



PORTLAND PARKS & RECREATION SM

Healthy Parks, Healthy Portland



Five-Year Racial Equity Plan

Furthering Citywide Racial Equity Goals and Strategies

September 2017



Gardeners at NE 72nd Ave Community Garden, 2016

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Summer day camps – Dawson Park, 2016

Why Race Matters in Portland Parks



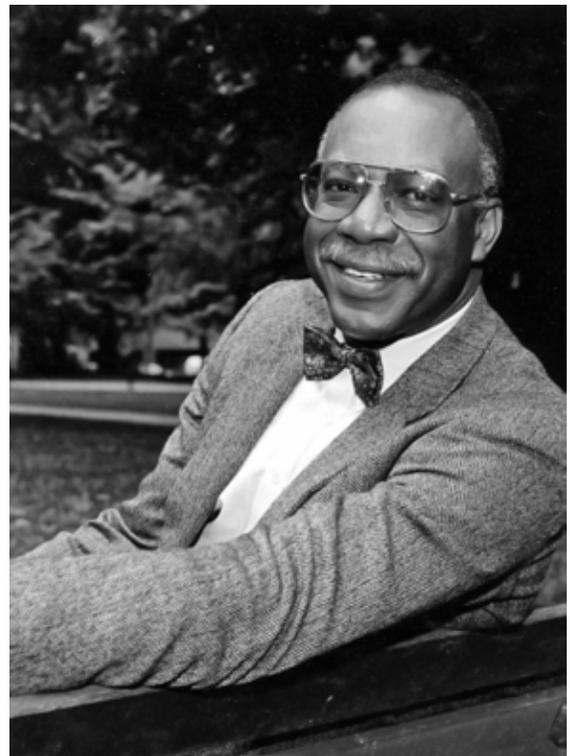
We only commit to programs for a season; we must create a plan, knowing we will not be able to finish it; we must create the right plan to pass on to the next generations, for they are the ones who can.

*City Commissioner and Parks Director
Charles Jordan (Jordan & Favara, 2014)*

Portland, Oregon, is an amazing city, noted internationally as a place of dynamic urban living, a model for planning and sustainability, an innovator in multi-modal transportation, and an exemplar of an urban parks and recreation system. Yet “Stumptown,” “The City of Roses” or “Portlandia” has a darker side. It has been a place of racial prejudice, discrimination and inequity.

Both the noble and the negative aspects of cities play themselves out in public spaces, particularly a city’s parks, natural areas, pools and community centers. Today, Portland Parks & Recreation is a complex and dynamic organization that maintains nearly 12,000 acres of public land. Over 7,900 acres are natural areas, with 3,500 acres consisting of developed parks, golf courses, community centers, and the Portland International Raceway. We provide community gardens, play areas, miles of regional and local trails, picnic areas and sports fields, all with the purpose of providing opportunities for all Portlanders to play, relax and enjoy the natural beauty of the city.

Portland Parks & Recreation aspires to be a national leader in providing inclusive and equitable parks, natural areas, programs, public facilities and an urban forest that welcome all Portlanders. We desire to be a place that invites all our diverse communities into the facilities we steward, into our ranks as park employees (“Parkies”) and into contracts for supplying the construction and other services needed to deliver our facilities and programs.



Parks Director Charles Jordan, 1993

Why Race Matters in Portland Parks

In order to do this more effectively, Portland Parks & Recreation has created this Racial Equity Plan to ensure equitable access for all Portlanders to our park spaces and services and to identify and eliminate racial disparities in our park system, to close the “play gap,” and to make sure that every Portland household is within a half-mile walking distance from a park or natural area. This Plan will help guide and direct our present and future priorities.

As background for this Racial Equity Plan, it is important to briefly discuss the national, state and local context of racial equality. We need to have a basic understanding of the influence that race and racism has had on Portland, and to develop specific things the bureau can do to help remedy those inequities (OEHR, 2016a).

National Context

Historically, the importance of recreation and leisure activity has been influenced by cultural values, class, religion and politics. Games, play, dance, song, storytelling and sports are derived from ancient rituals and religious, cultural and social practices across a broad spectrum of racial, ethnic and cultural communities. All types of “play” form a vital and central aspect in the spiritual, physical, emotional and social health for all people.

The public recreation movement began in earnest around the mid-nineteenth century. This movement was largely influenced by the adult education movement; the playground movement; the efforts of public, volunteer and non-profit organizations such as the YMCA and YWCA on positive youth development; and the development of national, state and municipal parks (Jones & Barlett, 2014).

Fredrick Law Olmsted, the landscape architect of New York City’s Central Park, had deeply held views about the virtues of public parks being open to all (Hawkins, 2014). He, along with his Central Park collaborator Calvert Vaux, had principled ideals that parks could foster “democratic inclusiveness” between the classes and be a place where family, nature and social bonds could exist (Byrne & Wolch, 2009). It is important to note that in 1903, Olmsted’s nephew, John Charles Olmsted, was instrumental in establishing the vision for the parks system in Portland (Olmsted, 1903).

Despite the noble ideals and belief of Olmsted and Vaux, the reality and practice of public accommodation in the United States was one of exclusion until the civil rights movement of the 1960s. During the park movement period, many parks were racially segregated and many historians assert that “racial differences [were] more pronounced in [parks] than in any other [spaces] (Byrne & Wolch, 2009).

As an example, across the country, public accommodations like parks and public swimming pools were segregated by Jim Crow laws in the south, or by less overt means in the northern and western parts of the United States. Though Martin Luther King, Jr., and other civil rights leaders succeeded in the passing of the 1964 Civil Rights Act, whereby discrimination in housing and public accommodations became illegal, those practices continued in less obvious ways. When segregated recreational facilities were ordered by the courts to be open for people of color, the integration was rarely peaceful. People of color seeking to use these facilities were met with hostile resistance, force and violence (Wolcott, 2012). Rather than embracing a spirit of advocacy, openness and inclusion, some cities shut down their public pools rather than allowing mixed-race swimming, while in other cities Whites moved to pools that were located in more racially homogeneous White neighborhoods or used private pools, where racial discrimination was still legal.

These practices have had lasting effects. For instance, somewhere between 58% and 70% of African-Americans and 60% of Latino children in the United States have low ability or no ability to swim compared to 40% of white children (USA Swimming, 2010). African-American and Latino children are three times more likely to die from drownings, and access to affordable swimming continues to be a challenge in parts of the United States.

State and Local Context

As noted in historical documents and the State’s Constitution, Oregon was founded by, and for, the benefit of White settlers. In 1857, Oregonians voted to ban slavery, but also to enact a



Delta Park Powwow & Encampment, 2016

Why Race Matters in Portland Parks

clause that prohibited blacks from being in the state, owning property and making contracts. Oregon thus became the only free state admitted to the Union with an exclusion clause in its constitution (Nokes, 2013). Native Americans and Latinos were similarly discriminated against in a wide variety of official acts.

During World War II, Vanport City sprung up as the state's second-largest city, and was a working-class community of Blacks and Whites. When a catastrophic flood occurred in 1948, the Black community was displaced and settled in the Albina neighborhood of northeast Portland. Other displacements were to follow: Memorial Coliseum, Emanuel Hospital and Williams Avenue gentrification have impacted African-Americans significantly.

In 1970, Portland Mayor Terry Shrunck called a young African-American in Palm Springs, California, and invited him to come to Portland to head the new Model Cities Program in Portland. The Model Cities initiative provided federal funding to focus on areas of urban blight to reduce crime, create new jobs, develop access to childcare, and revitalize neighborhoods and business districts. Charles Jordan arrived in Portland to lead this effort, and unified the diverse communities of Portland in ways that had never been done before.

In 1974, Charles Jordan became Portland's first Black City Commissioner, appointed by Mayor Neil Goldschmidt. In 1981, Charles was appointed Parks Commissioner. Long an advocate for racial equity, in 1984 Jordan joined the board of the Conservation Fund, which worked to diversify the conservation movement nationally while ensuring parks were available to children of all races and economic conditions. Also in 1984, he was appointed to the national board of the National Recreation and Parks Association, where he led the effort to support the professional development of women and minorities. After a few years in Austin, Texas, in 1989, Charles returned to Portland to become the Director of the Bureau of Parks & Recreation where he worked until 2003 to connect all Portlanders, especially youth, to nature, programs, parks, pools and gardens. Charles Jordan left his imprint on

Portland Parks & Recreation in a myriad of ways, but most importantly he showed us how to value of all races, genders or economic status. This is the spirit in which we embark on this Racial Equity Plan.

The Role of Portland Parks & Recreation

PP&R plays an important role in advancing racial equity. Portland residents are fortunate to have a variety of parks spaces that encourage people to participate in a myriad of life-affirming activities. Access to a park or community center, the types of programs offered, and the social connections a person forms with others and to nature have great impacts on the community as a whole. Children who have access to, participate in, and are raised going to public parks, natural areas, pools and community centers will be more likely to participate in similar activities and experiences and visit those same spaces when they grow up.

In addition to PP&R's places and programs, its people are also important. To serve all Portlanders, PP&R's staff must reflect the community. If we want children to grow up as advocates for the values of nature and parks, they must see people who look like them in the wide variety of professions and positions included in the bureau.

Best practice shows that including a racial diversity of people in the efforts to plan a program, build a park or protect a habitat provides incredibly positive effects and can reverse historic patterns of disparate outcomes.

For all these reasons and more, PP&R has created the following Racial Equity Plan. We will continue to learn and grow as our communities change, and we commit to lifting up and celebrating our differences so as to make Portland a better place to live, work and play.

As we dedicate ourselves to this effort, it is helpful to remember words of wisdom from Charles Jordan:

If change is to be, it's up to you and me.

—(Jordan & Favara, 2014)



New Year in the Park – Glenhaven Park, 2016

Introduction



Portland Parks & Recreation’s (PP&R’s) five-year Racial Equity Plan provides a framework and future guidance for the implementation of racial equity goals adopted by City Council. This plan sets a direction for the bureau that is consistent not only with the Citywide racial equity goals, but with our 2020 vision and with the City’s vision outlined in the Portland Plan, which envisions that “everyone has access to opportunities necessary to satisfy their essential needs, advance their well-being and achieves their full potential.”

The following six goals are identified in this plan:

1. Change existing services within the bureau using racial equity best practices.
2. End disparities in City government hiring and promotions.
3. Strengthen outreach and public engagement for communities of color and refugee and immigrant communities.
4. Increase access to culturally and linguistically responsive services for communities of color and refugee and immigrant communities.
5. Provide equitable access to City services to all residents.
6. Meet or exceed Citywide contracting goals for Minority Business Enterprises (MBE).

The plan outlines the bureau strategy and key actions, with measurable performance measures and a timeline for completion of each strategy. Each strategy outlined has an identified champion and other bureau staff that will be responsible for its implementation.

PP&R is committed to the overall Citywide vision that race will have no detrimental effect on people of color or refugee and immigrant communities in accessing our parks and natural areas, or from the benefit of our services. This five-year Racial Equity Plan is focused primarily on building new structures and processes that proactively seek to achieve racial equity. Additionally, we also recognize the need to examine the impact that systems of oppression have on other protected

Introduction

class designations and to develop further actions to minimize discrimination related to religion, class, gender, sexual identity, disability and their related histories.

We recognize that achieving racial equity will take time, with dedicated leadership and commitment by managers and staff. This plan is a first step that will seek to achieve the following results:

- Ensure that our workforce racial diversity is reflective of the overall population of the city and promotes an internal culture of respect, inclusion and equity across the organization.
- Provide plain language around racial equity that staff at all levels can understand, and create a supportive environment for all employees.
- Lead by example. Bureau leadership and staff will model these values and goals.
- Each division will develop work plans that have racial equity incorporated, tailored to their division.
- Managers will take the time to consult, support and empower staff to create an environment of mutual respect and accountability toward meeting our racial equity goals.
- Provide ongoing training and implement racial equity tools that support the professional development of staff to improve the cultural responsiveness of the bureau.
- Use a racial equity lens to identify and respond to the needs of the community, evaluate the effectiveness and impacts of our programs and projects, and guide the allocation of resources in our budget process.
- Actively engage communities of color and refugee and immigrant communities to participate in our project committees and budget process.
- Craft a language access plan and marketing strategies that ensures effective communication with the entire community and forge ongoing connections to the resources and services provided by the bureau.
- Meet or exceed the Citywide social equity contracting goals and expand the MBE contracting opportunities throughout the bureau.

Planning Process



The process for the development of this plan began in July 2015 with the convening of city bureaus by the Office of Equity and Human Rights (OEHR). OEHR was charged with leading and coordinating with bureaus in the development of each bureau's five-year Racial Equity Plan. To assist bureaus, OEHR provided an organizational assessment tool called the Racial Equity Roadmap, comprised of 44 questions in six areas:

- Organizational Commitment
- Leadership and Management
- Workforce
- Community Access and Partnership
- Contracting
- Data, Metrics and Continuous Quality Improvement

Beginning in the summer of 2015, core teams were formed in each operating department to administer and analyze the results from the Racial Equity Roadmap. The initial tool consisted of 40 questions and was completed by each core team. After completing the tool, each team paired the Roadmap tool down to questions that were answered by more than 300 permanent and seasonal staff. The data from the Racial Equity Roadmap was reviewed and analyzed by each core team to identify key themes amongst the feedback provided by staff.

After completing the Racial Equity Roadmap assessment phase, approximately 100 staff from across the bureau were invited to participate in six focus groups covering the six areas outlined in the Roadmap. The purpose of the focus groups was to analyze the key themes received from staff during the assessment and identify key strategies and action steps the bureau should take moving forward.

The main themes and observations from the roadmap assessment and focus group were as follows:

1. Overall, staff reported that the assessment tool provided by OEHR to be non-user-friendly, and some staff commented that the questions were confusing. Despite its limitations, the results of the assessment highlighted gaps within the dimensions identified in the Racial Equity Roadmap framework.
2. Based on the comments received, there is a divergence and range of opinions regarding where the bureau is with respect to racial equity. On one end of the spectrum, staff observed that some within the organization have little understanding and familiarity with the concepts and equity framework adopted by the City. Thus it appears that there is an assumption that the problems associated with race are few, nonexistent, and of minimal importance. At the other end, several staff shared a very sophisticated understanding of the foundations of racial and social equity. The comments reflected clear articulation regarding the racial dynamics within the bureau respective to White privilege, implicit bias and the impacts of institutional racism on staff. Several staff commented on the efforts and the progress, or lack thereof, the bureau is making toward addressing the negative impacts racism has on staff and the community.

Other insights shared, especially from staff that have high contact with the public and are not in administrative or planning positions, was the difficulty in understanding how the questions within the Racial Equity Roadmap reflect on the day-to-day responsibility of their work. Many of the questions seemed more geared toward staff that work in particular departments, administration or management.

3. The bureau lacks a unifying vision for equity, thus this leads to a lack a common understanding of why addressing racial equity is important. A common theme across the focus groups amongst the participants was the importance of the Senior Management Team modeling effective leadership and holding staff accountable in working toward and achieving racial equity goals and outcomes.
4. Within the operating divisions, there was a divergence in the assessment results between staff that are located in the bureau's main office (13th floor) and staff assigned to locations within the community (community centers, Mt. Tabor Yard). In reviewing the scores from the Racial Equity Roadmap assessment, the widest range of results were between staff that are located at the Portland Building and staff that work in maintenance shops or Mt. Tabor Yard. The reasons for the differences noted by focus group participants and the core team were attributed to the work culture, resistance among staff, the differences in job functions and staff roles, and the lack of access to information, computers, workshops and training provided on racial equity for staff located at Mt. Tabor Yard.

Staff that participated in the focus groups located at Mt. Tabor yard observed that equity is not seen as a priority and is a "13th floor thing."

5. The knowledge, relevance and application of racial equity practices vary across the bureau. Parts of the organization feel the importance of racial equity is very clear and the management and staff are actively integrating an equity lens or approach into the overall program practices. For instance, Community Gardens, Schools Uniting Neighborhoods (SUN), Greenspace Restoration and Urban Naturalist Team (GRUNT), and Teen Services and Community Involvement are some of the departments that are actively applying equity practices as central to the delivery of their services.

Planning Process

Other departments within the bureau are just beginning to explore how to infuse racial equity into their operations, while a few departments do not see equity as a priority.

6. There is a great need to provide ongoing training, coaching, mentoring and more tools for staff across the entire bureau relative to equity best practices. Access to education, training and materials on equity practices is uneven and in some areas, such as Mt. Tabor yard, very limited. Many staff do not have access to e-mail, do not check it regularly, or are in the field the entire day and their interactions with bureau leaders or the Equity and Inclusion Office is limited.

Moreover, staff expressed in the focus groups and Racial Equity Roadmap assessment a desire for racial equity tools in the form of a “racial equity tool kit” that managers and front-line staff can use when making project, program and policy decisions.

7. In both the Racial Equity Roadmap assessment and focus groups, staff observed that there is a lack of buy-in or support for equity in some parts of the bureau. Some work groups have a culture where staff of color expressed feeling marginalized and a perceived lack of follow-through by management to hold employees accountable for racially insensitive comments or actions. Participants expressed the need for the bureau to have a zero-tolerance policy for racial insensitivity and for managers to hold staff accountable for racial microaggressions and bias and certainly for overt forms of bias and racism.
8. Senior managers need to be versed in best practices regarding anti-racism practices and how to demonstrate leadership in addressing the negative impacts of institutional racism. There is a perception, especially from employees of color, that leadership of the bureau needs to model more proactive and consistent approaches to racial justice.

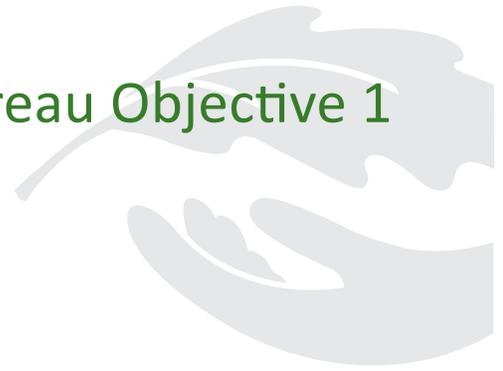
The results and input provided by staff in the focus groups and Racial Equity Roadmap assessment was synthesized and provides the overall framework for the goals, strategies and actions identified in this plan. We want to thank the many PP&R staff that assisted in the creation of this plan and for their time by serving on their department core teams, in one or more of the six focus groups, or in individual meetings providing insight and feedback. Their time and input was integral to the creation of this plan.

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Astrid Dragoy	Amy Massier	Michael Walsh
Jaime English	Sarah Mayhew-Jenkins	Sarah Wiggins
Margaret Evans	Adam McGowan	Jennifer Yocom
Scotty Fairchild	Lauren McGuire	John Zoller



A dancer from Mitotiliztli Tezkatlipoka – Festival Latino at Glenhaven Park, 2016

Bureau Objective 1



CITYWIDE GOAL 1

Change existing City services using racial equity best practices.

• OBJECTIVE 1 — STRATEGY 1

Incorporate the Citywide equity goals and the bureau's equity plan at all levels of the organization.

ACTIONS

1. Initiate collaboration between Equity & Inclusion Team and the Division Managers and their respective management teams to develop measurable racial equity goals and objectives for the programs and services within each division.
2. Incorporate the bureau's racial equity statement throughout all key bureau documents, job descriptions, performance measures and operating procedures. Display the bureau's written equity statement and City of Portland Racial Equity Goals in visible public areas for staff and community consideration.

BUREAU PERFORMANCE MEASURES

- 1.1.a 80% of employees report in the annual employee survey that they agree or strongly agree the work environment values racial diversity.
- 1.1.b 80% of employees report in the annual employee survey that they agree or strongly agree the bureau's racial equity work is moving in the right direction.
- 1.1.c Racial equity statement and Citywide goals placed in key areas by 2017.
- 1.1.d All Division Racial Equity Plans completed by 2019.

BUREAU OBJECTIVE 1

Portland Parks & Recreation (PP&R) will implement the Citywide racial equity goals and strategies at all levels of the organization.

Bureau Objective 1

Process Implementation Timeline Objective 1—Strategy 1				
2017 >	2018 >	2019 >	2020	2021
Evaluation Tool: Annual Employee Survey				
Due Date: 2019				
Lead Staff: Project Team				
Champion: Bureau Director				

• OBJECTIVE 1 — STRATEGY 2

Apply a racial equity lens in bureau’s project, program and policy planning processes.

ACTIONS

1. Work with the Office of Equity and Human Rights (OEHR) to develop a racial equity lens and tool kit, including a Vulnerability Index based on park service area demographics, and use these tools to review PP&R policies and practices, and modify those that have disparate outcomes for communities of color.
2. Ensure that a racial equity lens is integrated into the bureau’s next 2030 Vision Plan update.
3. The Equity & Inclusion Team will work with the Senior Management Team to ensure the use of a racial equity lens on projects, programs and policy planning process.

BUREAU PERFORMANCE MEASURES

- 1.2.a A racial equity lens applied on four major projects, programs and policies by 2017.
- 1.2.b Completion of Bureau Vision Plan by 2020.

Process Implementation Timeline Objective 1—Strategy 2				
2017 >	2018 >	2019 >	2020 >	2021
Evaluation Tool: Completion of Vision Plan and Adoption by City Council				
Due Date: 2020				
Lead Staff: Project Team				
Champion: Bureau Director				

• OBJECTIVE 1 — STRATEGY 3

Submit annual equity budget analysis that uses an equity lens and identifies benefits and burdens on communities of color and refugee and immigrant communities.

ACTION

1. Ensure collaboration between every division and program manager and the Equity & Inclusion Manager and Finance Manager to complete budget equity analysis annually for program and services. The analysis is submitted with the annual bureau budget.

BUREAU PERFORMANCE MEASURE

- 1.3.a Annual budget and equity analysis completed, and reviewed by the Bureau Budget Advisory Committee (BAC) and evaluated by OEHR.

Process Implementation Timeline Objective 1—Strategy 3				
2017 >	2018 >	2019 >	2020 >	2021 >
Evaluation Tool: OEHR Evaluation of Budget Equity Analysis				
Due Date: Annual				
Lead Staff: Equity & Inclusion Manager				
Champion: Finance Manager				

• OBJECTIVE 1 — STRATEGY 4

Provide ongoing training and tools, and increase employees' ability to apply racial equity best practices and provide culturally responsive services in daily duties to communities of color and refugee and immigrant communities.

ACTIONS

1. Hire training coordinator to facilitate timely racial equity training within the bureau.
2. Provide ongoing training opportunities for employees to increase their knowledge, skills and abilities on how to develop and apply a racial equity lens, and on the use of equity tools that can create inclusive, respectful and culturally responsive services.
3. Provide annual training for all staff on racial equity, inclusion and cultural competency tailored to the various bureau programs and provide front-line staff and managers with the tools and skills needed to work effectively with communities of color and refugee and immigrant communities.
4. Work with the (DEC) and Workforce Development team to provide on-boarding for new employees and ongoing training for PP&R staff on diversity, racial equity and how to provide culturally responsive services.
5. Develop and provide training and tools for managers and supervisors to create and support a positive and supportive work environment where issues related to racial equity are raised and resolved.
6. Survey employees annually to see if they strongly agree that they receive effective training in how to use data-specific tools to reach racial equity goals.

BUREAU PERFORMANCE MEASURES

- 1.4.a 100% of new employees to receive onboarding regarding racial equity, diversity and how to provide culturally responsive services.
- 1.4.b 80% of employees agree or strongly agree that PP&R provides employees with adequate cultural awareness and competency training.
- 1.4.c 100% of all employees have racial equity-specific professional development goals outlined in their annual work plans.

Process Implementation Timeline Objective 1—Strategy 4				
2017 >	2018 >	2019	2020	2021
Evaluation Tool: Employee Survey				
Due Date: 2018				
Lead Staff: Workforce Development Training Coordinator				
Champion: Equity & Inclusion Manager				

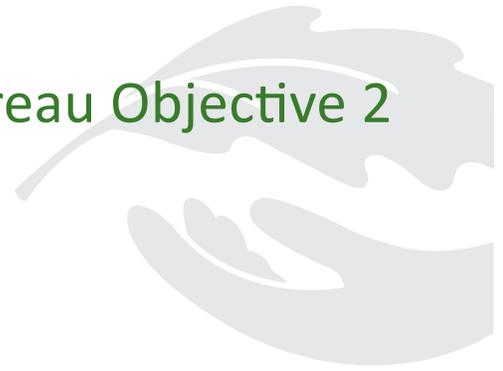


New Year in the Park – Glenhaven Park, 2016



New Year in the Park – Glenhaven Park, 2016

Bureau Objective 2



CITYWIDE GOAL 2

End disparities in City government hiring and promotions.

• OBJECTIVE 2 — STRATEGY 1

Integrate racial equity best practices into the implementation of the hiring process resulting from recreation arbitration

ACTIONS

1. Provide support and tools to managers during hiring processes to ensure the integration of a racial equity lens during hiring processes resulting from the implementation of recreation arbitration.
2. Train recreation hiring managers to counter implicit bias in the hiring process.
3. Use disaggregated data by race to track and monitor the hiring process, including recruitment, interview procedures and hiring outcomes.
4. Create temporary positions for the implementation of the recreation arbitration with ongoing positions created in fiscal year 2017-18 budget and set recruitment hiring goals for recreation positions included in the arbitration agreement

BUREAU PERFORMANCE MEASURE:

- 2.1.a 35% of the recreation arbitration hires are people of color.

BUREAU OBJECTIVE 2

Portland Parks & Recreation will represent the racial diversity of the City of Portland by applying racial equity tools throughout recruitment, hiring, retention and advancement in decision-making processes.

Bureau Objective 2

Process Implementation Timeline Objective 2—Strategy 1				
2017 >	2018	2019	2020	2021
Evaluation Tool: Affirmative Action Report				
Due Date: October 2016				
Lead Staff: Workforce Development Management Assistant				
Champion: Workforce Development Manager				

• OBJECTIVE 2 — STRATEGY 2

Reflect the population of the city of Portland population per the 2010 Census in recruitment pools and hiring of people of color.

ACTIONS

1. Track the baseline demographics of the bureau and provide quarterly reports on recruitment, hiring, retention and advancement of all employees.
2. Use the hiring checklist (including the Affirmative Action report) and other tools to guide the recruitment and hiring process for vacant positions.
3. Develop a targeted recruitment strategy to ensure that the demographics of candidate pools meets or exceeds the affirmative action targets, or reflects the general population of Portland, whichever is greater.
4. Use racial equity tools on an ongoing basis to educate hiring managers and supervisors about how to reduce racial, gender, sexual orientation and disability biases throughout the recruitment and hiring selection process.
5. Review hiring decisions quarterly and provide report to bureau Director.
6. The Diversity and Equity Committee and Senior Management Team will annually review hiring decisions and provide a report on any identified barriers in the hiring process.

BUREAU PERFORMANCE MEASURE

2.2.a Increase the percentage of full-time employees of color in the bureau from 21% in 2016 to 35% by 2021.

Process Implementation Timeline Objective 2—Strategy 2				
2017 >	2018 >	2019 >	2020 >	2021 >
Evaluation Tool: Affirmative Action Report				
Due Date: 12/31/2017 to 12/31/ 2021				
Lead Staff: Workforce Development Manager				
Champion: Equity & Inclusion Manager				

• OBJECTIVE 2 — STRATEGY 3

Streamline the hiring process and increase hiring and retention of full-time and seasonal employees of color to meet or exceed the city of Portland population per the 2010 Census.

ACTIONS

1. Develop baseline data disaggregated by race on the percentage of permanent full-time employees hired and/or promoted from seasonal positions.
2. Work with hiring managers and supervisors to simplify the application process and ensure that required information is relevant to the job.
3. Implement a core competency skill matrix across all departments for scoring applicants that reflects behavior-based values that account for the relevance of informal experience.
4. Develop an outreach strategy that minimizes the geographic, cultural and other barriers for people of color to apply for positions with the bureau.

Bureau Objective 2

5. Identify opportunities to collaborate with community-based organizations of color to outreach to potential candidates of color, those in refugee and immigrant communities, people living with disabilities, and the LGBTQ community.
6. Create a process for documenting the racial diversity at each stage of the hiring process (applications, interviews, job offers and retention) and track and report on the percentage of diversity at each stage. Use results to inform and to continuously improve at each stage.

BUREAU PERFORMANCE MEASURES

- 2.3.a The percentage of employees of color hired seasonally and promoted increases as a percentage of the total bureau promotions.
- 2.3.b The percentage of employees of color in seasonal positions hired into full-time positions reflects the population of Portland.
- 2.3.c The percentage of employees of color promoted reflects the population of Portland.
- 2.3.d The number of organizations the bureau collaborates and partners with to conduct outreach to communities of color.

Process Implementation Timeline Objective 2—Strategy 3				
2017	2018 >	2019 >	2020	2021
Evaluation Tool: Annual Racial Equity Report				
Due Date: 2019				
Lead Staff: Workforce Development Manager				
Champion: Assistant Director				

• OBJECTIVE 2 — STRATEGY 4

Provide career development guidance for employees of color to advance within the bureau.

ACTIONS

1. Establish a career development plan template designed by Workforce Development Manager and Division Manager that can be completed by employee to provide an outline of a career development pathway.
2. Provide ongoing career development training through the creation of an internal career center for employees that offers career guidance and training to assist employees through the application process, including computer access, assisting with resume/cover letter, guidance, etc.
3. Work in consultation with managers and supervisors to identify key training components and pilot training.
4. Scale existing programs such as GRUNT and Recreation Junior Program and create formal youth internship program for youth of color and refugee and immigrant youth to have employment experiences in PP&R.
5. Collaborate with community-based organizations who serve communities of color and refugee and immigrant communities, labor partners, and Urban Forestry to pilot an apprenticeship program.
6. Provide ongoing training and education to managers, supervisors and employees on topics that support how to create and maintain an equitable and respectful workplace.
7. Include evaluation performance measures for inclusion, cultural competency and racial equity into all bureau employee work plans.
8. Create a ten-minute conversation resource guidebook to be used at safety tailgate meetings, at staff meetings, and by managers and supervisors on how to interrupt and call out disrespect, implicit bias and other topics related to race, diversity, racial equity and inclusion.

Bureau Objective 2

BUREAU PERFORMANCE MEASURES

- 2.4.a The pipeline of youth of color in apprenticeship programs increases by 20% by 2020.
- 2.4.b 100% of employees of color receive career development guidance.

Process Implementation Timeline Objective 2—Strategy 4				
2017	2018 >	2019 >	2020	2021
Evaluation Tool: Annual Racial Equity Report				
Due Date: 2018				
Lead Staff: Workforce Development Training Coordinator				
Champion: Workforce Development Manager				

• OBJECTIVE 2 — STRATEGY 5

Promote an organizational culture of respect, inclusion, racial equity and culturally responsive service.

ACTIONS

1. Measure staff perceptions and attitudes on racial diversity, inclusion, racial equity and working with youth and communities of color.
2. Provide bureau-wide training on Kids at Hope.
3. Coordinate with Fostering Equity Support Team, the Diversity and Equity Committee, and Senior Management Team to conduct quarterly dialogue sessions on the needs and concerns of employees of color and refugee and immigrant employees.
4. Expand dialogue format to encourage other managers, supervisors and employees to participate.

5. Create an racial equity resource page on ParkNet and a resource library for bureau employees to receive information on diversity, racial equity and cultural competency and disseminate information on how employees can receive support regarding workplace conflict.

BUREAU PERFORMANCE MEASURES:

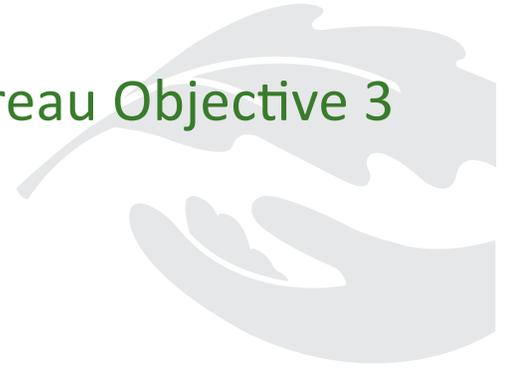
- 2.5.a 85% of employees in 2021 (increased from 70% in 2016) report they agree or strongly agree that the organization provides a comfortable working environment for all employees regardless of race, ethnicity, sexual orientation, disability, age or economic class.
- 2.5.b 100% of supervisors and managers will report engaging staff at safety tailgate, staff meetings, on how to interrupt and call out disrespect, implicit bias and other topics related to race, diversity, racial equity and inclusion.

Process Implementation Timeline Objective 2—Strategy 5				
2017 >	2018 >	2019 >	2020	2021
Evaluation Tool: Annual Racial Equity Report				
Due Date: 2019				
Lead Staff: Equity & Inclusion Specialist				
Champion: Equity & Inclusion Manager				



New Portlanders Cultural Celebration and Family Day – Bloomington Park, 2016

Bureau Objective 3



CITYWIDE GOAL 3

Strengthen outreach and public engagement for communities of color and immigrant and refugee communities.

• OBJECTIVE 3 — STRATEGY 1

Develop sustainable partnerships with organizations of color to engage communities of color and refugee and immigrant communities regarding project, program, policy and budget priorities and ensure that our processes are culturally responsive and inclusive of the needs of participants involved in PP&R processes.

ACTIONS

1. Strengthen partnerships with community-based organizations that have a proven ability to assist the bureau in reaching constituents of color on bureau projects, programs, and policy and budget priorities. Include the Equity & Inclusion, Outreach, Community Relations, Recreation and Land Stewardship teams to collaborate on shared goals, consistent standards and best practices to conduct outreach and develop processes and forums to get formal feedback from community-based organizations of color on the efficacy of the bureau's outreach efforts.
2. Use outreach, focus groups and surveys to develop baseline data on the level of service needed by communities of color and refugee and immigrant communities from project, program and policy priorities.
3. Leverage existing programs and services (SUN Schools Environmental Ed.) serving communities of color and refugee and immigrant populations to provide input on program, policy and budget priorities.

BUREAU OBJECTIVE 3

Provide culturally responsive and linguistically appropriate marketing and outreach that result in increased activity within PP&R programs and services, as well as increased public involvement by communities of color and refugee and immigrant communities in projects and programs.

Bureau Objective 3

4. Provide training and budgetary support to PP&R staff to ensure that project, program, policy and budget forums are responsive to the cultural needs of the participants, which may include providing appropriate translation, locations, cultural support and translated materials for participation.
5. Revise the public involvement impact-assessment tool for outreach and engagement approaches; ensure that benefits and burdens are included in strategy implementation to include an racial equity lens. Train project managers and the Senior Management Team using external guidance from the Governing Alliance for Racial Equity.

BUREAU PERFORMANCE MEASURES

- 3.1.a By 2019, 80% of partner organizations view PP&R as a collaborative partner.
- 3.1.b Culturally responsive outreach and public involvement standards for the bureau are completed by 2018.

Process Implementation Timeline Objective 3—Strategy 1				
2017 >	2018 >	2019 >	2020	2021
Evaluation Tool: Partner Survey				
Due Date: 2019				
Lead Staff: Equity & Inclusion Manager				
Champion: Public Involvement Manager				

• OBJECTIVE 3 — STRATEGY 2

Develop a five-year communication strategy targeting improved communications with communities of color and refugee and immigrant communities. This strategy will identify which communication/marketing tools to focus on, the amount of resources needed, the essentials for translations, the appropriate distribution avenues, and, finally, identification of the program and service goals on which we will focus our efforts.

ACTIONS

1. Work with consultant(s) and program leads to develop a marketing strategy for general outreach to communities of color, as well as to provide support for specific programs and opportunities to accomplish translation needs, distribution, marketing templates and resources needed for success.
2. Identify the feasibility of utilizing digital opportunities — such as web, social media, and other digital options — in multiple languages.

BUREAU PERFORMANCE MEASURE

3.2.a Marketing strategy is complete by 2019.

Process Implementation Timeline Objective 3—Strategy 2				
2017	2018 >	2019 >	2020	2021
Evaluation Tool: Marketing Strategy Performance Measures				
Due Date: 2019				
Lead Staff: Marketing Manager				
Champion: Community Relations Manager				

Bureau Objective 3

• OBJECTIVE 3 — STRATEGY 3

Implement the Marketing Strategy (Strategy 2, above): develop graphic standards, marketing templates, photo bank, and distribution avenues, as well as digital resources, all tailored to be culturally responsive to communities of color and refugee and immigrant communities.

ACTIONS

1. Increase the capacity of the Marketing and Community Relations Team to deliver multilingual and multicultural marketing strategy in a timely manner.
2. Deepen bureau relationships with culturally specific news outlets, and recruit and train culturally/linguistically responsive staff for opportunistic media occasions for program and project work.
3. Develop digital outreach strategies for reaching out to communities of color and refugee and immigrant communities.

BUREAU PERFORMANCE MEASURES

- 3.3.a Create and distribute translated materials on digital platform to reach identified 10 safe harbor languages.
- 3.3.b Increase Facebook views of targeted posts designed to reach out to immigrant and refugee communities, and communities of color from 1,900 reactions to 6,000 reactions by 2019.

Process Implementation Timeline Objective 3—Strategy 3				
2017	2018 >	2019 >	2020	2021
Evaluation Tool: Total number of printed materials, dollars spent and number of visits to web page and social media				
Due Date: 2019				
Lead Staff: Marketing Manager				
Champion: Community Relations Manager				

• OBJECTIVE 3 — STRATEGY 4

Ensure that participants on PP&R bureau advisory boards and committees reflect the overall demographics of the general population of Portland, and include representatives from communities of color and refugee and immigrant communities.

ACTIONS

1. Conduct quarterly outreach to communities of color and refugee and immigrant communities about the various boards and committees within PP&R, and encourage interested individuals to serve.
2. Increase the diversity of Urban Forestry Commission. Actively recruit individuals of color and refugee and immigrant individuals to serve on the Urban Forestry Commission.
3. Convene monthly meeting with Native American leaders regarding PP&R projects, programs and services.
4. Ensure PP&R's Bureau Advisory Committee represents Portland's demographic makeup in the number of individuals of color and refugee and immigrant individuals.
5. Increase the racial diversity of Project Advisory Committees to include individuals of color, refugee and immigrant populations, and people living with disabilities.

BUREAU PERFORMANCE MEASURE

- 3.4.a PP&R boards, commissions and committees are comprised of 35% people of color, refugee and immigrant populations, and people living with disabilities.

Bureau Objective 3

Process Implementation Timeline Objective 3—Strategy 4				
2017	2018 >	2019 >	2020	2021
Evaluation Tool: Equity & Inclusion Report				
Due Date: 2018				
Lead Staff: Equity & Inclusion Outreach Coordinator				
Champion: Equity & Inclusion Manager				

• OBJECTIVE 3 — STRATEGY 5

Improve the involvement and participation of communities of color and refugee and immigrant communities in the bureau’s annual budget process.

ACTIONS

1. Provide budget resources that allows for meaningful inclusive budget process.
2. Provide orientation on the bureau’s racial equity work that engages and maximizes Parks Board and other Bureau Advisory Committee (BAC) members’ roles in the budget process.
3. Assist BAC members in understanding the budget decision-making process and the use of the Budget Equity tool by bureau staff and the budget review process.
4. Develop targeted outreach strategy and partner with culturally specific organizations to orient members twice per year on the PP&R budget.
5. Conduct quarterly listening sessions with communities of color and refugee and immigrant communities, and assess and document the needs of the respective communities.
6. Include interpretation/translation services with public meetings and surveys.

7. Incorporate ongoing disaggregated data collection that informs budget decisions by using various tools, surveys, focus groups and non-traditional methods, and use data in decision-making processes to meet this plan’s racial equity measures.

BUREAU PERFORMANCE MEASURES

- 3.5.a 35% of participation on BAC includes representatives from communities of color and refugee and immigrant communities.
- 3.5.b 35% of data collected will be from communities of color and refugee and immigrant communities.

Process Implementation Timeline Objective 3—Strategy 5				
2017 >	2018	2019	2020	2021
Evaluation Tool: Equity & Inclusion Report				
Due Date: 2017				
Lead Staff: Finance Manager				
Champion: Deputy Director				

• OBJECTIVE 3 — STRATEGY 6

Educate friends and partner groups of PP&R about the Citywide racial equity goals and actively promote these goals. Foster the development of racial equity goals for the Friends & Partners to support the bureau in achieving racial equity objectives and outcomes.

ACTIONS

1. Develop a baseline of the racial/ethnic composition of the friends and partner groups affiliated with the bureau.
2. Conduct a focus group with friends and partner groups to identify how to include racial equity language into partner agreements.

Bureau Objective 3

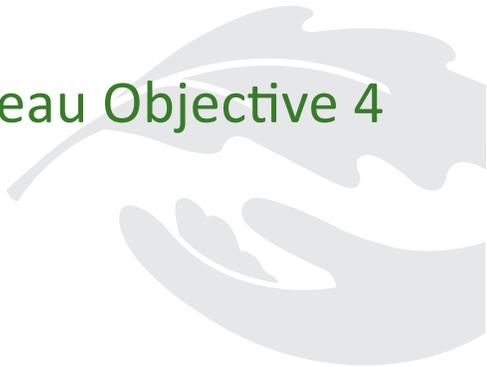
3. Develop training, tools and technical assistance that supports friends and partner groups to engage in culturally responsive service to communities of color and refugee and immigrant communities.
4. Collaborate with the Office of Neighborhood Involvement to provide regular capacity building training regarding racial equity to friends and partner groups.

BUREAU PERFORMANCE MEASURES

- 3.6.a 100% of friends and partner groups complete racial equity training.
- 3.6.b 50% of friends and partner groups have racial equity language in their agreements (Yr. 1).
75% of friends and partner groups have racial equity language in their agreements (Yr. 2).
100% of friends and partner groups have racial equity language in their agreements (Yr. 3).

Process Implementation Timeline Objective 3—Strategy 6				
2017	2018 >	2019	2020	2021
Evaluation Tool: Friends & Partner Survey				
Due Date: 2019				
Lead Staff: Friends and Partner Coordinator				
Champion: Community Relations Manager				

Bureau Objective 4



CITYWIDE GOAL 4

Change existing City services using racial equity best practices to increase access for communities of color and refugee and immigrant communities.

• OBJECTIVE 4 — STRATEGY 1

Use disaggregated data tools to ensure the bureau is providing culturally responsive services in city parks, facilities and programs.

ACTIONS

1. Produce quarterly reports through Active Net to monitor site-specific progress with collection of racial and other demographic data at time of account creation.
2. Finalize and implement scholarship policy by utilizing the City of Portland Racial Equity Tool Kit provided by OEHR and Office of Neighborhood Involvement (ONI).
3. Utilize census data disaggregated by race to specify goals to address demographic and economic needs of community center service areas.
4. Convene a project team consisting of the Equity and Inclusion, Recreation, and Support Services Division to identify data gaps and opportunities for process improvement to achieve racial equity goals.
5. Develop a budget to conduct annual focus groups with communities of color and refugee and immigrant communities at community centers on needs for and barriers to PP&R services and activities.

BUREAU OBJECTIVE 4

Develop a language access plan and use data to ensure projects, programs, policies and practices are culturally and linguistically responsive to the needs of racially and ethnically diverse communities.

Bureau Objective 4

6. Conduct intercept surveys and use the Parks Race Ethnicity Project data to identify the level of involvement by communities of color and immigrants and refugees at community centers in PP&R services and activities.
7. Develop youth development logic model with program partners and Portland State University, include consideration of youth of color.

BUREAU PERFORMANCE MEASURE

- 4.1.a Percentage of people of color accessing services as measured by census, survey results and Parks Race Ethnicity Project data.

Process Implementation Timeline Objective 4—Strategy 1				
2017 >	2018 >	2019 >	2020	2021
Evaluation Tool: Equity & Inclusion Quarterly Report				
Due Date: 2019				
Lead Staff: Equity & Inclusion Outreach Coordinator				
Champion: Principal Management Analyst				

• OBJECTIVE 4 — STRATEGY 2

Ensure individuals with limited English proficiency (LEP) receive effective language-appropriate programming and services.

ACTIONS

1. Develop a Language Access Plan for the bureau.
Convene a project team across divisions to develop an estimated budget and plan based on the cost of compliance with Title VI requirements.
2. Expand inclusive customer service strategy across the entire bureau. Train the entire bureau on the use of Language Line and track the number of foreign-language speakers in the bureau.
3. Develop Title II ADA self-assessment of people living with a disability accessing programs and services.
4. Provide assessment of staff language skills, and look at incentives to encourage hiring of staff that are multilingual in Safe Harbor languages.
5. Provide all community centers with census data regarding LEP language concentrations within their service area as well as an outreach and engagement strategy to identify barriers to engagement, and how to access each community for events planning.

BUREAU PERFORMANCE MEASURES

- 4.2.a Number of community centers accessing LEP project and program services as measured by Language Line and bureau data collection.
- 4.2.b Number of vital documents translated into languages other than English.
- 4.2.c Number of bilingual staff employed in permanent and seasonal positions that are tested and can provide translation services.

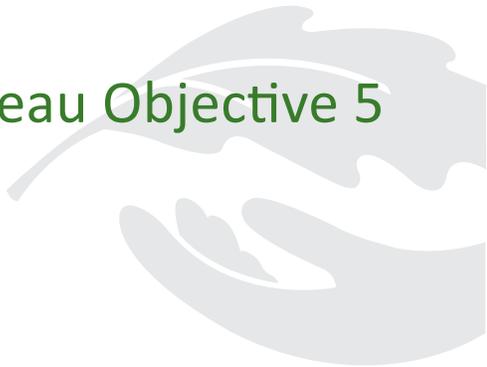
Bureau Objective 4

Process Implementation Timeline Objective 4—Strategy 2				
2017	2018 >	2019 >	2020	2021
Evaluation Tools: a) Language Line Report; b) Staff roster with language skills assessed; c) Tools set up in the Language Access Plan				
Due Date: 2019				
Lead Staff: Equity & Inclusion Specialist				
Champion: Equity & Inclusion Manager				



Summer playgrounds and free lunches for kids, part of PP&R's Summer Free For All program – McCoy Park, 2016

Bureau Objective 5



CITYWIDE GOAL 5

Provide equitable City services to all residents.

• OBJECTIVE 5 — STRATEGY 1

Increase access for communities of color and refugee and immigrant communities to developed parks and park amenities on existing parkland in park-deficient areas.

ACTIONS

1. Construct new parks to help address park deficiencies in areas of Cully and east Portland neighborhoods, including Cully, Luuwit View, Gateway Discovery, and Parklane Parks (Phase 1).
2. Complete Parks Bond projects in underserved communities, including improvements in communities that serve a higher percentage of communities of color and refugee and immigrant communities in east Portland neighborhoods, including projects in Argay, Wilkes, Ventura, Parklane, Lynchview, Ed Benedict and Bloomington Parks.
3. Review and adjust non-development related permit fees structures, including, where necessary, granting upon request the waiver for fees for culturally specific organizations for the purpose of providing more access.
4. Identify priority investments in properties that reduce the service gap to communities of color and refugee and immigrant communities.

BUREAU OBJECTIVE 5

Provide equitable access and investments to developed parks, natural areas, programs and services for all Portlanders and reduce disparities in people of color's access to healthy environments and recreational options.

Bureau Objective 5

5. Partner and resource with community organizations of color to increase access to nature for communities of color and refugee and immigrant communities, focused on areas of the city without close or easy access to existing parks and natural areas.
6. Ensure CIP rating for all capital projects includes Vulnerability Index score.
7. Prioritize parkland acquisitions in areas farther than the service radius for parks, natural areas and community centers that serve a percentage of communities of color and refugee and immigrant communities at or above the citywide average.

BUREAU PERFORMANCE MEASURE

- 5.1.a Percentage of households of color served within half-mile walking distance of a park or trail access point is known.

Process Implementation Timeline Objective 5—Strategy 1				
2017 >	2018 >	2019 >	2020 >	2021
Evaluation Tool: GIS map of completed projects				
Due Date: 2020				
Lead Staff: Project Construction Managers				
Champion: Asset, Development & Planning Manager				

• OBJECTIVE 5 — STRATEGY 2

Partner with and build the capacity of community organizations accountable to communities of color and refugee and immigrant communities to increase access to programs, services and activities.

ACTIONS

1. Collaborate with community organizations of color to further develop the Teen Program and Parks for New Portlanders. Implement teen councils, coordinate programs, and expand the youth ambassador program, which includes youth from communities of color and immigrant and refugee communities. The Teen Program Manager and New Portlander Coordinator work on developing linkage between two programs.
2. Identify and collaborate with community organizations of color to promote and deliver culturally specific events, movies in the park, cultural celebrations, and special events like Summer Free for All (SFFA) to communities of color and refugee and immigrant communities.
3. Track World Cup participants through Active Net, and report percentage of World Cup participants that are integrated annually into PP&R activities.
4. Identify barriers that prevent New Portlander participants from engaging in PP&R activities and develop programs to assist them in overcoming identified barriers.

Bureau Objective 5

BUREAU PERFORMANCE MEASURES

- 5.2.a Percentage of people of color and refugee and immigrant individuals accessing services as measured by census, survey results and Parks Race Ethnicity Project data.
- 5.2.b Percentage of people of color and refugee and immigrant individuals attending SFFA events.

Process Implementation Timeline Objective 5—Strategy 2				
2017 >	2018 >	2019 >	2020 >	2021 >
Evaluation Tool: SFFA Audience Intercept Survey, ActiveNet				
Due Date: 2021				
Lead Staff: Recreation Management Analyst				
Champion: Recreation Division Manager				

• OBJECTIVE 5 — STRATEGY 3

Increase access to trees and urban forest services for communities of color, low-income, refugee, and immigrant communities.

ACTIONS

1. Coordinate with the Asset, Planning and Construction Division to update the city’s Urban Forest Management Plan (2004)
 - a. Engage community stakeholders in the development of the revised plan and ensure that communities of color, immigrants and refugee communities are involved in plan development.
2. Acquire properties, create parks, and plant trees to improve urban forest services to low-income, low-canopy neighborhoods.
3. Create a Citywide Tree Planting Strategy to promote equitable access to trees and urban forest services through tree planting efforts.
 - a. Identify how to increase the quality and quantity of the urban tree canopy in areas of the city that are low-canopy, low-income.
 - b. Identify barriers, incentives and policies related to increasing tree canopy in underserved areas of the city.

BUREAU PERFORMANCE MEASURES

- 5.3.a Complete an updated Urban Forest Management Plan
- 5.3.b Complete a Citywide Tree Planting Strategy
- 5.3.c Number of trees planted in low-income, low-canopy neighborhoods.

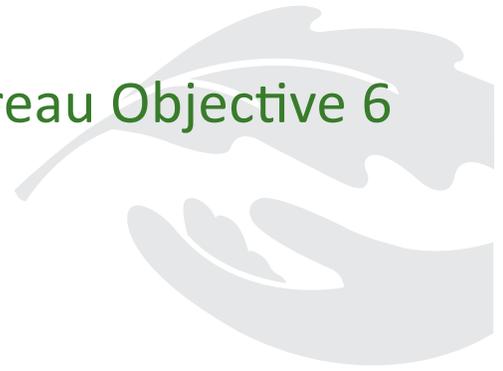
Process Implementation Timeline Objective 5—Strategy 3				
2017	2018 >	2019 >	2020 >	2021
Evaluation Tool: Urban Forestry Management Plan Performance Measures				
Due Date: 2020				
Lead Staff: Planning Manager				
Champion: Urban Forestry Division Manager				

Bureau Objective 5



*Teen Force Park Squad, a job pipeline for multi-cultural teens and young adults –
Buckman Field, 2016*

Bureau Objective 6



CITYWIDE GOAL 6

Create greater opportunities for City government contracting.

• OBJECTIVE 6 — STRATEGY 1

Work with City systems and processes to improve contracting with minority firms of color on construction projects.

ACTIONS

1. Work with City Procurement to use data to inform and educate the bureau and constituents on the status of minority contracting across the bureau.
2. Work with City Procurement to help build capacity with minority- and women-owned businesses by using alternative approaches such as Construction Manager/General Contractor.
3. Collaborate with community providers for technical assistance on contracting process.

BUREAU OBJECTIVE 6

PP&R will meet or exceeds Citywide contracting goals for Minority, Women, and Emerging Small Businesses (MWESB).

BUREAU PERFORMANCE MEASURE

6.1.a Percentage of MBE's contractors on construction projects.

Process Implementation Timeline Objective 6—Strategy 1				
2017 >	2018 >	2019 >	2020	2021
Evaluation Tool: Intercept Survey				
Due Date: 2019				
Lead Staff: Asset, Planning & Construction Team				
Champion: Asset, Development & Construction Division Manager				

Bureau Objective 6

• OBJECTIVE 6 — STRATEGY 2

Work with City Procurement to help remove barriers to professional vendor contracting.

ACTIONS

1. Work with City Procurement to remove barriers for MWESB firms through contracting process.
2. Collaborate with community providers for technical assistance on contracting process. Collaborate with National Association of Minority Contractors (NAMCO), Metropolitan Contractors Improvement Partnership (MCIP) and Oregon Association of Minority Entrepreneurs (OAME) on PP&R projects.
3. Track utilization of minority contracts in non-construction projects. Work with City Procurement and review utilization of minority contracting with Senior Management Team.
4. Develop baseline tracking of independent contracts utilized in Recreation and other departments. Convene a project team across divisions to develop a tracking method.

BUREAU PERFORMANCE MEASURE

- 6.2.a Percentage of MWESB contractors utilized on PTE contracts.

Process Implementation Timeline Objective 6—Strategy 2				
2017 >	2018 >	2019 >	2020 >	2021 >
Evaluation Tool: Quarterly MWESB reports				
Due Date: 2021				
Lead Staff: Equity & Inclusion Specialist				
Champion: Asset, Planning and Construction Manager				

Racial Equity Strategy Timeline

Portland Parks & Recreation Five-year Racial Equity Strategy Timeline Completion				
2017	2018	2019	2020	2021
1) 1.1.1	1) 1.1.5	1) 1.1.3	1) 1.1.2	1) 1.1.4
2) 2.2.1 annual	2) 2.2.1 annual	2) 2.2.1 annual	2) 2.2.1 annual	2) 2.2.1 annual
3) 2.2.2	3) 2.2.4	3) 2.2.3	3) 5.1.1	3) 6.6.2
4) 3.3.2	4) 3.3.5	4) 2.2.5	4) 5.5.4	
5) 3.3.6		5) 3.3.1		
6) 5.5.2		6) 3.3.3		
7) 5.5.3		7) 3.3.4		
		8) 4.4.1		
		9) 4.4.2		
		10) 6.6.1		



New Portlanders Cultural Celebration and Family Day – Bloomington Park, 2016



Performance by Latino Network's Ballet Folklórico Corazones Alegres – Festival Latino at Glenhaven Park, 2016

Appendix A - Definitions



The following definitions and terms have been developed by the Office of Equity and Human Rights (OEHR) and other sources to provide a common understanding of terms commonly used in relationship to the City’s racial equity work. These terms should be used when implementing the Citywide Racial Equity Goals and Strategies through the use of the Budget Equity Tool and PP&R Racial Equity Plan.

Adverse Impacts: practices or policies that appear neutral but have a discriminatory effect on a federal, state or city protected group (OEHR, 2016b).

Civil Rights Title VI: Title VI of the Federal Civil Rights Act of 1964 states that “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 be subjected to discrimination under any program, or activity [of a public entity, like the City of Portland] that receives federal assistance.”

Culturally Responsive Services: services that have been adapted to maximize the respect of and relevance to the beliefs, practices, culture and linguistic needs of diverse consumer/client populations and communities. Cultural responsiveness describes the capacity to respond to the issues of diverse communities. It thus requires knowledge and capacity at different levels of intervention: systemic, organizational, professional and individual (Curry-Stevens, Reyes & Coalition of Communities of Color, 2014 ; Department of Health, 2009).

Communities of Color: a term used primarily in the United States to describe communities of people who are not identified as White, emphasizing common experiences of racism (OEHR, 2016b).

Discrimination: practices or policies that may be considered discriminatory and illegal if they have a disproportionate “adverse impact” on persons in a protected class (OEHR, 2016b).

Disparate Impacts: practices or policies that may be considered discriminatory and illegal if they have a disproportionate “adverse impact” on persons in a protected class (OEHR, 2016b).

Diversity: includes all the ways in which people differ; it encompasses all the different characteristics that make one individual or group different from another (UC Berkeley Division of Equity and Inclusion, 2016).

Diversity and Equity Committee (DEC): an internal bureau committee comprised of staff that makes recommendations to the Senior Management Team (SMT) and coordinates bureau-wide efforts to shift internal culture by recognizing and actively addressing policies and practices to create a respectful workplace for all.

Equity (see Racial Equity): when everyone has access to the opportunities necessary to satisfy their essential needs, advance their wellbeing and achieve their full potential. We have a shared fate as individuals within a community and as communities within society. All communities need the ability to shape their own present and future. Equity is both the means to healthy communities and an end that benefits us all (PBOT, 2016).

Equity Lens: a critical-thinking approach to undoing institutional and structural racism that evaluates burdens, benefits and outcomes to underserved communities (OEHR, 2016b).

Ethnicity: a category of people who identify with each other based on common language, ancestral, social, cultural or national experiences (OEHR, 2016b).

Rather than physical characteristics, social traits that are shared by a human population. Some of the social traits often used for ethnic classification include nationality, tribe, religious faith, shared language, and shared culture and/or traditions. Unlike race, ethnicity is not usually externally assigned by others. The term ethnicity focuses more upon a group’s connection to a perceived shared past and culture (Curry-Stevens, Reyes & Coalition of Communities of Color, 2014).

Explicit Bias: the evaluation of one group and its members relative to one another, expressed directly, with full awareness (OEHR, 2016b).

Implicit Bias: the evaluation of one group and its members relative to one another, expressed indirectly, usually without awareness. This operates in one’s subconscious (OEHR 2016b).

Inequality: an unfair situation in which some people have more rights or better opportunities than other people.

Injustice: the withholding or denial of justice.

Institutional Racism: occurs within institutions and systems of power. It is the unfair policies and discriminatory practices of particular institutions (schools, workplaces, etc.) (Race Forward, 2014).

Internalized Racism: lies within individuals. These are our private beliefs and biases about race and racism, influenced by our culture (Race Forward, 2014).

Interpersonal Racism: occurs between individuals. These are biases that occur when individuals interact with others and their private racial beliefs affect their public interactions (Race Forward, 2014).

Limited English Proficiency (LEP): when an individual does not speak English as their primary language and has a limited ability to read, speak, write or understand English. These individuals may be entitled to language assistance with respect to a particular type of service, benefit or encounter (*Limited English Proficiency*, 2016).



Summer Family Swim session at Grant Pool, 2016

Low-income populations: people, households, families and neighborhoods with below-average incomes. Because of socioeconomic patterns, low income also overlaps with people of color and many older adults. However, a focus on low-income people does not substitute for a focus on racial and ethnic justice (City of Portland, 2016).

Minority, Women Business Enterprise: a State of Oregon designation that includes contracting firms and consultants that are certified as one or more designations for the purposes of City contracting. In a firm that is certified as a minority- or women-owned business at least 51% of the business is controlled by, and daily operations are managed by, a minority or woman representative, or both. An emerging small business is a licensed, independent, Oregon firm that has 19 or fewer employees and an average annual income over a three-year period that is below a revenue target defined by the State of Oregon (Bureau of Revenue and Financial Services, 2016).

People/Communities of Color: individuals or groups who identify as African and African-American, Native American/Indigenous Nation/ Native Hawaiian, Asian-American or Asian/Pacific Islander, and/or of Latino/Hispanic/Chicano descent (City of Portland, 2016).

Privilege: 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 (OEHR, 2016b).

Race: the idea that the human species is divided into distinct groups on the basis of inherited physical and behavioral differences. Genetic studies in the late 20th century refuted the existence of biogenetically distinct races, and scholars now argue that “races” are cultural interventions reflecting specific attitudes and beliefs that were imposed on different populations in the wake of western European conquests beginning in the 15th century (www.britannica.com).

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 (OEHR, 2016b).

Racial Equity: when race does not determine or predict the distribution of resources, opportunities, and burdens for group members in society (OEHR, 2016b).

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 (OEHR, 2016b).

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 (OEHR, 2016b).

Racial Equity Plan: a layout of each bureau's approach to operationalizing the Citywide Racial Equity goals and strategies while also articulating any additional unique goals and strategies of each bureau (OEHR, 2016a, p. 2).

Refugee: under United States law, someone who is or was located outside the United States; is of special humanitarian concern to the US; demonstrates that they were persecuted or fear persecution due to race, religion, nationality, political opinion or membership in a particular social group; is not firmly resettled in another country; and is admissible into the US. A refugee does not include anyone who ordered, incited, assisted or otherwise participated in the persecution of any person on account of race, religion, nationality, membership in any particular social group, or political opinion (U.S. Citizenship and Immigration Services, 2015).

Safe Harbor Languages: 10 languages other than English spoken by those who reside in the city of Portland. A Safe Harbor language is identified in a process the City has taken to comply with federal regulations to identify the need for translation of vital written materials after conducting a four-factor analysis to determine that translated documents are needed by LEP users.

Structural Racism: racial bias among institutions and across society (Race Forward, 2014).

Under-represented: recognizes that some communities have historically and currently not had equal voice in institutions and policy-making and have not been served equitably by programs and services. The terms under-served and under-represented focus action and implementation attention toward people of color, immigrants, refugees and low-income populations (City of Portland, 2016).

Under-served: people and places that historically and currently do not have equitable resources, access to infrastructure, healthy environments, housing choice, etc. Due to historical inequitable policies and practices, disparities may be recognized in both access to services and outcomes (City of Portland, 2016).

PORTLAND PARKS & RECREATION GUIDING STATEMENT

We recognize, understand and encourage celebration of the differences that surround us. Diversity and equity are vital to Portland Parks & Recreation's ideals and values.

PURPOSE

Portland Parks & Recreation's (PP&R's) five-year Racial Equity Plan is an important step for the bureau to set a course for infusing equity within the bureau with measurable outcomes and timelines that complement the bureau's 2020 Vision, organizational mission and strategic plan.

SOURCES

Jordan, C., & Favara, M. (2014). *More than fun and games*. Portland, OR.

ii Gregory Nokes, “Black Exclusion Laws in Oregon”, Oregon Historical Society

iii Charles Jordan and Melissa Favara, *More Than Fun and Games* (USA, 2014)



Soccer tournaments and play organized through the Latino Network and Portland Parks & Recreation, 2016.