

Bureau of Planning and Sustainability Equity Vision

Portland is a prosperous, healthy, resilient and equitable city where everyone has the opportunity to shape the decisions that affect their lives. Our City government, diverse population, innovative businesses and forward-thinking leaders create a vibrant and just community.

In this transformation, BPS leads as an anti-racist, multicultural, inclusive organization and serves as a model of equity practices to our partners and stakeholders:

- *We reflect the diverse demographic future of Portland.*
- *We effectively challenge institutional barriers to equity with fluency and confidence.*
- *We are nimble at addressing the intersection of racial, socio-economic, and geographic inequities.*
- *We facilitate equitable processes that result in socially just outcomes.*

Bureau of Planning and Sustainability Equity Mission

THROUGH INDIVIDUAL AND COLLECTIVE ACTION, CREATE SOLUTIONS TO ADVANCE EQUITY AND WORK TOWARD ELIMINATING RACIAL DISPARITIES.

Five-Year Racial Equity Action Plan

| Long-Term Goal 1: Culture - Bureau operates with a transformational and inclusive anti-racist culture where everyone maximizes their potential | | Progress Measures |
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| 5-year Objectives | | |
| 1A: Community building | | |
| Activate creative ways to integrate transformative values into community-building activities | | |
| <i>Actions</i> | 1. Establish a recognition/reward program that reinforces, encourages, recognizes, and motivates upholding what we value in the workplace. | - Program is established and at least three people or projects are rewarded. (1 yr) - Improvement on Gallup Measure for recognition. (2 yr) |
| | 2. Establish PEER Resource Program that supports conflict resolution and proactive problem solving. | - Program is established with at least ten PEER volunteers and at least 25 interactions with Bureau staff. (2 yr) |
| 1B: Strong communication channels | | |
| Foster transparency, collaboration, and continuous learning towards racial equity goals | | |
| <i>Actions</i> | 1. Hold planning and sustainability section meetings once a quarter to share positive and negative lessons learned and how work addresses equity and other bureau goals. | - For each section, 4 meetings are convened per year and 90% of staff are actively engaged in sharing information or participating per year. (1 yr) |
| | 2. Provide a strategic briefing at all staff that shares progress or constraints toward accomplishing the BPS strategic plan, including updates on implementation of the Portland Plan, Climate Action Plan, Equity Roadmap. | - Briefings occur twice a year. (1 yr) |
| | 3. Use all-staff meetings as a means to collaborate on work. Examples include: thematic meetings, bureau-wide problem solving on an issue. | - Staff meeting is used for collaborative purposes by at least two teams or projects. (1 yr) |
| | 4. Develop an equity communications plan for sharing work and best practices internally and externally to the community | - At least five newsletter postings related to equity (1 yr) - An internal resources website with at least 10 hits a month (2 yr) - Publish an equity progress report to share successes in the Bureau (3 yr) |
| 1C: Focused equity skill building | | |
| Develop skills to address equity and institutional racism at staff and management levels | | |
| <i>Action</i> | 1. Continue to develop management skills and best practices by following up on recommendations from the Employee Engagement Survey (Gallup), including managing for inclusion. | - Managers use the toolkit to reference management best practices. (1 yr and ongoing) - Improved bureau and team Gallup scores (2 yr, and 4 yr) |

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| | 2. Develop an equity training program (Facilitation, cultural responsiveness skills, difficult conversations, tools to address institutional racism and barriers, revisit past trainings at the team level and ongoing educational opportunities at all-staff related to anti-racism soft skills). | - A training plan has been developed with at least four educational opportunities for staff deployed. (18 months) |
| | 3. Develop communication tools and training (messaging, facilitation techniques) to address racial and socio-economic entitlement perspectives. | - A toolkit has been researched and tested. (2 yr) |
| | 4. Provide equity consultations and customized support for teams. | - Staff and managers understand how to access internal and external equity support. (ongoing) - Support is timely, applicable and effective. (ongoing) - Staff and teams are self-sufficient at addressing problem after support has been given. (ongoing) |
| | 5. Explore offering language courses for staff. | - A determination has been made on the feasibility of offering language classes. (2 yr) |
| 1D: Accountability systems | | |
| Reinforce BPS values and integrate equity into work through monitoring and evaluation | | |
| Actions | 1. Update employee evaluation to support application of BPS values and equity into work product and approach to work. | - An updated employee evaluation is created and used in all employee evaluations. (18 months) |
| | 2. Include review of team equity action plans and management practices on BPS values in management evaluations. | - All management work plans include an equity component and have been reviewed by their supervisor. (1 yr, ongoing) |
| | 3. Conduct 360 reviews for all managers that includes all supervised employees. | - All employees have the opportunity to participate in a review of their manager. (1 yr, ongoing) |
| | 4. Continue to conduct the Employee Engagement Survey (Gallup) bi-annually to assess our progress. | - Employee Engagement Survey is redeployed. (2 yr) |
| | 5. Bi-annually review progress made on implementation of the Bureau Equity Roadmap. | - Report progress to staff on Roadmap annually (1 yr, and ongoing) - 100% of year 1 actions complete (1 yr) - 100% of year 2 actions complete (2 yr) - 100% of year 3 actions complete (3 yr) - Reassess and update Roadmap for new benchmarks (1 yr and ongoing) |

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| Long-term Goal 2: People - Diverse staff at all levels of the Bureau who reflect the demographic future of Portland | Progress Measures |
| 5-year Objectives | |
| *2A: Targeted internship program | |
| Build the pool of diverse, available talent in planning and sustainability fields over time. | |

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| Actions | 1. Scope funding and partnership opportunities for a targeted internship program for diverse students. | <ul style="list-style-type: none"> - Funding options have been identified. (1 yr) - Resources and structure is solidified .(2 yr) |
| | 2. Establish a standing internship program. | <ul style="list-style-type: none"> - Internship program has been launched. (3 yr) - 90 percent of bureau interns have participated. (5 yr) |
| 2B: Standardized staff and intern hiring processes | | |
| Update BPS hiring practices to incorporate equity and ensure consistency in use | | |
| Actions | 1. Update hiring checklist for interns and staff to include equity best practices in process | <ul style="list-style-type: none"> - Equity best practices are consistently applied in all hiring processes. (1 yr) |
| | 2. Expand outreach and design of recruitments to target experience and skills relevant for working with racially and socio-economically diverse communities. | <ul style="list-style-type: none"> - Increase in the diversity of candidate pools. (1 yr) |
| | 3. Develop and provide annual training on affirmative action and hiring best practices for all managers. | <ul style="list-style-type: none"> - Annual training has been completed with 100% manager participation. (18 months, ongoing) |
| | 4. Develop training on affirmative action and the BPS hiring process for all staff as a professional development opportunity and to increase the pool of potential staff to include on hiring panels, or review resumes. | <ul style="list-style-type: none"> - First training has been completed. (1 yr) - A pool of at least 30 staff have been trained. (2 yr) |
| | 5. Require inclusion of trained staff on hiring panels. | <ul style="list-style-type: none"> - Trained staff are represented on every hire panel. (18 months, ongoing) |
| 2C: Consistent employee onboarding | | |
| New employees and interns have the tools to feel connected and be successful. | | |
| Actions | 1. Include an orientation to the Bureau's strategic plan, equity work, and workgroups within BPS in the new employee orientation. | <ul style="list-style-type: none"> - All new employees are oriented consistently. (1 yr and ongoing) - All new employees receive anti-racist, project management and emotional intelligence orientation with focus on advancing equity. (2-yr) |
| | 2. Re-instate the staff buddy program. | <ul style="list-style-type: none"> - Each new employee has a buddy. (1 yr and ongoing) - Staff report high satisfaction at 3 month check-in. (1 yr and ongoing) |
| 2D: Equitable professional development opportunities | | |
| All staff have opportunities for formal and informal professional development | | |
| Action | 1. Develop a tracking system for training to match staff with identified training needs. | <ul style="list-style-type: none"> - Needs are assessed and vetted (1 yr) - Tracking system is designed and piloted (2-3 yr) |
| | 2. Develop a needs assessment for tech and other essential job performance skills. | <ul style="list-style-type: none"> - Skills assessment is piloted (2 yr.) |

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| Long –Term Goal 3: Work - Measurable equity results for communities of color, low-income populations and other underserved and under-represented communities | | Progress Measures |
| 5 Year Objectives | | |
| * 3A: Equitable Community Development Determine how BPS can contribute to developing a coordinated City approach to community development that is, in part, to address displacement from gentrification. | | |
| <i>Actions</i> | 1. Convene a working group of relevant Bureaus to begin to develop a coordinated approach to community development related activities. | - City coordination committee initiated. |
| | 2. Develop work plan for BPS regarding issues of housing affordability and income inequality. | - Scope has been created. Staff have been identified. (2 yr) - Progress measures are established with other bureaus. (3 yr) |
| | 3. Implement work plan | - Programs and projects initiated. (3-5 yr) |
| * 3B: Community engagement program Build sustainable relationships and trust with communities of color and other under-served and underrepresented groups | | |
| <i>Actions</i> | 1. Launch community engagement workbook and train staff. | - Workbook is launched and at least one training has been conducted. (1 yr) - Community engagement workbook is consistently utilized in all planning projects (2 yr) |
| | 2. Recruit for and retain diverse representation on advisory committees and commissions. | - Develop best practices for recruitment and retention that are consistently used (18 months) - 30% of members of committees and commissions represent communities of color (2-4 yr) - 75 percent members of color complete the term of their appointment. (5 yr) |
| | 3. Identify how to structure community engagement work in the Bureau. | - Current structured has been evaluated (18 mo) - Proposal adopted for internal restructure (2 yr) - Structure is in place. (3-4 yr) |

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| * 3C: Metrics, monitoring and evaluation program | | |
| Evaluation of the progress toward achieving equity made through programs and projects. | | |
| <i>Actions</i> | 1. Develop an approach and work plan for monitoring and evaluation. | - Identify staff to scope and develop work plan. (18 months) - Budget and ongoing FTE has been identified. (2-3 yr) |
| | 2. Develop equity metrics and evaluation methods to assess the implementation of our programs and plans. | - Metrics are developed. (18 months, ongoing) |
| | 3. Begin monitoring and evaluation in coordination with other Bureaus who implement plans. | - Progress reports are published using metrics. (3 yr and in regular future intervals) |
| 3D: Shared project management approach | | |
| Practices and tools that integrate equity at all phases (scoping, design, implementation, evaluation). | | |
| <i>Actions</i> | 1. Train all staff on the foundations of project management. | - 90 percent of staff have participated in foundational project management training. (1 Yr) |
| | 2. Develop a customized BPS project management approach that integrates transformational values framework, equity tools, and community engagement. | - A workgroup has been established and existing tools and processes scoped. (1 yr) - Project management approach is integrated into 50% of projects (3 yr) 100% of projects. (5 yr) |
| 3E: Internal Collaboration | | |
| Collaborative structure to support equity implementation of the Portland Plan, Climate Action Plan and all other work. | | |
| <i>Actions</i> | 1. Establish an internal research workgroup that combines technology, data, and economic analysis to collaborate and share current work and trends. | - Workgroup is created and meeting regularly. (1 yr) - Inventory of accessible data is created. (2-3 yr) - Staff understand how to access data available in Bureau. (3 yr) |
| | 2. Use team equity action plans to focus work on advancing equity. | - Develop an equity action plan for each team. (1 yr) - Teams review performance annually on actions. (2 yr, and ongoing) |