkit to include Bureau-wide standards, guidance, training protocols and reporting procedures for MWESB goals and utilization, and launch a PBOT social equity contracting workgroup. (Collaboration with Procurement in the Office of Management and Finance)	Track and evaluate our current MWESB utilization rates in all 3 categories every quarter, and report these numbers to every group. Report to the Director's Team quarterly.	Have a lead on ensuring monthly updates to the City's contract opportunities webpage so that all PBOT projects are listed for contractors to see and be able to bid on.	Design 1 social equity contracting training.	Deliver 1 social equity contracting training for all staff involved in contracting and procurement.	Exceed 100% of the aspirational MWESB goals in all categories.	Use of toolkit	Ken Lee and Richard Gray	Business Services, Irene Schwoeffermann, Leah Treat, Mychal Tetteh and Zan Gibbs	12/31/2021
		6.2	Strategy: Build organizational capacity Action(s): Require that all of our hired facilitators and public involvement consultants are competent in PBOT's core competencies for racial diversity, equity and inclusion, understand how to provide culturally responsive service, and can facilitate difficult conversations about race.	Determine criteria for selecting contracted facilitators.	Add criteria for selecting contracted facilitators.	100% of hired facilitators and public involvement consultants have equity core competencies.			Use of new selection criteria	Pat Boyd and Dana Dickman	Business Services, PPP, and Zan Gibbs	12/31/2019
		6.3	Strategy: Operate with urgency and accountability Action(s): Consider using advisory committees for MWESB goal setting/outline protocols for Bureau and Budget Advisory Committee (BBAC) and Fixing Our Street Committee to oversee MWESB utilization rates and Community Benefit Agreements (CBAs) and Project Labor Agreements (PLAs).	Research CBAs and PLAs. (See action 6.4)	Determine Advisory Committee's role(s).				Advisory Committee charter	Irene Schwoeffermann and John Brady	Communications and Ken Lee	12/31/2018
		6.4	Strategy: Partner with other institutions and communities Action(s): Encourage providing additional CBAs and or PLAs for large projects, and define the threshold.	Research needs of CBAs, PLAs and MWESB goals.	Determine feasibility and define threshold.	Design plan.	Implement at least 1 CBA or PLA plan.	Measure and revise.	CBA plan	Art Pearce and Zan Gibbs	Communications, Irene Schwoeffermann, and PPP	12/31/2019

* Citywide Racial Equity Strategy 1 "Use a Racial Equity Framework" is not listed because it is inherent in a Racial Equity Plan. All actions in your Plan should focus on racial disparities.

Bureau Director has reviewed and approved the plan and supports the implementation for these changes over the coming five years.
 Director Signature: 
 Printed Name: Leah Treat Date: 12/30/2016



PBOT Five-Year Racial Equity Plan



Furthering Citywide Racial Equity Goals and Strategies for the period of January 1, 2017 through December 31st, 2021

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Commissioner: Dan Saltzman | Director: Leah Treat



The Portland Bureau of Transportation fully complies with Title VI of the Civil Rights Act of 1964, the ADA Title II, and related statutes and regulations in all programs and activities. For accommodations, complaints and information, call (503) 823-5185, City TTY (503) 823-6868, or use Oregon Relay Service: 711.

Introduction

The City of Portland Bureau of Transportation is a community partner in shaping a livable city. We plan, build, manage and maintain an effective and safe transportation system that provides people and businesses access and mobility. We keep Portland moving.

The Bureau of Transportation maintains the \$10 billion investments in infrastructure facilities from streets and structures to traffic signals and street lights. As the state's largest urban area, protection of our way of life requires creativity in order to balance the competing uses, complexity, age, and size of the transportation system.

Portland stands as a national leader in innovative transportation solutions. Planning and constructing solutions to meet the demands of a growing city and region, while maintaining our economic vitality and neighborhood character, requires transportation to leverage its limited resources. Stewardship of Portland's mobility and livability is our primary responsibility.

The Portland Bureau of Transportation (PBOT) promotes equity, embraces diversity, and models inclusivity through its service delivery, internal operations, organizational culture, and in its work with partners and the community. This five-year racial equity plan is the result of a comprehensive one-year assessment that very carefully analyzed where PBOT has been in the last ten years, and where we want to be in the next five in regards to advancing racial equity. In a Bureau with over 800 employees, we recognized that eliminating racial disparities in transportation will require very strategic internally facing and externally facing strategies.

To get this plan to completion we looked at all of PBOT's historical diversity and equity initiatives, completed the Roadmap Assessment using a mixed methods qualitative and quantitative approach, and engaged about 400 staff in various parts of the process.



Figure 1 Source: PBOT Flickr

We held focus groups, hosted work sessions, posted displays at our various staff sites, sent out a bureau-wide survey, held three in-person open houses and one online open house, incorporated information from previous and current Bureau and City level plans and consulted with subject matter experts in other City Bureaus.

PBOT's five-year racial equity plan launched in January of 2017, and has 45 action items that fall under six themes: Planning and Evaluation, Training, Human Resources, Tools and Resources, Community Access and Partnership, and Contracting. Each of these six themes have a five-year objective that outlines the desired racial equity outcome to be achieved by the end of the five-year plan. Action items have been distributed to over 50 staff, and oversight on many of them rests with PBOT's Equity Committee, The Director's Team, and/or PBOT's Bureau and Budget Advisory Committee.

Transportation equity is a civil and human rights priority. Access to affordable and reliable transportation widens opportunity and is essential to addressing poverty, unemployment, and other equal opportunity goals such as access to good schools and health care services. However, current transportation spending programs do not equally benefit all communities and populations. And the negative effects of some transportation decisions— such as the disruption of low-income neighborhoods — are broadly felt and have long-lasting effects. Providing equal access to transportation means providing all individuals living in the United States with an equal opportunity to succeed.¹

We recognize this is a robust five-year plan, but we believe that doing racial equity work is not just a moral imperative but also a necessary and strategic direction that we must embrace as a Bureau. We believe that equity is everyone's job, and we will be engaging more and more staff and community partners in this work as we move forward towards racial justice over the next five years.



Figure 2 Source: OEHR

¹"Transportation Equity", The Leadership Conference on Civil and Human Rights, accessed December 28, 2016, <http://www.civilrights.org/transportation>.

Letter from Leadership

From Director Leah Treat

As a proud Portlander who loves this city, I also recognize that our City of Roses is also one with a long legacy of some unjust policies, practices and procedures. The outcomes of this history are that people of color here experience overwhelming hardship compared to their white counterparts. As a group of people, too many people of color face severe social and economic exclusion in our city, and this we must change. Communities of color locally earn half the incomes of whites, educational attainment is stratified by race, significant disproportionality exists with health disparities, juvenile detention rates are much worse for our children of color,² and average travel times to get to work in Portland are higher for people of color than they are for white people.³

We value community, equity, diversity, inclusion and justice. We know that the best transportation decisions are those made in collaboration with the people who use and rely on the system, with an emphasis on collaboration with those most burdened by our transportation inequities. Because of these strong values, PBOT has long stood out for our expansive vision of transportation as a catalyst for economic development, environmental sustainability, and social equity.

We also know that it is difficult to alter racism and end racial disparities. And yet, failure to do so means that the promise of equity, inclusion and equality, and the promise that we might cross racial divides and walk together and access the same benefits in this city are halted. We must offer all our communities real prospects for a positive future, equal access to a safe and connected transportation infrastructure, and expansive opportunities for well-being and community empowerment.

This racial equity workplan lays out a bold and audacious vision for what an equitable transportation system in Portland can be—a city of zero traffic fatalities with streets and systems that are complete and equitably distributed; an inclusive city where every resident and business has the opportunity to grow and thrive and participate in public service decision making; and a sustainable place that supports the health and wellbeing of all people, regardless of race.

Sincerely, Director Leah Treat

² “Communities of Color in Multnomah County: An Unsettling Profile”, Coalition of Communities of Color, June 12, 2015, <http://www.coalitioncommunitiescolor.org/research-data-tools/cccunsettlingprofile>.

³ “Commute Time: Portland City, OR”, National Equity Atlas, last accessed December 28, 2016, [http://nationalequityatlas.org/indicators/Commute_time/By_race~ethnicity:33501/Portland_City/false/Mode_of_transit:All/Year\(s\):2014](http://nationalequityatlas.org/indicators/Commute_time/By_race~ethnicity:33501/Portland_City/false/Mode_of_transit:All/Year(s):2014).

Acknowledgements



Figure 3 Source: PBOT Flickr

Many people both inside and outside of PBOT contributed to the development of the five-year racial equity plan, and a great deal of gratitude is owed to them for their invaluable contributions and commitment to advancing racial equity at PBOT. An incomplete list of those who contributed to this work includes, but is not limited to:

The Racial Equity Plan Planning Committee: Eva Huntsinger, Sierra Stringfield, Caryn Brooks, Daire Elliott, Gayle Wilson, Richard Grant, Kristine Artman, Gabriel Graff, Francesca Patricolo, Courtney Duke, Alex Bejarano, April Bertelsen, Angel James, Malisa Mccreedy, Matthew Lim, Alexis Gabriel, Larry Barclay, Irene Schwoeffermann, Ryan Curren, Corinne Kotter, Maria Lim, Andrea Valderrama, McGodson Benonaih-Jumbo, Sarah Johnston, Ellen Kilmer, Kylie Thompson, Dylan Carmody and everyone on the Equity Committee.

2015-16 Equity Committee: Sophia Barba, Candice Cheng, Courtney Duke, Raphael Haou, Maurice Henderson, Juliet Johnson, Francesca Patricolo, Irene Schwoeffermann, Antonina Zaytseva, Zan Gibbs, and in support roles Alexis Gabriel and Abra McNair.

Additional Staff: Many staff from the 2006 PBOT Diversity Development Committee, those who attended focus groups, took the survey, came to an open house, participated in a sub-committee, the entire Director's Team, specific subject matter experts on specific action items, and so many more.

Why Racial Equity Matters in Transportation

A smarter and more equitable 21st century transportation system will put racial and economic equity at the center of all investment decisions. Not just Portland, but America as a nation has a long history of investing in transportation projects that reinforce and exacerbate racial and economic inequalities, with examples such as highways like Portland's I-5 that cut through communities of color, where locally hundreds of homes owned by African Americans were demolished, or train routes that stop before reaching areas of racially concentrated poverty.⁴ Our nation is rapidly approaching a majority people of color and nearly 50 million Americans living in poverty,⁵ and therefore it has become all the more urgent that transportation decisions take into account this history of discrimination and strategically and explicitly counteract it. Cities like Minneapolis and St. Paul (where residents of color are four times more likely to be poor than their white neighbors) are already leading the way by embedding equity into the transportation decision-making process, as demonstrated by a vote to adjust the formula for allocating \$150 million in federal transportation grants to assign points for how well projects improve racial equity.⁷ Our Portland Transportation System Plan has baked in a similar process, wherein we ranked all of our transportation infrastructure projects for the next 20 years with an equity matrix.

According to the National Equity Atlas, the average time it took a Black worker to get to their job in 2014 was 29.6 minutes, while white workers had the shortest commute time of all races at 24.1 minutes. This matters because long commute times indicate a lack of nearby job opportunities, slow transit options, and can lead to high transportation and childcare costs, job instability, and a lower quality of life for workers.⁸ As part of building an equitable Portland economy in this rapidly growing city, we know we need policies that will expand transportation access for everyone, with an emphasis on eliminating the disparities that are experienced by Portlanders of color.

We know we need to work as a Bureau in collaboration with TriMet to build robust public transit systems that include Max lines, buses and bus rapid transit lines that connect low-income communities and communities of color to jobs, education and training opportunities and services. We know we must work with the Bureau of Planning and Sustainability and the

⁴ Karen J. Gibson, "Bleeding Albina: A History of Community Disinvestment, 1940-2000", last accessed December 29, 2016, http://kingneighborhood.org/wp-content/uploads/2015/03/BLEEDING-ALBINA_-A-HISTORY-OF-COMMUNITY-DISINVESTMENT-1940%E2%80%932000.pdf.

⁵ Sandra L. Colby and Jennifer M. Ortman, "Projections of the Size and Composition of the U.S. Population: 2014 to 2060", US Census Bureau, March 3, 2015, <http://www.census.gov/content/dam/Census/library/publications/2015/demo/p25-1143.pdf>.

⁶ Kathleen Short, "The Supplemental Poverty Measure: 2014", US Census Bureau, September 2015, <http://www.census.gov/content/dam/Census/library/publications/2015/demo/p60-254.pdf>.

⁷ Anita Hairston, "This Is What a Smarter 21st-Century Transportation System Will Look Like", Next City, May 16, 2016, last accessed December 28, 2016, <https://nextcity.org/daily/entry/smart-21st-century-transportation-system-op-ed-infrastructure-week>.

⁸ "Commute Time: Portland City, OR"

Portland Housing Bureau to develop transit-oriented developments (TODs) in ways that expand affordability and access for low-income residents and prevent displacement of both people and small businesses. We know we need to look internally at our policies, practices and procedures to ensure that we are creating and sustaining a diverse and inclusive workforce that not only champions racial equity but understands how to implement it into everything they do.



Figure 4 Source: PBOT Flickr

PolicyLink (a national research and action institute advancing economic and social equity) has outlined that equity-based transportation policies focus on four core principles:⁹

1. Increasing access to economic opportunity and employment for all;
2. Improving access to jobs and fairly distributing the work of building and fixing critical infrastructure in local communities;
3. Creating healthier, more sustainable communities by supporting safe, smart, affordable alternatives to highway dominated metropolitan sprawl; and
4. Including local residents in all stages of the decision-making process.

PBOT embraces these core principles and has worked hard to create a five-year plan that will advance racial equity and eliminate racial disparities in our Bureau, in our transportation infrastructure and in our city.

⁹ "All Aboard: Making Equity and Inclusion Central to Federal Transportation Policy", PolicyLink, 2009, http://equitycaucus.org/sites/default/files/AllAboard_final_web.pdf.



Figure 5 Source: PBOT Flickr

Citywide Racial Equity Goals and Strategies

The City Council unanimously adopted the Racial Equity Goals and Strategies, developed by the Office of Equity and Human Rights (OEHR), as binding City policy in July 2015. PBOT fully supports the City policy and used the Racial Equity Goals and Strategies as a guidepost when developing and reviewing its Five-Year Racial Equity Plan. All PBOT's action items are created to help accomplish the Citywide Racial Equity Goals using the Racial Equity Strategies.

Three Citywide Racial Equity Goals

Equity Goal 1: We will end racial disparities within city government, so there is fairness in hiring and promotions, greater opportunities in contracting, and equitable services to all residents.

Equity Goal 2: We will strengthen outreach, public engagement, and access to City services for communities of color and immigrant and refugee communities, and support or change existing services using racial equity best practices.

Equity Goal 3: We will collaborate with communities and institutions to eliminate racial inequity in all areas of government, including education, criminal justice, environmental justice, health, housing, transportation, and economic success.

Six Racial Equity Strategies

1. Use a racial equity framework:

Use a racial equity framework that clearly articulates racial equity; implicit and explicit bias; and individual, institutional, and structural racism.

2. Build organizational capacity:

Commit to the breadth and depth of institutional transformation so that impacts are sustainable. While the leadership of elected and officials is critical, changes take place on the ground, through building infrastructure that creates racial equity experts and teams throughout the city government.

3. Implement a racial equity lens:

Racial inequities are not random; they have been created and sustained over time. Inequities will not disappear on their own. It is essential to use a racial equity lens when changing the policies, programs, and practices that perpetuate inequities, and when developing new policies and programs.

4. Be data driven:

Measurement must take place at two levels—first, to measure the success of specific programmatic and policy changes; and second, to develop baselines, set goals, and measure progress. Using data in this manner is necessary for accountability.

5. Partner with other institutions and communities:

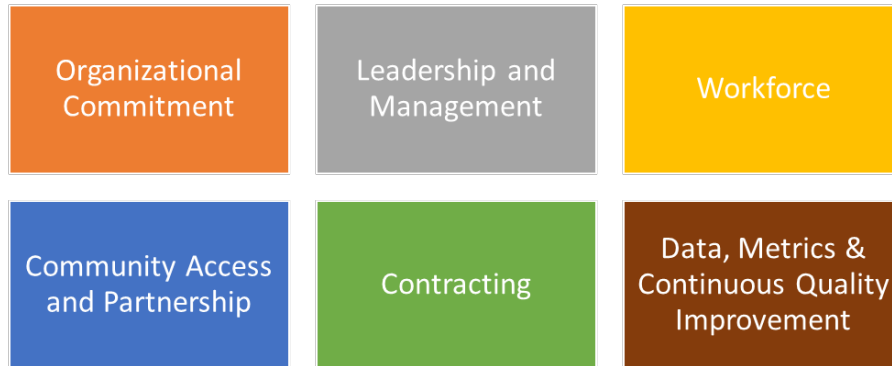
Government work on racial equity is necessary, but insufficient. To achieve racial equity in the community, government needs to work in partnership with communities and institutions to achieve meaningful results.

6. Operate with urgency and accountability:

When change is a priority, urgency is felt and change is embraced. Building in institutional accountability mechanisms using a clear plan of action will allow accountability. Collectively, we must create greater urgency and public commitment to achieve racial equity.

Roadmap Assessment Summary

PBOT completed its Racial Equity Roadmap Assessment at the end of September 2016, after working on it for approximately 12 months. The baseline assessment, designed by community based organizations in collaboration with the Office of Equity and Human Rights (OEHR), is a set of 40 questions that look at where each Bureau is at in terms of advancing racial equity in 6 different categories:



The assessment allowed us to look at how PBOT was doing in these six areas, which helped inform our five-year Racial Equity Plan. The seven work groups at PBOT could score a statement from 0 to 5, based on their observation of the said practice within their workgroups. A zero score means that the said practice is irrelevant or does not exist in the workgroup and a score of 5 indicates that the practice is part of the workgroup’s routine, and identity, and has resulted in effective sustainable changes.

Research Methodology



PBOT used a mixed-method approach to complete the assessment. Using a mixed-method approach helped us engage staff at all levels in the process and capture both qualitative and quantitative comments, as our goal was to create a plan that reflects the interests and needs of our staff and communities we serve. The four primary methods of engagement during the assessment phase were:

1. Focus groups with managers and staff;

Ten focus groups were held between April and September, 2016. Over 200 staff from all seven of our work groups participated in the focus groups.

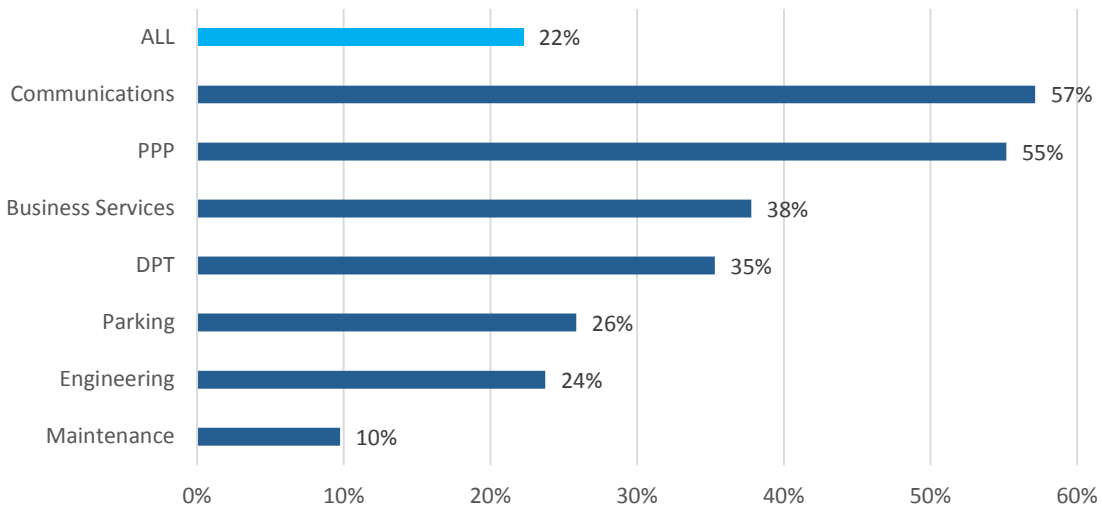


Figure 6 Source: PBOT Equity and Inclusion

2. A bureau-wide survey;

In September 2016, PBOT sent out a bureau-wide survey. 170 responses were received, indicating a response rate of 22 percent.

Racial Equity Roadmap Survey Response Rate, PBOT, 2016



3. Director's Team work sessions; and

4. Equity Committee work sessions via the Roadmap Sub-Committee.

High-level summary findings

Overall, PBOT did fairly well in two of the six categories; *Organizational Commitment* and *Workforce*. Most staff agreed that PBOT has done work in increasing its commitment to racial equity and promoting a diverse and inclusive workforce. On the other hand, PBOT scored fairly low in two categories; *Community Access and Partnership*, and *Data, Metrics and Continuous Quality Improvement*. Most staff did not follow or have not heard of the City’s best practices for public involvement, often referred to as “PIAC best practices”, before the assessment. Some staff admitted that due to heavy workload, they rarely evaluated project outcomes after completion of projects in relation to impacts (positive and negative) on communities of color. When asked about their views about *Leadership and Management*, most staff said that they were not fully informed of the work progress of their managers and supervisors relating to racial equity and thus found it difficult to answer questions regarding their managers’ and supervisors’ commitment to equity work.

Strengths in PBOT’s use of best practices

PBOT has shown an organizational commitment in advancing racial equity internally and through much of its work. The Bureau’s two-year workplan for 2015 and 2016, Portland Progress, included more than a dozen action items focused on advancing racial equity at PBOT. One of the action items in this two-year work plan was to institutionalize equity, and one of the tasks was to complete OEHR’s racial equity assessment and create a five-year racial equity plan for the Bureau. PBOT hired an Equity and Inclusion Program manager to plan, implement and monitor PBOT’s Racial Equity Roadmap Assessment and oversee the completion of the equity

action items in Portland Progress. Additionally, PBOT has had a functioning Equity Committee (previously called the Diversity Development Coordinating Committee) since 2005 to oversee its equity work, has used an equity matrix on four of its largest programs and project lists, has translated many of its materials into multiple languages and has prioritized engaging communities of color in many of its programs.

Gaps in PBOT's use of best practices

Of the 40 best practices suggested by OEHR, PBOT scored zero in four of them, meaning that all seven work groups agreed that such practices did not exist or were irrelevant in the Bureau. These presented us great opportunities to make improvements in these areas. First, advisory boards, commissions, and other volunteer composition and roles at PBOT do not reflect the racial demographic of the community. Second, the elimination of racial/ethnic disparities was not integrated in PBOT's performance indicators for its work. Third, collected data was not accessible by staff and the public. Finally, racial, ethnic and linguistic make-up of advisory boards, volunteers, evaluation and hiring panels, and public workgroups was not collected, tracked and evaluated.

Main themes and observations from the focus groups:

1. Organizational Commitment

Most staff did not think that PBOT had a Bureau-wide understanding and definition of equity. They also admitted that they seldom discussed equity-related or racial issues at meetings or in private. However, most of them recognized the growing importance of equity at PBOT and were willing to learn more about equity. Many staff confused diversity efforts with equity efforts, and lacked a clear understanding of institutional racism. Staff felt like clearer direction from management about equity work would be helpful, and that the Bureau's group level equity work plans needed to be better formulated, articulated and written down. Some workgroups felt that equity was irrelevant to their work, as they simply provided a service and did not have any decision making authority about where the service was going.

2. Leadership and Management

Staff pointed out that while most managers were supportive of the Bureau's racial equity goals, they did not necessarily champion them. Furthermore, managers approached equity work in different manners and there was little communication between managers and staff regarding racial equity goals or performance requirements for equity in their workplans. Many staff expressed concerns that performance evaluations were inconsistent and poorly managed, and if they were completed they did not include performance measures for advancing racial equity. Staff agreed that leadership and management needed more tools and training in relation to advancing racial equity work, and that the tools should be consistent across the Bureau, if not across the City. Many staff expressed that their high volume of work pushed equity off the table, and that managers' performance expectations were tied to clear project deliverables.

3. Workforce

Most staff were aware of and supported PBOT's effort in diversifying its workforce. Suggestions were made on how to increase applicants of color and how to reduce bias in the hiring process. Staff often understood equity efforts to be limited to HR process improvements relating to hiring practices, and have misunderstandings about misgivings about Affirmative Action plans and expanded outreach protocols. The hiring process is inconsistent across the Bureau and staff expressed witnessing bias in various stages of the hiring process. PBOT lacks a consistent process for recruiting, retaining and developing the talent of staff of color. Racial equity and cultural responsiveness skills are not part of job postings or job descriptions.

4. Community Access and Partnership

Almost all staff had not heard of the City's best practices for public involvement. Staff relied mostly on external resources and/or personal experience for developing their own best practices and used them inconsistently on their specific projects. Staff expressed concern that the same community based organizations are getting tapped repeatedly without any internal tracking or cross-division collaboration to help reduce redundancy and over extending to the same people in the community over and over. Also communities of color are often engaged as an afterthought and not early in the planning processes for large projects and programs. Staff expressed concerns that the Bureau relied too heavily on its advisory committees, who are generally occupied by white people who sit on multiple committees for extended periods of time, and do not represent the varied interests of the community at large, but rather their own special interests. Staff also admitted that their work groups did not review or did not know how to review communication materials for racial bias.

5. Contracting

Staff consistently spoke about the lack of reporting in all groups around contracting and procurement benchmarks. There is no routine process for sharing information internally or externally about our contracting practices. Staff wondered if reporting on this should come from the City level to all Bureaus and wondered why there wasn't a standard quarterly report coming from the City Procurement Office. Staff were concerned about the impacts of our construction projects on minority owned businesses, and didn't think we had a standard practice for both alerting the businesses about our projects on their street and also providing them with culturally and linguistically responsive support during the construction process to help mitigate potential burdens and loss of customers. Staff also reported that the elimination of racial/ethnic disparities was not integrated into Bureau performance indicators, and that there were no penalties for not achieving or exceeding the aspirational MWESB utilization rates.

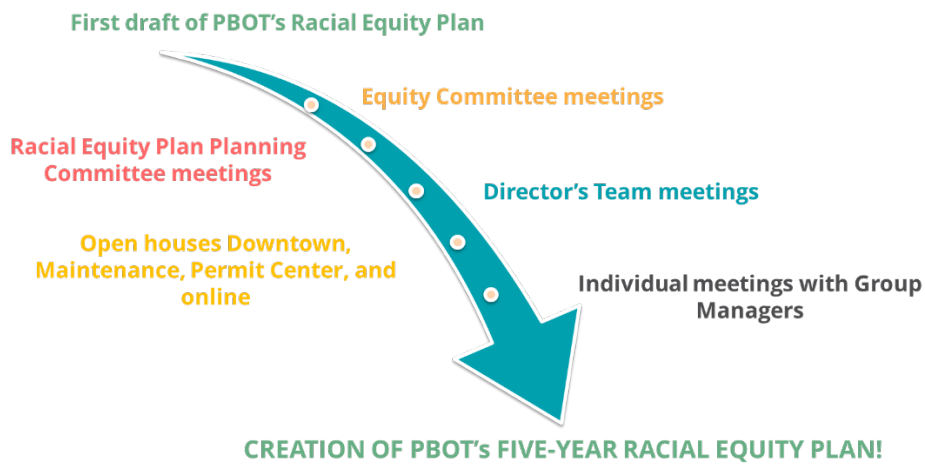
6.Data, Metrics and Continuous Quality Improvement

From the focus groups we discovered that PBOT had been using at least four different equity matrices for ranking its projects and programs. Staff had collected race and ethnicity data for certain projects and programs but rarely used these data in the determining service delivery. The data was, most of the time, not accessible by other staff or work groups. More importantly, due to limited time and human resources, there was a lack of evaluation of policy, service or program impacts on communities of color. Many groups expressed that they make decisions based on safety data rather than on equity data, for example they will fix the bridge that is the most disrepair, without regard to location.

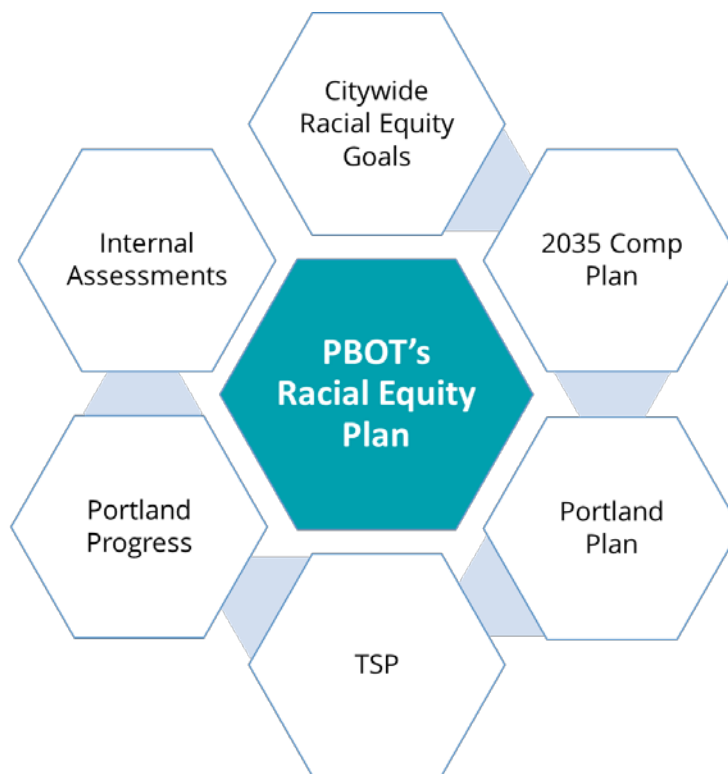


Figure 7 Source: PBOT Flickr

Five-Year Racial Equity Plan Overview



The PBOT Equity Committee has a Racial Equity Plan Planning Committee guiding this work internally. There are over 25 City employees who helped with PBOT's Roadmap Assessment and Racial Equity Plan, including a few staff from other bureaus! The first draft of the work plan was finished at the end of October 2016. The final plan was due November 30th and approved in December, and will become effective January 1st, 2017.



Based on the assessment results, literature review, input from the Equity Committee, Racial Equity Plan Planning Committee and staff, PBOT developed its Five-Year Racial Equity Plan. The plan aligns with the City's Comprehensive Plan, The Portland Plan, and PBOT's Portland Progress update. The plan was approved by PBOT's Director, our Commissioner, and the Office of Equity and Human Rights. The plan will be part of the PBOT's work over the next five years and pieces of it are included in the Bureau wide work plan, Portland Progress. Reporting on this work will happen annually to the Office of Equity and Human Rights.

Racial Equity Plan Action Items – 6 Distinct Themes



Theme 1: Planning and Evaluation

Objective: PBOT recognizes racial equity as a strategic guiding value and principle. PBOT uses data-driven and collaborative approaches, and racial equity tools to plan and evaluate the progress in our policies, programs, and projects towards achieving equitable outcomes in communities of color.

1.1 Establish a Diversity, Equity, and Inclusion (DEI) Team at PBOT of staff that may include a combination of ADA, Civil Rights, contracting, racial equity, legislative, strategy and/or public involvement positions.

1.2 Public written commitment to address/eliminate racial and ethnic inequities exists in the guiding documentation.

1.3 Develop an internal and external communication strategy to convey PBOT's leadership and commitment to racial diversity, equity and inclusion.

1.4 Within 24 months of the Racial Equity Plan's adoption, pilot the development of group-specific plans of action to advance racial equity and public involvement best practices within programs, services, plans, and policies in all 7 PBOT work groups. *(See action 5.8)*

1.5 Design and use a capital improvement project racial equity impact assessment tool for large infrastructure projects.

1.6 Prioritization of implementation of projects on lists uses an equity matrix, and individual funding requests for projects uses a standard template which includes a racial equity evaluation metric, to help address infrastructure deficiencies in communities of color.

1.7 Collaborate with the Portland Housing Bureau and other community development institutions on transit oriented development projects, to ensure connectivity projects benefit people of color and address displacement pressures in areas with higher percentages of people of color, to improve transit access and housing options in high opportunity areas, and to address sidewalk deficiencies in communities of color.

Theme 2: Training

Objective: Staff understand, articulate and apply racial equity principles and practices. Management champion racial equity and incorporate a racial equity lens into all policies, programs, projects, and procedures.

2.1 Create core racial diversity, equity and inclusion competencies for all staff, management, leadership, and Equity Committee.

2.2 Bureau Equity Committee receives the same level of racial equity training as the leadership team, oversees the implementation of the racial equity plan, and helps guide the overall strategic equity vision for the Bureau.

2.3 Develop a Bureau-wide understanding of racial equity, diversity and inclusion, the shared citywide racial equity definitions. Re-inforce that achieving racial equity is everyone's job.

2.4 Provide racial equity lunch-and-learns or racial equity discussion groups, open to all staff.

2.5 Adopt a policy that all managers and possibly all staff must attend 2 hours of any racial diversity, equity and inclusion-related trainings or events annually.

2.6 Conduct racial equity presentations twice a year.

Theme 3: Human Resources

Objective: PBOT operationalizes equitable recruitment, hiring and retention practices, to ensure a diverse and inclusive workforce that reflects the communities served, and fosters an inclusive work environment for employees of color. Performance evaluations include evaluating racial equity and cultural responsiveness goals and core competencies.

3.1 Expand opportunities for communities of color, including youth of color, to job shadow at PBOT.

3.2 Create a template that outlines the requirements for expanded outreach for all job postings that will specifically target communities of color.

3.3 Increase number of people of color who apply for and receive jobs at PBOT.

3.4 Performance plans and reviews for all staff to include progress on racial equity goals, cultural responsiveness goals, measures racial equity skills and measure staff's efforts in increasing cultural responsiveness. Managers have a higher level of responsibility in these areas.

3.5 Design a new employee orientation to help new employees understand the Bureau's values, goals, norms and expectations relating to diversity, equity, and inclusion at PBOT.

3.6 Create a personal and professional mentorship program for employees of color, both to provide emotional support but also to cultivate staff of color for leadership positions.
(Collaboration with the Bureau of Human Resources (BHR) and/or All Bureaus)

3.7 Develop a confidential sharing platform for staff who have experienced a micro-aggression due to their race, nationality and/or origin; with option for follow-up/mediation from an external third party. *(Collaboration with BHR)*

3.8 Ensure outreach to candidates of color and interviews with multiple candidates for temp/intern/CSA positions at PBOT.

Theme 4: Tools and Resources

Objective: PBOT uses a racial equity framework and has institutionalized the effective use of various racial equity tools.

4.1 Use the City Adopted Racial Equity Toolkit in every group. Build the capacity of racial equity staff champions to support the systematizing of the use of the Racial Equity Tool and maintain accountability. Build the expectation that managers and directors routinely use the Racial Equity Tool and add it into relevant job descriptions and/or performance reviews.

4.2 PBOT's Director's Team and the budget department use the budget equity tool to assist in making resource allocation decisions, including discretionary budget allocation, investments, contracts, grants, and sponsorships using a racial equity lens.

4.3 Standardize an equity matrix for PBOT to address transportation infrastructure deficiencies in communities of color.

4.4 Support and encourage all managers in discussing relevant racial equity topics and communicating/educating all employees about the Bureau's values, norms, goals and expectations regarding racial diversity, equity and inclusion at every group level staff meeting.

Theme 5: Community Access and Partnership

Objective: PBOT meaningfully collaborates with communities of color in all our public engagement processes to ensure access to and equitable involvement in policy, investment and service delivery decisions.

5.1 Create consistent best practices for recruitment and retention of people of color on advisory committees and groups, and embrace and enforce citywide policies and best practices for all advisory committees. Do a baseline analysis of advisory committee membership including demographic information about the racial composition of every group. This could include surveying all advisory committee staff and also all advisory committee members. *(See action in the Communications Strategic Plan)*

5.2 Incorporate equity discussions into all PBOT advisory committees to ensure that these bodies uphold the same commitment to equity as PBOT and the City, and leverage committee members to help build an equity analysis in that area of work. Train staff coordinators.

5.3 Provide requirements for transparent, well-designed, thoughtful, culturally specific, relevant, representative, and responsive public processes for planning and investment decisions, implementation and monitoring. *(Collaboration with Office of Neighborhood Involvement and Parks and Recreation)*

5.4 Design a process for regularly informing communities of color about the eligibility process for how projects get on our lists (such as SDC lists) and how they can help inform prioritization (such as advisory committees, public comment periods), and how the equity matrix is used.

5.5 Build leadership capacity among communities of color to participate in and be passionate about transportation issues that impact them.

5.6 Create a system to better coordinate and document engagement with communities of color across PBOT departments.

5.7 Require all major outreach groups at the Bureau to develop a plan to coordinate events with PBOT's Public Involvement Coordinator that outlines a process to ensure that events targeted towards and/or hosted by communities of color are prioritized.

5.8 Build the capacity of PBOT staff to plan, perform and evaluate equitable public engagement using various methods, including training. *(Collaboration with Office of Neighborhood Involvement (ONI))*

5.9 Cultivate processes at PBOT for increasing contract opportunities with community of color focused community-based organizations that serve and/or compensating targeted engagement, and paying communities of color and individuals of color for their expertise.

5.10 Develop a process to rank constituent safety concerns and general constituent concerns that come in with an equity lens. This includes various customer service entry points such as dispatch, 503-823-SAFE, PDX Reporter, web based intake forms, Pothole Hotline, etc.

5.11 Shape and advance standard practices to increase outreach and engagement with Limited English Proficient (LEP) communities.

5.12 Collaborate with PSU on updating the Traffic and Transportation Class to include a racial equity component and develop systems that ensure outreach to and recruitment of people of color into the class.

5.13 Identify then translate key documents for Limited English Proficient communities (LEP).

5.14 Use a standard tracking mechanism form for demographic information for participants of all public involvement and community engagement events.

Theme 6: Contracting

Objective: PBOT meets/exceeds the citywide contracting goals; provides meaningful access and opportunities to Minority, Women and Emerging Small Businesses (MWESBs); and understands the benefits of Community Benefit Agreements (CBAs) and Project Labor Agreements (PLAs), and how to end racial disparities in contracting.

6.1 Update and adopt PBOT's Minority, Women and Emerging Small Businesses (MWESB) Toolkit to include Bureau-wide standards, guidance, training protocols and reporting procedures for MWESB goals and utilization, and launch a PBOT social equity contracting workgroup. (*Collaboration with Procurement in the Office of Management and Finance*)

6.2 Require that all of our hired facilitators and public involvement consultants are competent in PBOT's core competencies for racial diversity, equity and inclusion, understand how to provide culturally responsive service, and can facilitate difficult conversations about race.

6.3 Consider using advisory committees for MWESB goal setting/outline protocols for Bureau and Budget Advisory Committee (BBAC) and Fixing Our Street Committee to oversee MWESB utilization rates and Community Benefit Agreements (CBAs) and Project Labor Agreements (PLAs).

6.4 Encourage providing additional CBAs and or PLAs for large projects, and define the threshold.

Conclusion

PBOT believes that transportation equity is the fair distribution of transportation benefits and burdens, and rejects the disproportionate investments in infrastructure that increases socioeconomic disparities.

PBOT believes access and mobility are civil and human rights.

PBOT believes in advancing equity, supporting diversity and fostering an inclusive workplace.

In collaboration with the Office of Equity and Human Rights and all of the other City Bureaus, PBOT believes that advancing racial equity through the implementation of this five-year work plan will help the City and PBOT achieve the Citywide Racial Equity Goals, improve the lives of all Portlanders, and build an equitable transportation system that will be accessible to everyone.



Figure 8 Source: PBOT Flickr

Appendix A – Definitions

SHARED CITY-WIDE DEFINITIONS OF RACIAL EQUITY TERMS

Using shared definitions of key terms in the City’s racial equity work provides clarity and consistency across all bureaus, which leads to better analysis of how institutional racism functions and is maintained. We can then be more effective in deconstructing these mechanisms that support institutional racism and begin constructing ones that produce equitable outcomes.

These terms should be used when operationalizing the Citywide Racial Equity Goals and Strategies through the use of the Budget Equity Tool and Racial Equity Plans.

Adverse Impacts: refers to practices or policies that appear neutral but have a discriminatory effect on a protected group. Source: Office of Equity and Human Rights (OEHR)

Civil Rights Title VI: refers to Federal law. No person in the United States, on the grounds of Race, Color, or National Origin, shall be excluded from participation in, denied the benefits of, or subjected to discrimination under any program, service, or activity of a public entity, like the City of Portland, that receives federal assistance.

Communities of Color: is a term used primarily in the United States to describe communities of people who are not identified as White, emphasizing common experiences of racism. Source: OEHR

Discrimination: refers to practices or policies that may be considered discriminatory and illegal if they have a disproportionate "adverse impact" on persons in a protected class. Source: OEHR

Disparate Impacts: refers to practices or policies that may be considered discriminatory and illegal if they have a disproportionate "adverse impact" on persons in a protected class. Source: OEHR

Diversity: includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from one another. Source: UC Berkeley Center for Equity, Inclusion and Diversity

Ethnicity: a category of people who identify with each other based on common language, ancestral, social, cultural, or national experiences. Source: Oxford English Dictionary Equity: When one’s identity cannot predict the outcome. Source: OEHR

Equity Lens: is a critical thinking approach to undoing institutional and structural racism, which evaluates burdens, benefits, and outcomes to underserved communities. Source: OEHR

Explicit Bias: is the evaluation of one group and its members relative to one another, expressed directly, with full awareness. Source: OEHR

Implicit Bias: is the evaluation of one group and its members relative to one another, expressed indirectly, usually without awareness. This operates in one’s subconscious. Source: OEHR

Institutional Racism: occurs within institutions and systems of power. It is the unfair policies and discriminatory practices of particular institutions (schools, workplaces, etc.) Source: Race Forward, Moving the Race Conversation Forward

Internalized Racism: lies within individuals. These are our private beliefs and biases about race and racism, influenced by our culture. Source: Race Forward, Moving the Race Conversation Forward

Interpersonal Racism: occurs between individuals. These are biases that occur when individuals interact with others and their private racial beliefs affect their public interactions. Source: Race Forward, Moving the Race Conversation Forward

Privilege: refers to the unearned set of advantages, entitlements, and benefits bestowed by the formal and informal institutions of society to ALL members of a dominant group (e.g. White privilege, male privilege, etc.). Privilege is usually invisible to those who have it. Source: OEHR

Race: a non-scientific classification of human beings created by Europeans (Whites) which assigns human worth and social status for the purpose of establishing and maintaining privilege and power. Source: adapted from Ronald Chisom and Michael Washington, Undoing Racism: A Philosophy of International Social Change

Racial Disparity: A significant difference in conditions between a racial group and the White population that is avoidable and unjust. For example, African-Americans are underrepresented in City of Portland management positions when compared to the percentage of African-Americans in the general population or the representation of Whites in management positions. Source: OEHR

Racial Equity: when race does not determine or predict the distribution of resources, opportunities, and burdens for group members in society. Source: OEHR

Racial Equity Framework: An understanding of the root causes of racial disparities, an analysis of the structures that perpetuate these disparities, and the ability to deploy critical strategies to undoing those structures (i.e. community self-determination, shifting power, etc...) in order to replace them with structures that produce equitable outcomes.

Racial Equity Tool: A set of strategies, procedures, and resources designed to integrate explicit consideration of racial equity and that can be implemented and applied throughout organizational policy, procedures, and operations to ensure/drive equitable process, impacts, and outcomes. Source: OEHR

Structural Racism: is racial bias among institutions and across society. Source: Race Forward, Moving the Race Conversation Forward

Under-served: refers to people and places that historically and currently have not had equitable resources or access to infrastructure, healthy environments, housing choice, etc. Disparities may be recognized in both services and in outcomes. Source: OEHR