Taking Action to Advance Equity:
Action Plans and Frameworks
April 12, 2022

sustainability PROGRAM

Toolbox Tuesdays

www.scag.ca.gov

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INNOVATING FOR A BETTER TOMORROW

Session Logistics

The training will take approximately 1.5 hours.
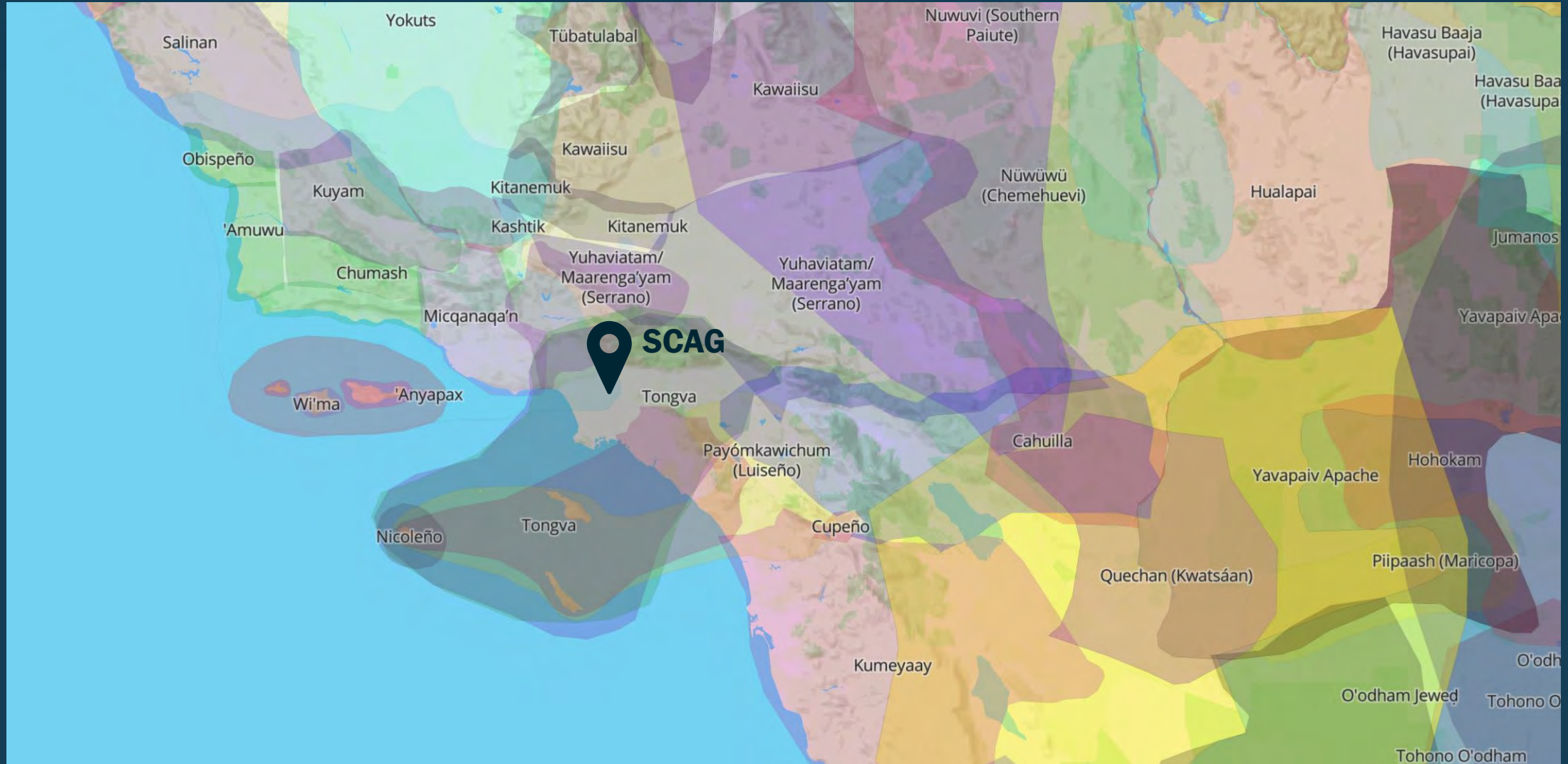
All participant lines will be muted.

If you have a question during the presentations, please type it into the chat box.

A recording of this session, the PowerPoint slides, and additional resources will be available on the SCAG website. We will send a link to everyone who has registered after the session.

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Land Acknowledgement

Agenda

1. **Welcome**   1:00 – 1:05 p.m.

    Courtney Aguirre (she/her/hers), Program Manager, Southern California Association of Governments (SCAG)

2. **GARE How-To Manual on Equity Action Plans**   1:05 – 1:25 p.m.

    Leslie Zeitler (she/her/hers), Government Alliance on Race & Equity (GARE) California Regional Manager

3. **City of Long Beach**   1:25 – 1:55 p.m.

    Alanah Grant (she/her/hers), Equity Officer, City of Long Beach
    Teresa Chandler (she/her/hers), Deputy City Manager, City of Long Beach

4. **City of Portland**   1:55 – 2:25 p.m.

    Svetha Ambati (she/her/hers), Equitable Development Analyst II , City of Portland
    Danielle Brooks (she/her/hers), Citywide Equity & Civil Rights Title VI Manager, City of Portland

5. **Session Wrap Up**   2:25 – 2:30 p.m.

    Anikka Van Eyl (she/her/hers), Junior Planner, SCAG

You will leave this session with a greater understanding of:

- The purpose of an equity action plan
- How an equity action plan fits into a larger strategic approach to advancing equity
- Common components of an equity action plan
- Approaches for developing an equity action plan
- How to develop an equity action plan that meets the needs of your organization
- Implementing and monitoring of an equity action plan

We want to know...

1) Who is in the room?

2) Does your organization have resources dedicated directly to equity work?

3) Has your agency developed an equity action plan?

Fill out the poll on your screen!

Land Acknowledgment

Objectives

- Identify context that informs the use of Racial Equity Analysis in government work

- Identify whose needs and voices are centered in racial equity work and why

- Identify relationship between Racial Equity Toolkit steps and necessary components of Racial Equity Action Plans

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Our Learning Environment

- Take space, make space

- What is said here, stays here
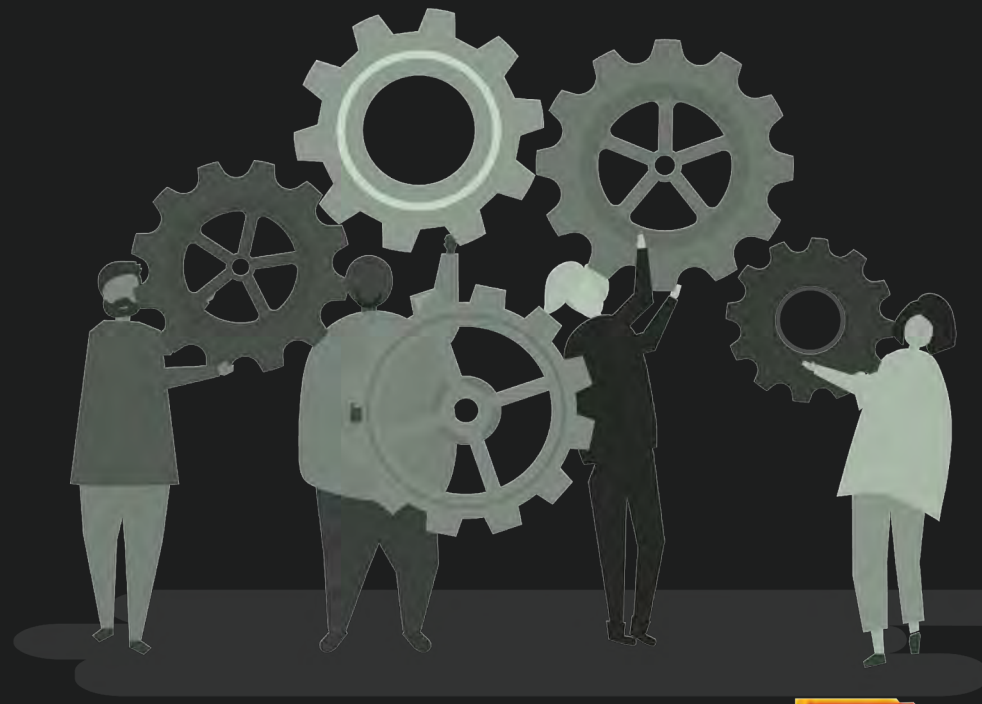
- What is learned here, leaves here

- Brave space

- Offer what you can, ask for what you need

- One mic, one speaker

- Accept and expect lack of closure

- Use "I" statements

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GARE Member Exclusive Programming & Connection Spaces
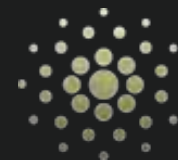
GARE Q & A

GARE 365 Webinars

Membership Connections

Networking Groups

GARE Member Portal

Annual Meeting

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Why is Racial Equity work important?

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History of Government and Race

Initially explicit		Became implicit		Government for racial equity
	→		→	
Government explicitly creates and maintains racial inequity.		Discrimination illegal, but "race-neutral" policies and practices perpetuate inequity.		Proactive policies, practices and procedures that advance racial equity.
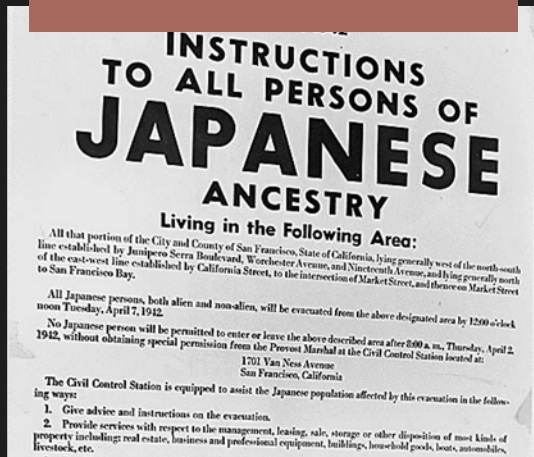
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Why We Lead with Race

- Race Matters: Racial inequities deep and pervasive

- Learning an institutional and structural approach can be used with other areas of marginalization

- Specificity matters

Race explicit, but not exclusive
always bring an "intersectional" analysis

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Racial equity means:

- "Closing the gaps" so that race does not predict one's success, while also improving outcomes for all

- To do so, have to:

  ❑ Target strategies to focus improvements for those worse off

  ❑ Move beyond "services" and focus on changing policies, institutions and structures

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Individual racism:
Bigotry or discrimination by an individual based on race.

Institutional racism:
Policies, practices and procedures that work better for white people than for people of color, often unintentionally or inadvertently.

Structural racism:
A history and current reality of institutional racism across all institutions, combining to create a system that negatively impacts communities of color.

Individual

Institutional

Structural

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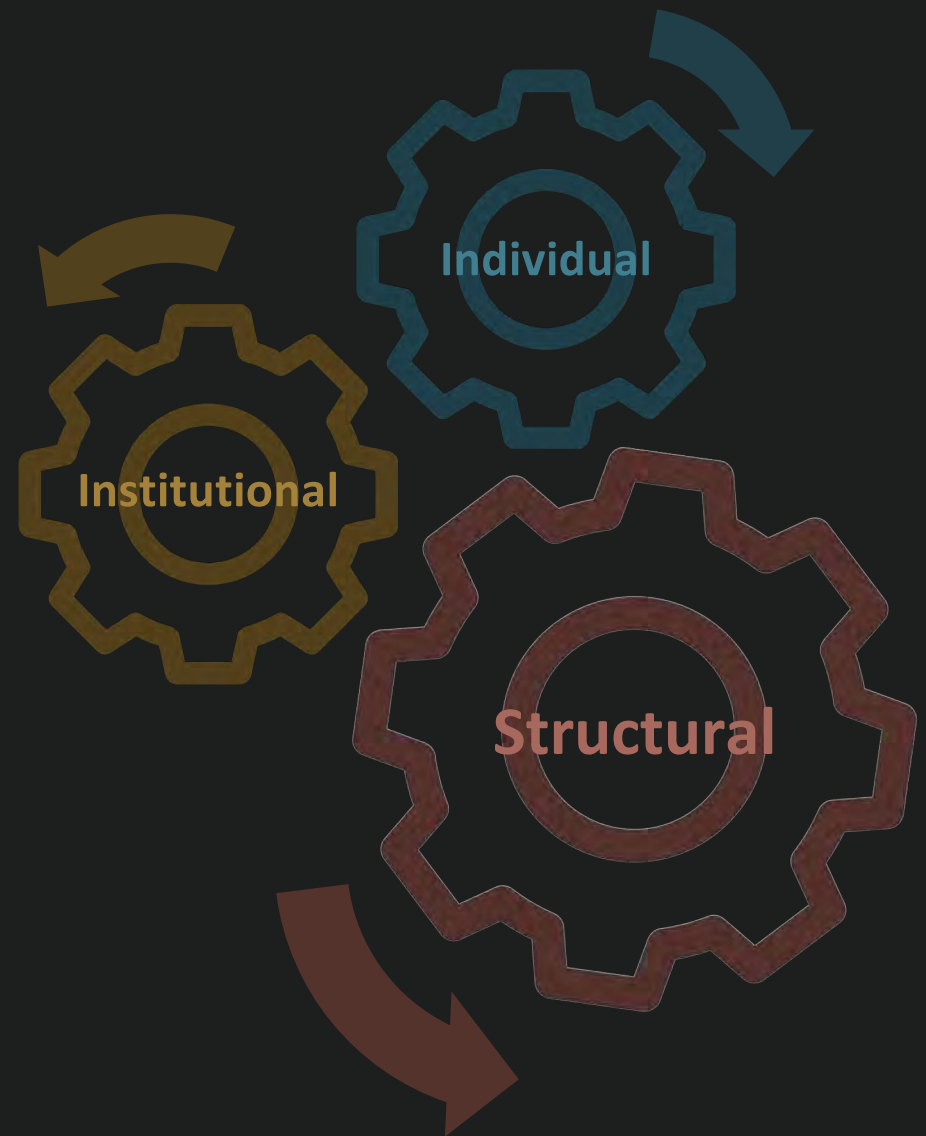
National effective practice

Normalize

A shared analysis and definitions

Urgency / prioritize

Visualize

Operationalize

Racial equity tools

Data to develop strategies and drive results

Organize

Internal infrastructure

Partnerships

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Racial Equity Action Planning

Molly Mendoza

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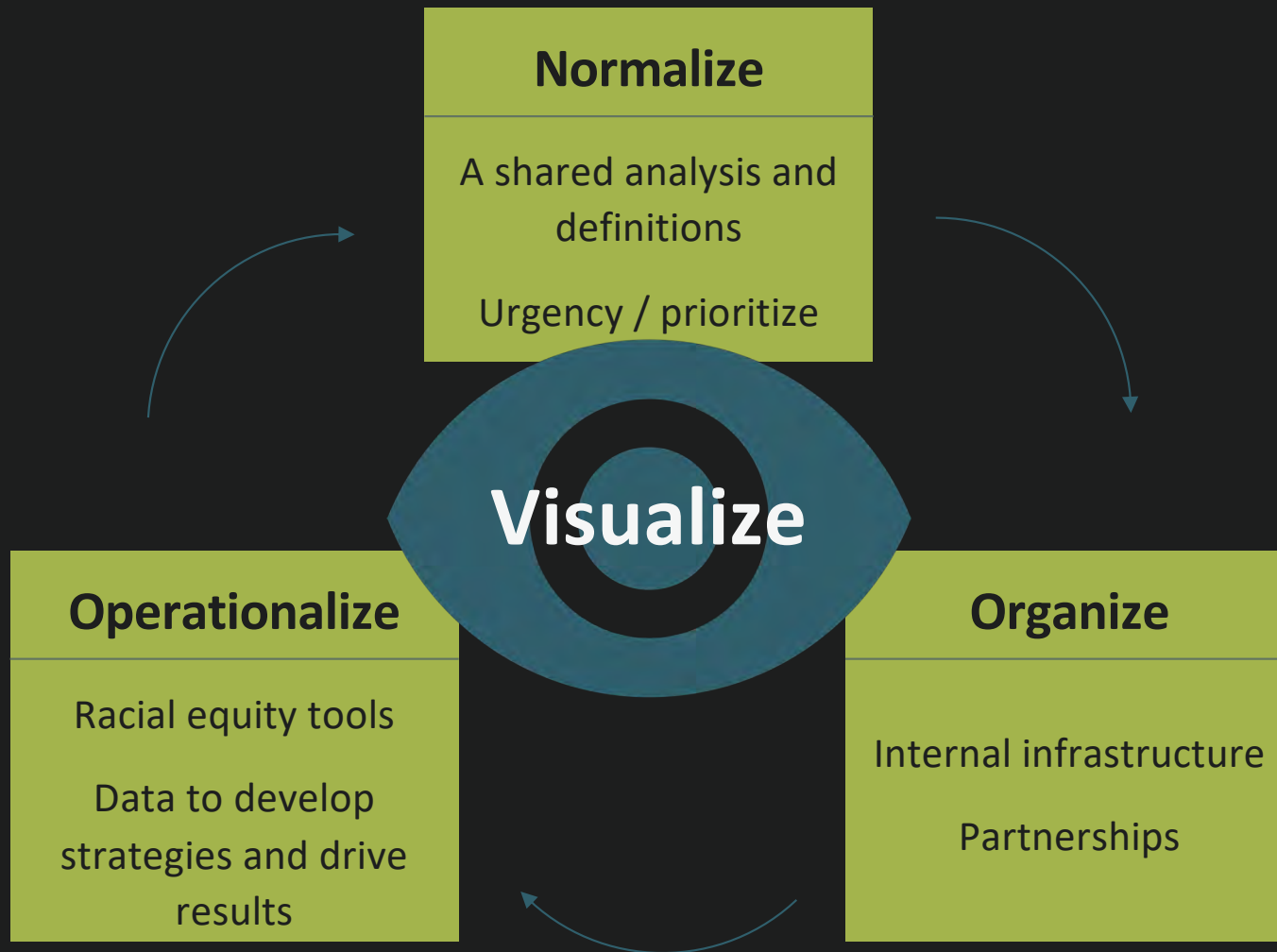
Benefits of a Racial Equity Action Plans:

Work toward a shared vision

- maximize success
- maximize accountability

Offer coordination between efforts

- maximize leverage,
- maximize resource efficiency,
- minimize community burnout
- maximize communications clarity / minimize confusion

Can drive institutional change

- makes clear your priorities
- is a statement of your theory of change

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Racial Equity Action Plans

Documentation

- **Uses info from Racial Equity Tool***

- Communicates findings in report style

- States what the jurisdiction is planning to do

- Highlights resources needed and why

- Incorporates expectations to continually use racial equity tools and analysis

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Racial Equity Action Plans

Accountability

- Based on community engagement done through the Racial Equity Tool pilot projects

- Reviewed/approved by senior leadership

- Adopted by elected body

- Shared with public (e.g. website, etc.)

Evaluation

- Posting of Racial Equity Action Plan on website with updates and reports on indicators

- Invites public participation in tracking of results

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First:
Use Racial Equity Tool (RET)

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Racial Equity Tool (RET) Methodology

TAKING NOTICE.

Gain understanding of the community as a whole. Take notice of institutional and structural racism.

1 **Desired results**
Your vision and desired state-of-being for ALL

2 **Analysis of data**
Identifying who is most negatively impacted

3 **Community engagement**
Shifting power to those most impacted

4 **Strategies for racial equity**
Informed by desired results, data and engagement

5 **Implementation plan**
Identifying tasks and setting a plan

6 **Communications and accountability**
Forming a message and documenting impact

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When we find solutions
that work for those most vulnerable
in our communities, we find solutions
that work better for everyone.

Second:
AFTER application of RE Toolkit… THEN step into Racial Equity Action Planning

Molly Mendoza

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Racial Equity Action Plans: Brief Review

1	Preparation
2	Research and Information Gathering
3	Findings
4	Develop Plan
5	Implementation, Reporting, and Evaluation

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Transactional and transformational change

Integrating racial equity into government operations

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Transactional approaches	Transformative approaches
Issue-based	Cut across multiple institutions
Help individuals negotiate existing structures.	Focus on policy and organizational culture
Solutions "transact" with institutions	Alter the ways institutions operate
Short-term gains for communities, but leave the existing structure in place	Shifting cultural values and political will to create racial equity

Transactional approaches

EXAMPLES

Invite WMBE contractors to apply for contracts.

Translate documents for limited English speaking public.

Pass "ban the box" legislation

Transformative approaches

EXAMPLES

Change multiple policies (bonding, debundling, etc)

Establish Public Outreach and Engagement Liaisons

Develop a criminal justice agenda

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Root Cause Analysis:
Ask yourself "WHY?" 3-5 times

Why are there racial disproportionalities?

Why else?

Why else?

Why else?

Why else?

Example: **MATERNAL & INFANT MORTALITY RATES**

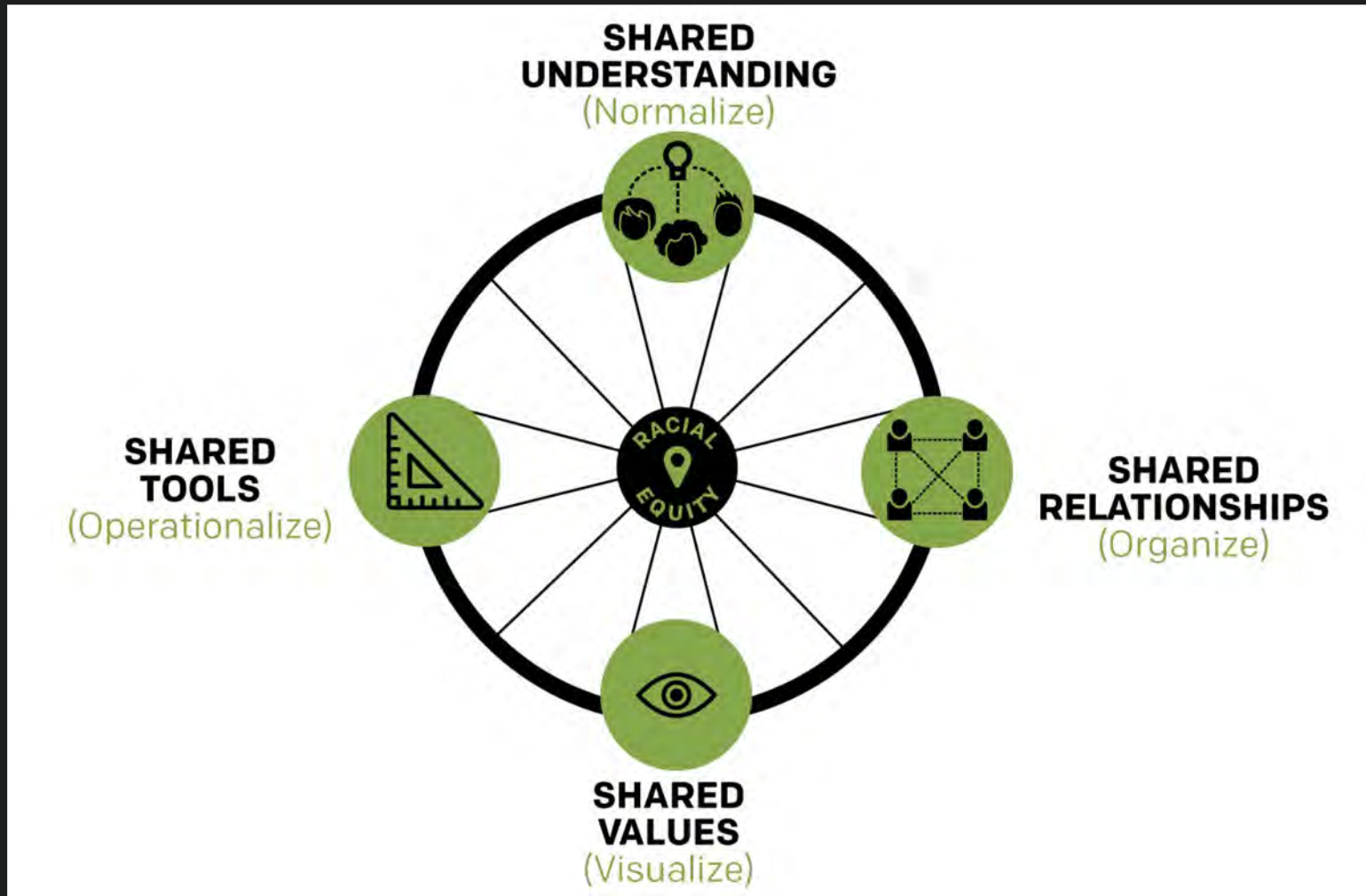*What are the explanations at an individual, institutional and structural level?*

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Community Partnership

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# Shifting Power for Racial Justice
a place-based approach

Engagement with Community: The Work

- Be clear about intended outcomes

- Determine and communicate what level(s) of engagement will be employed

- Engage community at all
  - major decision points

- Make it accessible, and
  - act on the advisement
  - and feedback given

- Consider compensation

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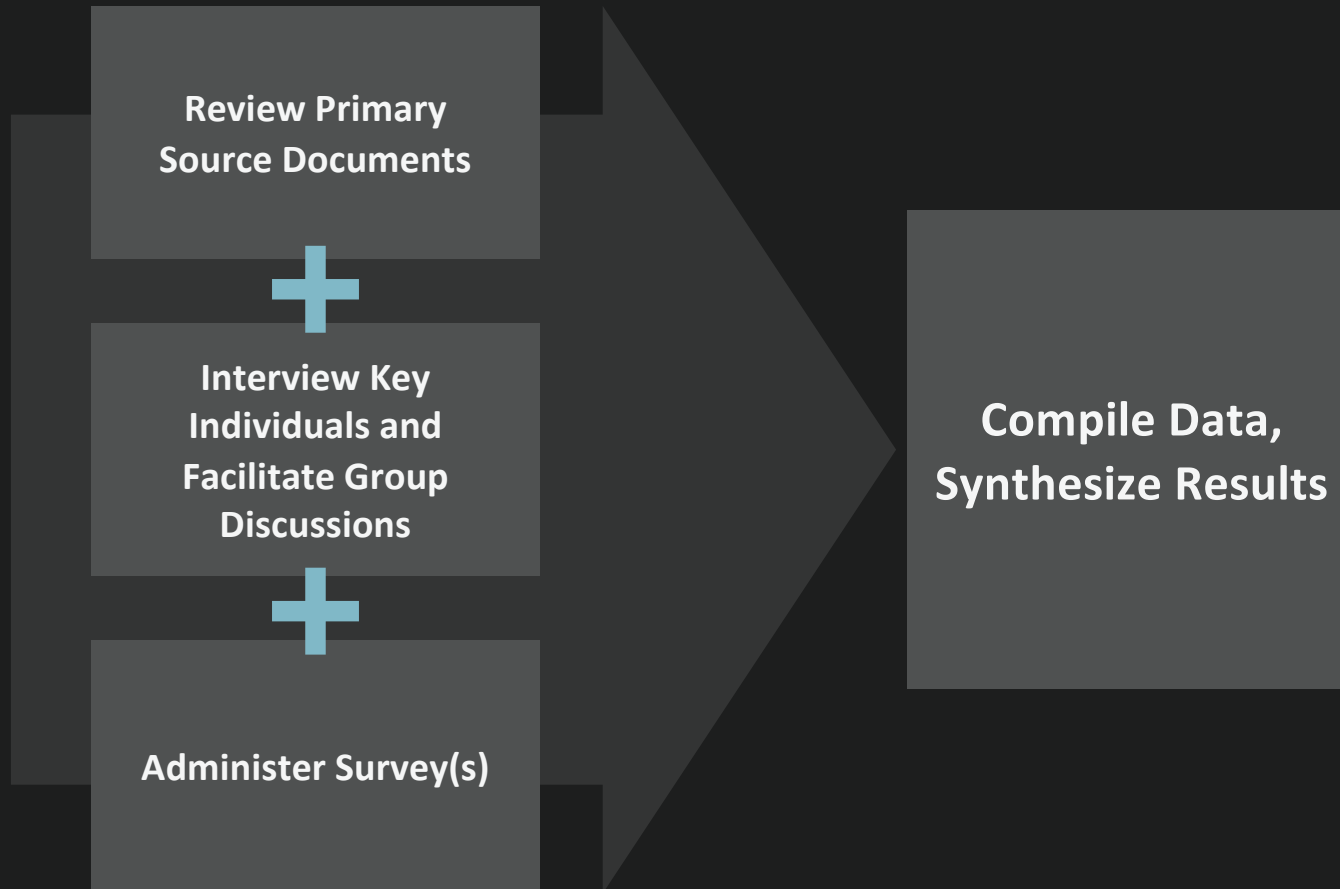
3 **Findings**

Workforce demographics, hiring, retention, and promotion

Contracting practices

Skills and capacity – leadership and staff
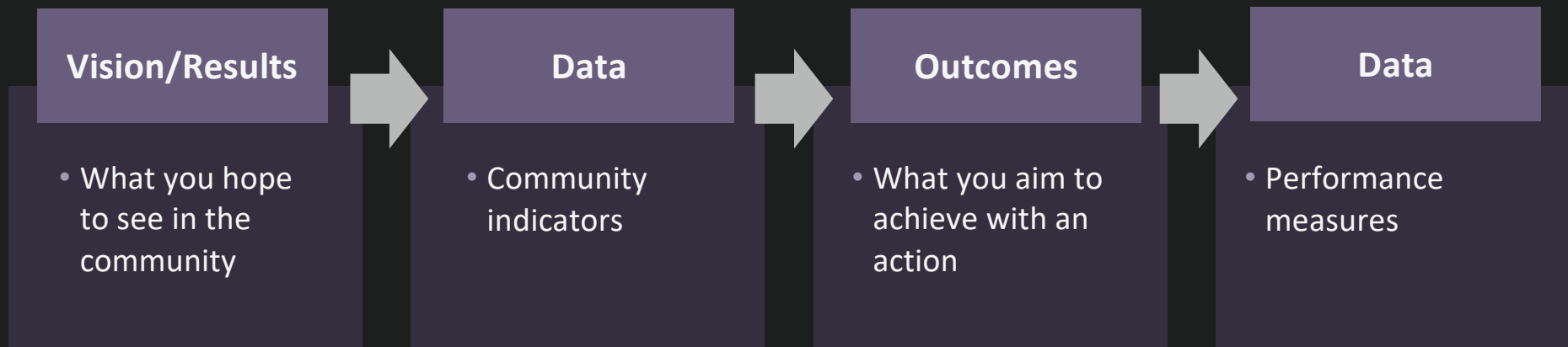
Community access and partnership

Programs – data, metrics, and on-going focus on improvement

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Definitions

DESIRED RESULT

A community-level condition of well-being.

i.e. All babies are born healthy; All communities are economically self-sufficient, All people are safe; All people live in clean environments

COMMUNITY INDICATOR

A measure which helps quantify the achievement of a result – disaggregate by race.

i.e. Rate of low-birth weight babies, unemployment rate, crime rate, air quality index

PERFORMANCE MEASURE

A measure of how well an action is working.

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Performance Measures

How much will we do?	How well can we do it?	Will anyone be better off?
Quantity	**Quality**	**Effectiveness**
Workload	Perception of quality	Skills Gained
Output	Efficiency measure	Attitudes Changed
Products		Behavior Changed
Community meetings		**Circumstances Changed**
Contracts		
Hires		
Trainings		

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5 | Implementation, Reporting, and Evaluation

Your Organization's
Racial Equity Action Plan, Plus...

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Racial Equity Action Plan Components:

Components (recommend use of a spreadsheet):

- Desired Results Statement

- Community Level Indicators

- Strategies, Organizational Outcomes, and Actions (and associated root causes)

- Timelines

- Accountability (e.g., names)

- Performance Measures (remember RBA!)

- Progress Reports

Step 5 – Implementation planning checklist

Is your plan…

❏ Realistic?

❏ Adequately funded?

❏ Adequately resourced with personnel?

❏ Adequately resourced with mechanisms to ensure successful implementation and enforcement?

❏ Adequately resourced to ensure on-going data collection, public reporting, and community engagement?

Racial Equity Analysis and Action Planning: Competencies

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Key Competencies for RE Analysis, Planning, and Implementation:

❑ Systems Analysis and Understanding

❑ Ability to ask better questions to identify root causes

❑ Ability and consistency in engaging people most negatively impacted by structural racism in information gathering, root cause analyses, and strategies/solutions phases of the process

❑ Ability to work with complexity

❑ Ability to engage in difficult conversations

❑ Leadership and management skills

❑ Willingness to learn and make mistakes

❑ Understanding of institutional and structural racism

Adapted from Kapwa Consulting

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Closing

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Contact us

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E   lzeitler@raceforward.org

@RACEFORWARD

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RECONCILIATION AND RESULTS-BASED ACCOUNTABILITY

Long Beach Office of Equity

SCAG Toolbox Tuesday: Action Plans and Framework

April 12, 2022

LONGBEACH OFFICE OF EQUITY

CITY OF **LONGBEACH**

Overview

- Office of Equity Overview
- Framework for Reconciliation
- Racial Equity and Reconciliation Implementation
- Promising Practices and Challenges
- Results-Based Accountability
- Next Steps: Year 2 Priorities

RACISM IS A PANDEMIC TOO

LONG BEACH OFFICE OF **EQUITY**

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Long Beach Office of Equity Overview

Long Beach Office of Equity Overview

The Long Beach Office of Equity educates and supports City staff and elected officials to advance equity and ensure that all Long Beach residents have what they need to thrive.

Engaging community voices to inform the design of policy and system change

Making inequities visible using data and storytelling

Building our City's capacity to advance equity through training, tools and technical assistance
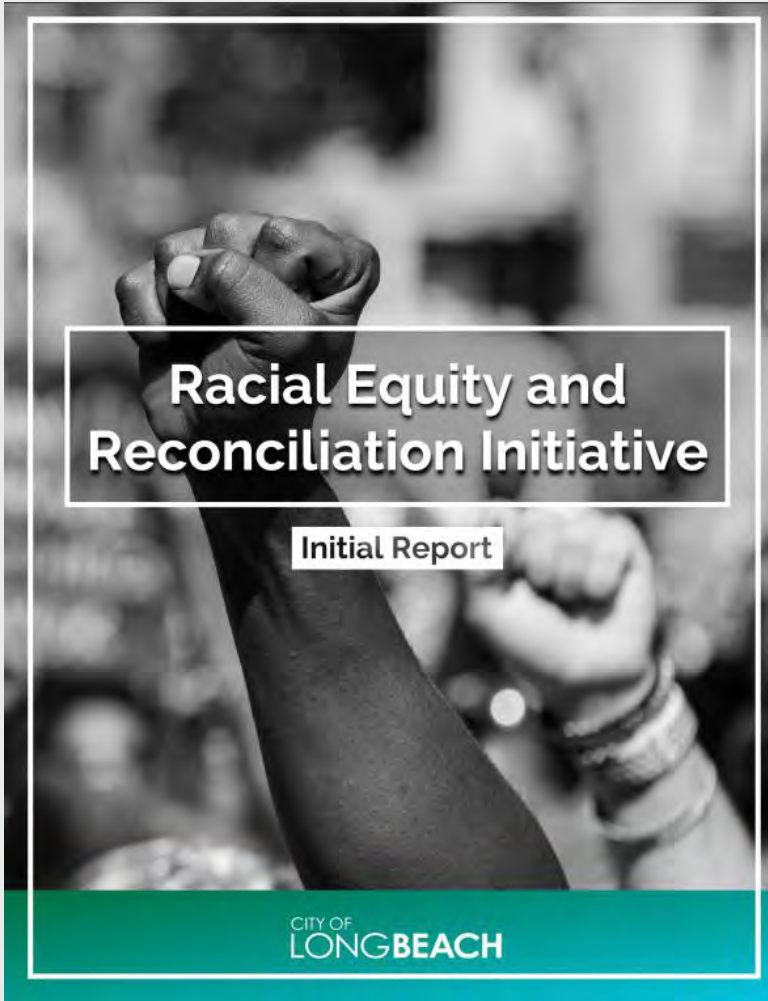
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Framework for Reconciliation

Framework for Reconciliation

1. Acknowledging
2. Listening
3. Convening
4. Catalyzing

Racial Equity and Reconciliation Initiative

Initial Report

CITY OF LONG BEACH

Goal 1: End systemic racism in Long Beach, in all local government and partner agencies, through internal transformation

Goal 2: Design and invest in community safety and violence prevention.

Goal 3: Redesign police approach to community safety.

Goal 4: Improve health and wellness in the City by eliminating social and economic disparities in the communities most impacted by racism.
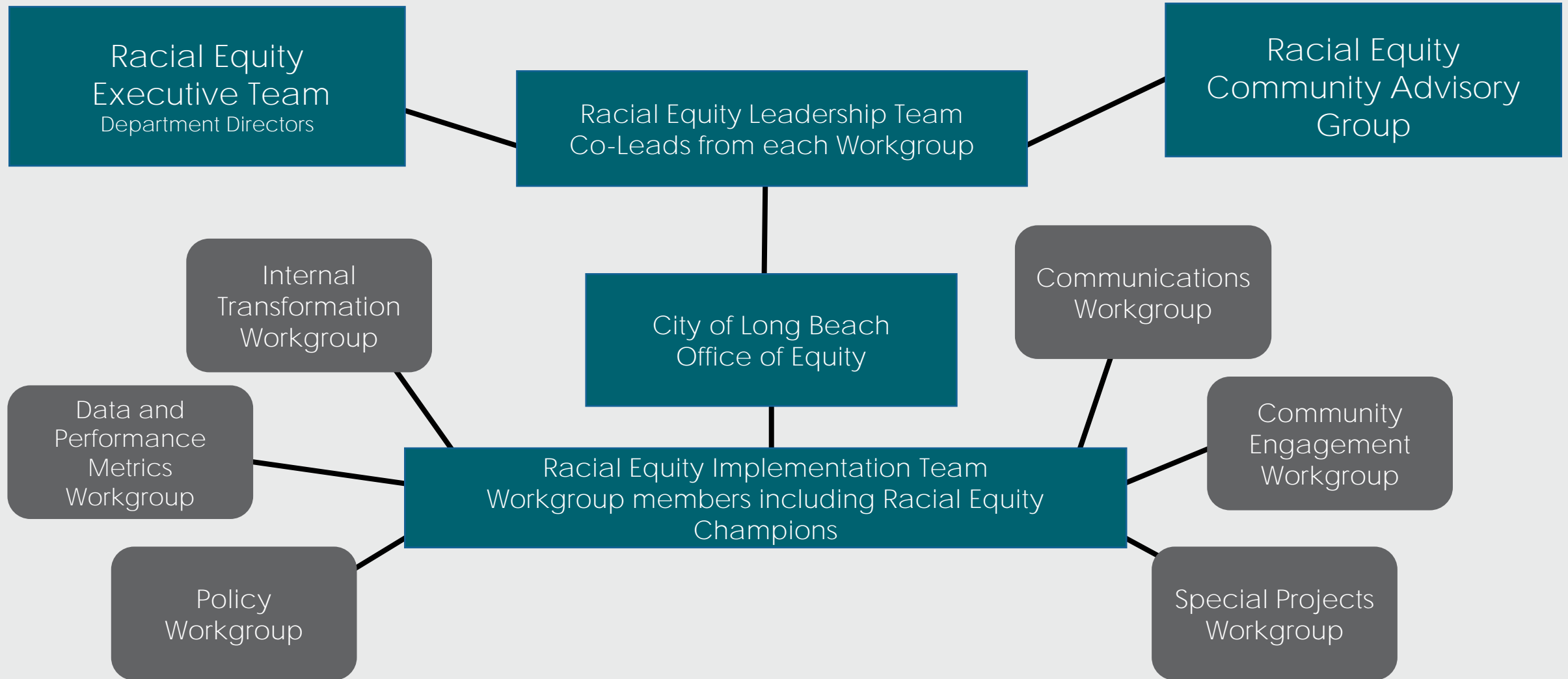
| 4 Goals | 21 Strategies | 120 Potential Actions |

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Racial Equity & Reconciliation Implementation Updates

Racial Equity & Reconciliation Initiative Implementation Structure

Racial Equity Executive Team
Department Directors

Racial Equity Leadership Team
Co-Leads from each Workgroup

Racial Equity Community Advisory Group

Internal Transformation Workgroup

Communications Workgroup

City of Long Beach Office of Equity

Data and Performance Metrics Workgroup

Racial Equity Implementation Team
Workgroup members including Racial Equity Champions

Community Engagement Workgroup

Policy Workgroup

Special Projects Workgroup

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Focuses on the implementation of the immediate and short-term potential actions outlined within the Initial Report

GOAL 1: End systemic racism in Long Beach, in all local government and partner agencies, through internal transformation.		
Strategy	**Potential Action**	**Department/Workgroup**
2. Create transparent measurement tools to understand the scale and depth of racism within the City governmental structure (including internal and external impacts), to inform institutional change, along with appropriate metrics to evaluate effectiveness of such change.	B. Create public access to data that are appropriately disaggregated by race and have personal information removed for confidentiality.	**TECHNOLOGY & INNOVATION** **DATA & PERFORMANCE METRICS WORKGROUP**
Year One Update: **IN PROGRESS:** The Technology & Innovation Commission and Departmental staff have researched and developed an equitable data collection toolkit which will provide guidelines in resources for City staff to develop, promote, and analyze more equitable and inclusive surveys. The final draft is pending review by the Office of Equity and subsequent review with community-based organizations.		

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Accomplishments

- ✓ Equity Champions appointed in all departments
- ✓ Racial Equity 101 Train-the-Trainer for City staff
- ✓ Equitable Data Collection Toolkit
- ✓ Equity and Human Relations Commission

In Progress and Ongoing Activities

- Workforce Equity
- Procurement Process
- Data Tools & Performance Measures
- Racial Equity Action Plan Development

Internal Transformation

- Department Champions conduct Racial Equity 101 trainings and use the Results-Based Accountability framework to develop Departmental Racial Equity (RE) Action Plans
  - 41 City employees serving as Racial Equity Champions
  - Completed 32 hours of RE Champion Capacity Building
  - Trained nearly 1,000 employees in Racial Equity 101
  - Fully trained 6 City Departments

Accomplishments

✓ Growing capacity to focus on community safety and youth development

✓ Strategic Plan for Youth & Emerging Adults

✓ Investments in upstream violence prevention strategies

In Progress and Ongoing Activities

• Long Beach Activating Safe Communities

• Long Beach Re-Entry Network

• Civilianization Efforts

Accomplishments

✓ REACH Team

✓ LBRA funding to support Alternative Crisis Response Pilot Program

✓ Office of Constitutional Policing

In Progress and Ongoing Activities

• Alternative Crisis Response

• CPCC Evaluation

• Modifications to Police Academy Training

• **Evaluation of the City's use of Facial** Recognition Technology

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Accomplishments and In Progress

✓Structural funding for Reconciliation

✓Parks, Recreation and Marine Strategic Plan

✓Youth and Emerging Adults Strategic Plan

In Progress and Ongoing Activities

- LBRA Funding for Economic Equity, Digital Inclusion, Food Security, Youth Programming, expanded early childhood education

- Health Equity

- Cannabis Equity

- Youth Climate Corps

Results-Based Accountability

Low-Income Households in Long Beach

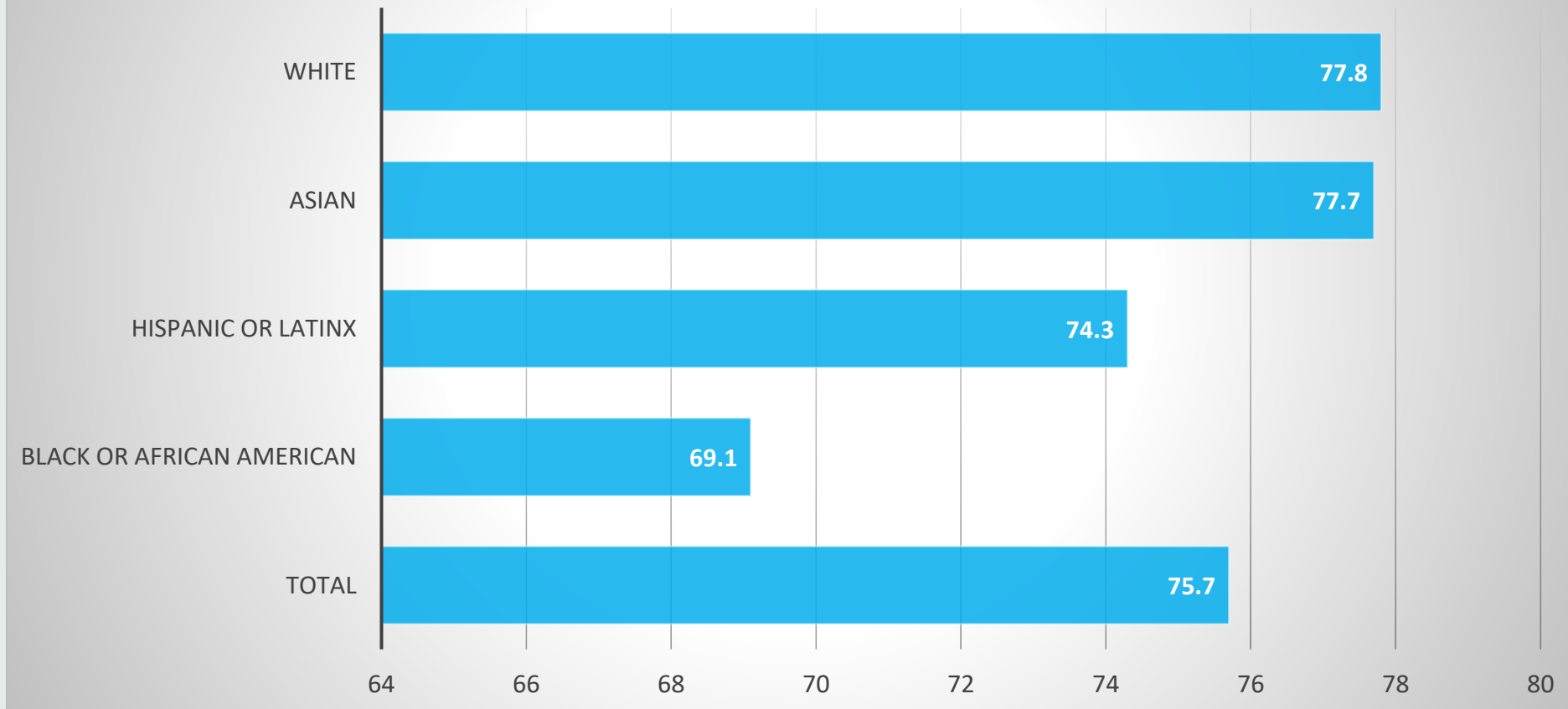Low-Income people/households in Long Beach below 200% poverty by race.
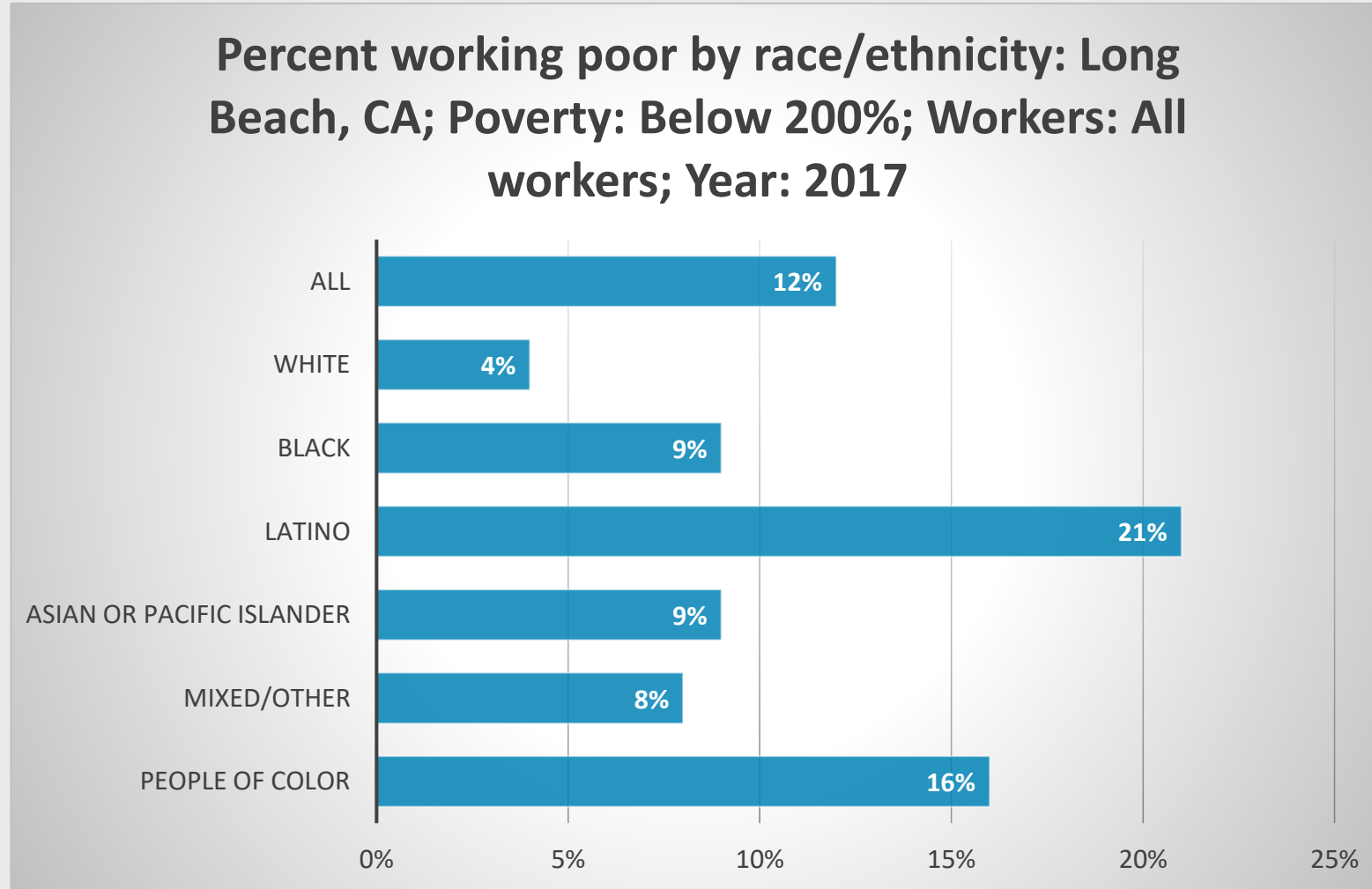
Percent working poor by race/ethnicity: Long Beach, CA; Poverty: Below 200%; Workers: All workers; Year: 2017

Race/Ethnicity	Percent
ALL	12%
WHITE	4%
BLACK	9%
LATINO	21%
ASIAN OR PACIFIC ISLANDER	9%
MIXED/OTHER	8%
PEOPLE OF COLOR	16%

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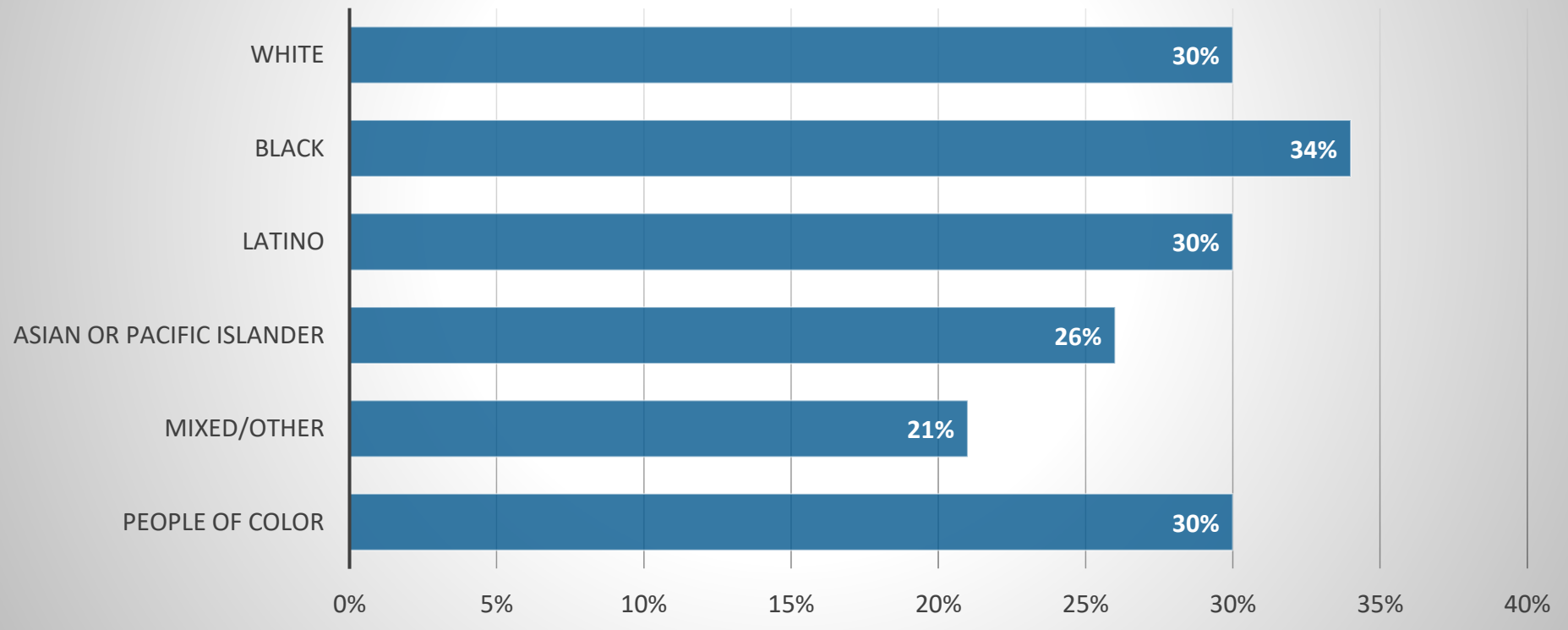
Life Expectancy at Birth in Long Beach

Life Expectancy at Birth by Race/Ethnicity in Long Beach, 2020

Race/Ethnicity	Life Expectancy
WHITE	77.8
ASIAN	77.7
HISPANIC OR LATINX	74.3
BLACK OR AFRICAN AMERICAN	69.1
TOTAL	75.7

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CITY OF LONG BEACH

Asking "Why," Not "How?"

- Why is there a gap for Black people and POC?

- Why do we have this disproportionality in Long Beach?

- What City policies and practices are preserving this disproportionality?

Strategy Development

- Identify which root causes connect to Department
- Partnering Agencies/Organizations
- Who/What will the strategy impact?
- How do we measure the impact of the strategy? The quantity and quality for the strategy
- Resources, timeline for implementation, and deliverables

Promising Practices, Challenges and Next Steps

Promising Practices

- Financial Management Equity Advocates develop and support the implementation of racial equity tools/activities within the Department.

- **City Auditor's Library Services** Performance Audit incorporated a strong equity lens in its process and recommendations.

- **Harbor Department's Diversity, Equity,** Inclusion, and Belonging (DEIB) consultant helped shape and execute internal actions regarding Reconciliation

Implementation Challenges

- Leadership Support and the Prioritization of Equity: Each department approaches racial equity with unique organizational cultures and capacities, which affect the pace of implementation.

- Allocation of Resources and Staff Time: Racial Equity Champions often struggle to have the time to implement racial equity activities within their departments.

- Balancing the Internal and External Focus on Equity: As the City addresses the community-facing impacts of racial equity work, there is a concurrent need to address the inequities within the organization.

- Race Neutrality and the Need to Dig Deeper: Racial equity efforts often focus on the symptoms of inequities and do not address the underlying root causes.

Year 2 Implementation Priorities

- Facilitate deeper engagement and capacity building with City Leadership and the City Council.

- Strengthen community engagement, and internal and external communications.

- Finalize Departmental Racial Equity Action Plans using the Results-Based Accountability process.

- Continue to seek out resources to support the capacity building and equity related work across the City.

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Thank you

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Five-Year Racial Equity Plans

SCAG Presentation April 2022

Svetha Ambati, Equitable Development Analyst (she/her)

Danielle Brooks, Title VI Program Manager (she/her)

OFFICE of EQUITY and HUMAN RIGHTS
CITY OF PORTLAND

Presentation Overview

- **History of Racial Equity Plans at the City of Portland**
- **Thoughts on the Past Process**
- **Introducing Accountability**
- **Examples of Using Results-based Accountability**
- **Relationship to Title VI Requirements, American Rescue Plan Reporting, and Anti-Displacement Action Plan Implementation**
- **Time for Questions**

Brief History of Five-Year Racial Equity Plans

- July 2015: Portland City Council unanimously adopted Citywide Racial Equity Goals and Strategies as binding City policy

- January 2016: Office of Equity published a Racial Equity Plan manual guiding bureaus to create individual five-year racial equity plans (REP)

- By the end of 2016, most bureaus published their individual five-year racial equity plans
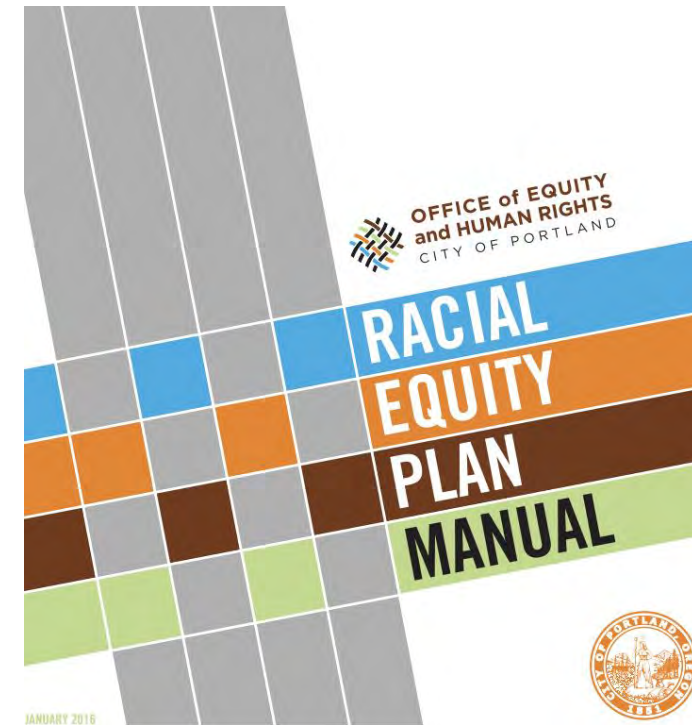
RACIAL EQUITY PLAN
Furthering the Citywide Racial Equity Goals and Strategies
For the Period July 1, 2017 to June 30, 2022

Bureau: Auditor's Office | City Auditor Approval: Mary Hull Caballero | Action Plan Development Lead(s): Auditor's Diversity & Equity Committee | Implementation Team Lead(s): Auditor's Diversity & Equity Committee

Racial Equity Plan Statement: As part of providing open and accountable government, we promote and foster a culture of racial equity, diversity, and inclusion in the bureau's public services and everyday interactions.

Long-term Goal 1	Five Year Bureau Objective	Strategies and Bureau Actions [Each division in the Auditor's Office to complete each action]	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date
			Year 1	Year 2	Year 3	Year 4	Year 5				
Increase community access, engagement, and partnership	Evaluate and identify which divisions' services are appropriate areas for increased community outreach and partnership	Citywide Equity Strategy # 5: Partner with other institutions and communities									
		Action: Determine major work areas of each division that are appropriate for and could benefit from community input or partnership with communities of color; develop potential partners and communities of interest for these areas. Examples: Archives & Records Management supports community efforts to increase diversity and racial equity by partnering with community groups. Projects include coordinating on historical exhibits and historical documentaries and books to promote lesser-known historical events disproportionately impacting people of color. Partners include Portland Chinatown History Foundation, Oregon Black Pioneers, Van Port Mosaic, and Oregon Public Broadcasting.	Identify areas in each division appropriate for increased community input and involvement; if no opportunities found - consult with OEHR, cross bureau discussion and feedback and document result; complete new strategies/work process evaluation for half of divisions	TBD based on first year progress	TBD based on first year progress	TBD based on first year progress	TBD based on first year progress	Survey of Bureau active partnerships	Division Directors, DEC, leadership as needed		Annually/ Ongoing
		Action: Develop and engage with potential partners/communities of interest for areas identified above, collaborate, as appropriate with ONI's Citywide Public Engagement Program. Examples: Archives & Records Management Division produced a guide to doing research about African Americans in City records, available in print and online with digital copies of photos and documents. Also includes other institutions with records by and about African Americans. Audit Services has increased foreign language access to the citywide resident survey. Currently Audit Services is exploring ways to increase the survey response rate from minority populations.	Cannot be completed until second year (see above)	TBD based on outcomes of first action in this category	TBD based on outcomes of first action in this category	TBD based on outcomes of first action in this category	TBD based on outcomes of first action in this category		DEC, Division Directors, partnering with other City offices		Annually/ Ongoing
Long-term Goal 2	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				
Use data to inform racial equity decisions internally and externally	Data collection is used to identify racial inequities to best inform decision making and provide public information	Citywide Equity Strategy # 4: Be data driven									
		Action: Develop inventory of data to be collected for each division (disaggregated by race, where possible), review and value and usefulness of each set for all divisions	Complete inventory of data on half of divisions in office; prioritize internally facing divisions	Complete inventory of data on all of divisions in office				Revisit and revise any data-issues, including usefulness and implementation of data collection and distribution	Data inventory	DEC, leadership, and Division Directors		Annually/ Ongoing
		Action: Identify potential stakeholders in communities of color to use the data and develop contacts or formats to share and distribute data externally on an ongoing basis, where appropriate	Cannot be completed until third year (see above)	Cannot be completed until third year (see above)	Determine data usefulness, and end users in half of divisions	Determine data usefulness and end-users in all divisions	Revisit and revise any data-issues, including usefulness and implementation of data collection and distribution	Survey of data collection and sharing throughout divisions	DEC, leadership, and Division Directors		Annually/ Ongoing

Brief History of Five-Year Racial Equity Plans

- In November 2016, City Council adopted [Resolution No. 37247](#) "City's Equity Budget Tool and Racial Equity Plans"

- In 2017 and 2018, some bureaus submitted their Year 1 and Year 2 racial equity plan updates

- In 2020, City Council adopted [Resolution No. 381-2020](#) to recommend use of RBA in strategies and budget guidance to address the COVID-19 crisis

- By mid-2021, most bureaus' racial equity plans expire or will be expiring soon
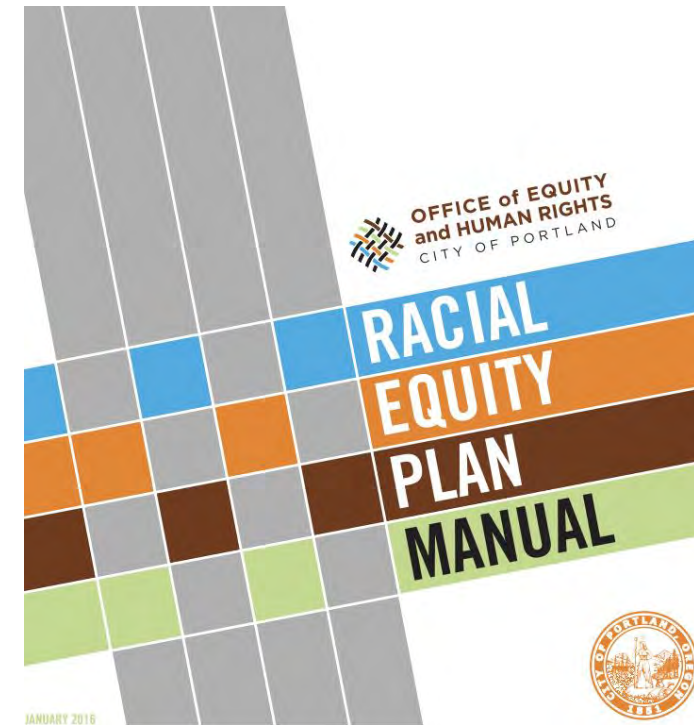
Why Update the Racial Equity Plan Process?

- **What was working?**

- **What wasn't working?**

- **Who knew about these plans?**

- **Did they help advance racial equity?**

- **Who had been regularly updating their racial equity plan progress?**

- **How did each bureau feel about their racial equity plans?**

- **How did community members feel about the City's racial equity plans?**

Feedback on Racial Equity Plans from Equity Managers and Practitioners

- Disconnect between REPs and department Strategic Plans

- Reinforced silos

- Not much accountability, plans not leverageable

- Metrics were not sustainable

- Viewed as a one-time requirement

- No standardized way to track progress towards goals

- Felt like superficial allyship since no one knows if plans resulted in more racial equity

- Needs to happen in conjunction with culture change

Feedback on Racial Equity Plans from Equity Managers and Practitioners

- Some cross-bureau collaboration integral to creation of REPs

- Provided some time and resources towards racial equity

- For some bureaus, previous leadership was supportive

- Helped implement equity into strategic plans

Feedback on Five-year Racial Equity Plans from a Few Community Based Organizations

- No one knew the City of Portland had REPs

- They seem inaccessible and not publicly available

- Unsure of how REPs would tie in with work done by their organizations

- Would be interested in a public-facing dashboard or platform to track progress towards outcomes identified in REPs

Introducing 3 Methods of Accountability

1. Using Results-Based Accountability™ (RBA) to create equitable outcomes and select indicators
2. Embedding racial equity in the budget approval process
3. Presenting Racial Equity Plans to City Council and requesting commissioner approval

What is Accountability?

- Taking responsibility to create the results expected from our communities

- Requiring transparency, integrity and humility to acknowledge disproportionate impacts

- Building trust by shifting the focus from performance to impact on equitable outcomes

What Accountability is Not…

- A punitive process

#1 Using the RBA framework for REPs

- Results-based accountability™ (RBA) starts with the equitable results and works backwards, step by step, towards the methods of achieving those results

- Helps frame the plans in a way that directly connects programs, policies, services, or actions to equitable outcomes identified by each bureau

- Uses data to support accountability towards equitable outcomes and transparently share information about the performance of programs, policies, and services intended to advance racial equity

- Helps identify the root causes of inequities and disparities

Steps of Antiracist RBA

7 Questions of Population Accountability	7 Questions of Performance Accountability
1. What condition of well-being do we want for our community (results)?	**1** Who/what does the strategy aim to impact directly (client) - may be multiple?
2. What would these conditions look like, feel like, taste like if we achieved them?	**2** How can we measure the impact/"better off" of the strategy?
3. What measures can we use as a proxy to quantify these conditions (indicators)? What is the data source?	**3** How can we measure the quality and quantity for the strategy?
	Implementation begins: steps, tactics, timeline, budget
4. How are we doing on the indicators (broken down by race) and what are the root causes? What are the "hot" roots?	**4** How are you doing on your better off measures? What are the roots of your performance?
5. What could we do to address the "hot" roots selected (both internal and external)?	**5** What could address the root cause(s) of the problem or strengthen the performance?
6. Who are the partners with a role to play?	**6** Who are the partners you need and what is their role?
7. What strategies do we propose to implement?	**7** What do you propose to do differently? And What will be needed?

Moving from Goals to Outcomes

Example Goal from a Racial Equity Plan:

Bureau of Development Services is a regional and national leader in governments' efforts to eliminate institutional and structural racism.

Metric:

Senior management and section managers participate fully in attending required racial equity, diversity and inclusion training.

Challenges in Creating Outcomes

- **Bureau-specific outcomes**
- **Broad vs. narrow outcomes/ finding the balance**
- **Difficulties in thinking about results over goals**

Selecting Indicators

- Using Root Cause Analysis (RCA) to select indicators to track progress towards equitable outcomes

- Asking ourselves the question of what it would take to "turn the curve"

- Selecting metrics that are sustainable and consistently collected over time

- Using existing resources where we can or collaborating across bureaus to use similar metrics

II. THE RBA "TURN-THE-CURVE" TEMPLATE

This template is an overview of the step-by-step RBA "turn-the-curve" decision-making process.
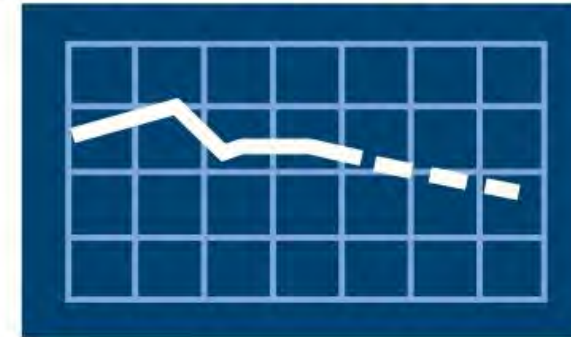
1 ▶ What is the "end"?
Choose either a result and indicator or a performance measure.

2 ▶ How are we doing?
Graph the historic baseline and forecast for the indicator or performance measure.

3 ▶ What is the story behind the curve of the baseline?
Briefly explain the story behind the baseline: the factors (positive and negative, internal and external) that are most strongly influencing the curve of the baseline.

4 ▶ Who are partners who have a role to play in turning the curve?
Identify partners who might have a role to play in turning the curve of the baseline.

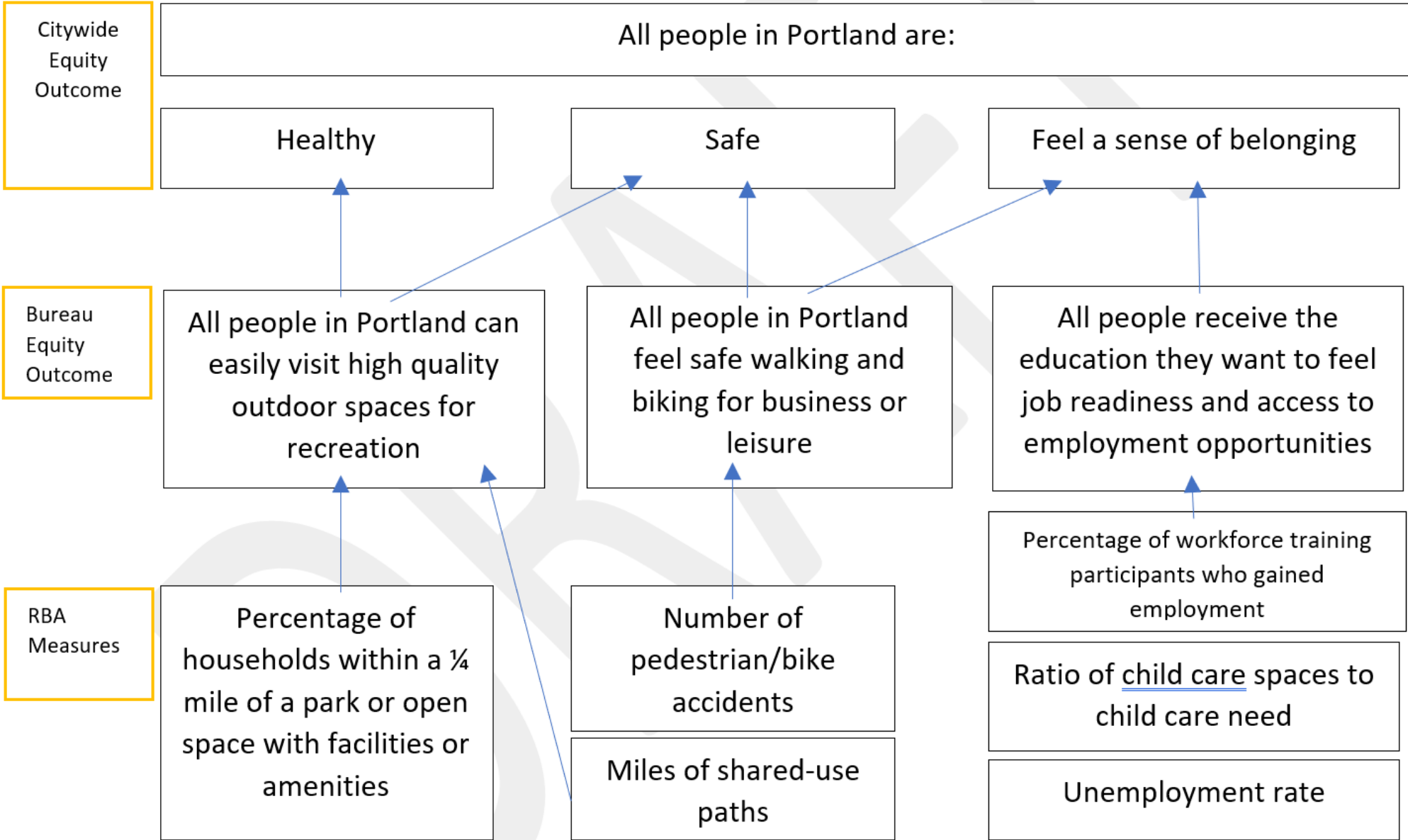**5 ▶ What works to turn the curve?**
Determine what would work to turn the curve of the baseline.
Include no-cost/low-cost strategies.

6 ▶ What do we propose to do to turn the curve?
Determine what you and your partners propose to do to turn the curve of the baseline.

Proposed Process Map

Citywide Equity Outcome

All people in Portland are:

Healthy

Safe

Feel a sense of belonging

Bureau Equity Outcome

All people in Portland can easily visit high quality outdoor spaces for recreation

All people in Portland feel safe walking and biking for business or leisure

All people receive the education they want to feel job readiness and access to employment opportunities

RBA Measures

Percentage of households within a ¼ mile of a park or open space with facilities or amenities

Number of pedestrian/bike accidents

Miles of shared-use paths

Percentage of workforce training participants who gained employment

Ratio of child care spaces to child care need

Unemployment rate

Sample Template

Citywide Equity Outcome: Identify a citywide equity goal from existing documents such as the Portland Plan's Framework for Equity, the City of Portland's 6 Core Values, or the People's Plan	Bureau Equity Outcome: What is an equitable outcome for the population served by your bureau? What are some of the equity-related goals specified in your bureau's Strategic Plan that tie to this Citywide Equity Outcome?	Strategy: Please describe the strategy that will help achieve this Bureau Equity Outcome	Bureau Policy/Program/Service or Action & Key Result: List the program, policy, service, or action that contributes to this strategy. What is the key result of this program that directly impacts the equity outcome?	Performance Measure: Select an indicator using the Results-based Accountability (RBA) process that measures progress towards this policy/program/service/action's key result.	Update Frequency: How often is this data point collected and when will it be updated?	Year 1-5 Update	Lead Staff: Identify a point of contact within your organization responsible for providing updates to the indicator data	Partners: Identify if your indicator data involves other bureaus' or organizations' data sources
	Bureau Equity Outcome: Is there more than one outcome that relates to this Citywide Equity Outcome?	Strategy	Bureau Policy/Program/Service or Action & Key Result	Performance Measure	Update Frequency	Year 1 -5 Update	Lead Staff	Partners

Developing in Collaboration with Concurrent Efforts

- Strategic Plans: Identify opportunities for strategic plans to include equitable outcomes and metrics for measuring progress towards racial equity (or vice versa, implementing outcomes and metrics identified through strategic planning processes in racial equity plans)

- Title VI Plans: Using a phased approach (development in progress) to incorporate Title VI plans into racial equity plans

- American Rescue Plan Reporting: Use standardized metrics across ARP reports and REPs

- Affirmative Action Plan: Using resources and metrics identified in the AAP to inform or track progress towards equitable outcomes in racial equity plans

- Embedding Racial Equity Plans in the budget process through review of budget asks that relate to advance Racial Equity Plan outcomes

Questions/Comments

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SCAG's Equity Resource Guide

- Presents a collection of **local, state, and national examples** of equity efforts

- Promotes and **amplifies best practices** for equitable and inclusive planning

- Aims to encourage collaboration and implementation of these practices and approaches

- **Evolving resource**

- Linked <u>here</u>

EQUITY RESOURCE GUIDE

A Collection of Local, State and National Examples of Practices and Approaches to Advance Equity

MARCH 24, 2022
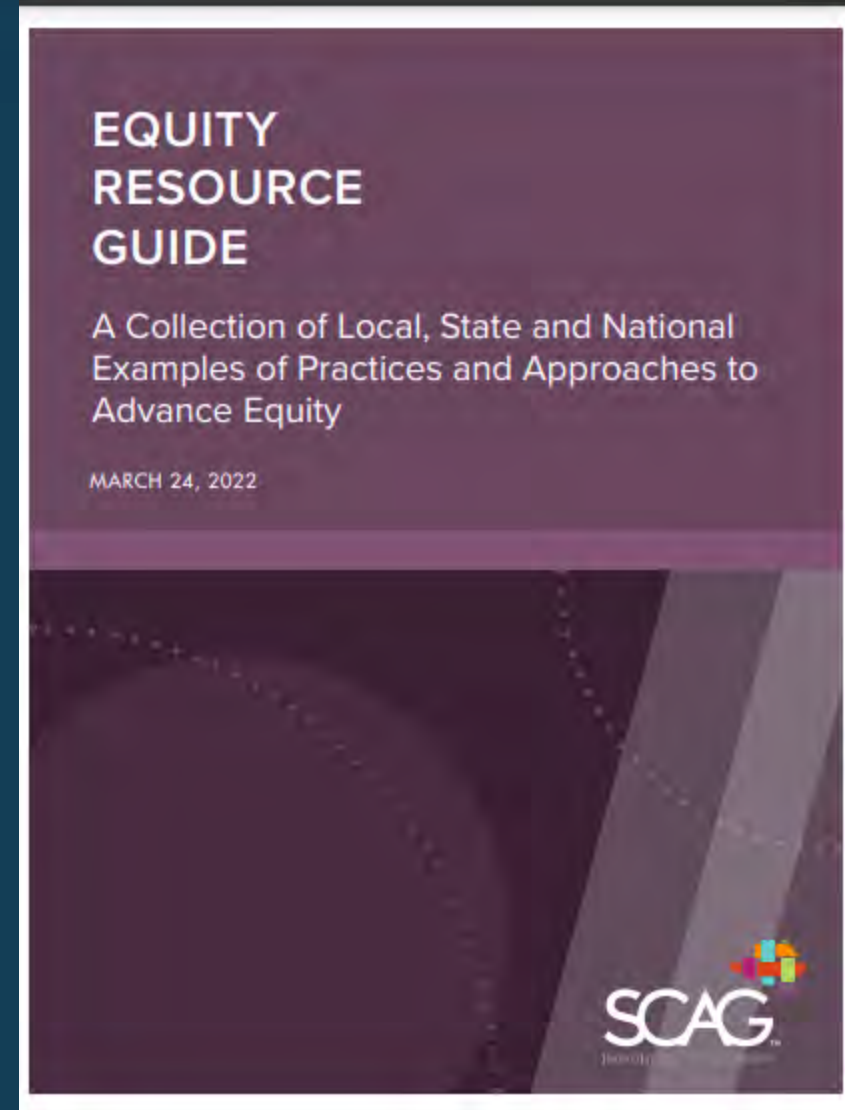
Equity Working Group

Thursday, June TBD, 2022 | 1 – 3 PM

June topics include:

- California's Healthy Places Index 3.0

- Equity performance metrics

Register here: https://scag.ca.gov/regional-planning-working-groups
For more information, please contact Anita Au at au@scag.ca.gov

What Toolbox Tuesdays or additional resources could be helpful for you?

Fill out the poll on your screen!

Thank you

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