



# **Diversity, Equity, and Inclusion: Action Plan 2024 - 2027**

**OREGON DEPARTMENT OF STATE LANDS**

# Diversity, Equity, and Inclusion Action Plan: 2024 – 2027

Oregon Department of State Lands

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## Acknowledgements

### *Authors*

Jimmie Phillips, Human Resources Manager  
Cait McCusker, Community Engagement Specialist

### *Contributors*

Sabra Comet, Allison Daniel, Deb Rudd, Ali Ryan Hansen, Katrina Scotto di Carlo, Erin Serra, Arin Smith, and Jaclyn Zatta

### *Executive Team*

Vicki Walker, Director  
Jimmie Phillips, Human Resources Manager  
Bill Ryan, Deputy Director of Operations  
Jean Straight, Deputy Director of Administration

Additional thanks to the many staff who contributed to this plan in conversation, or through your actions, to advance diversity, equity, and inclusion at the Department.

***Author’s Note (2025 update): End date was extended one year to June 30, 2027 at the request of the Office of Cultural Change, aligning DEI planning with Oregon Agency Expectations Steering Committee timelines.***

# Letter from the Director

Vicki L. Walker

To all State Lands staff,

Thank you for your dedication to our roles as stewards of Oregon's lands and waterways. Three things have remained the same since our founding at statehood: The State Land Board guides our work, we send revenue to Oregon's K-12 public schools, and we help public waterways thrive.

But much has changed since 1859, too. In the 80's and 90's, we stepped up to become the state agency that protects wetlands and other waters. In 1983, we became NOAA's state partner in managing South Slough National Estuarine Research Reserve, a hub of coastal science outside of Coos Bay that was established as the first NERR in the network in 1974. And our management of range and forestlands now focuses on increasing resilience to wildfire, drought, invasive species, and other climate-related threats as a critical component of ensuring a legacy for future students. The work we do at the Department of State Lands is statewide—woven throughout Oregon's diverse ecosystems in an enduring and collaborative effort by public agencies, Tribes, nonprofits, and individuals.

Now I'm presenting you with a new change: this opportunity to recommit ourselves to diversity, equity, and inclusion values.

In our agency's first Diversity, Equity, and Inclusion Action Plan, we will seek to understand and acknowledge the historic context of racism and inequities in Oregon and our natural resources. Integral to this work is challenging and unlearning implicit bias, while empowering employees to take concrete actions for change. These efforts are not centralized to any one position. To be successful, DEI is integrated throughout our agency's strategies and day-to-day projects.

I'm excited as we take these first foundational steps, and I encourage you to embrace these concepts and approach them in the spirit of growth and improvement.

Sincerely,



**Vicki L. Walker**

Director

Oregon Department of State Lands



***Pictured above:*** Native Balsamroot flowers, commonly called Oregon sunflower, blooming along the Columbia River in Oregon.

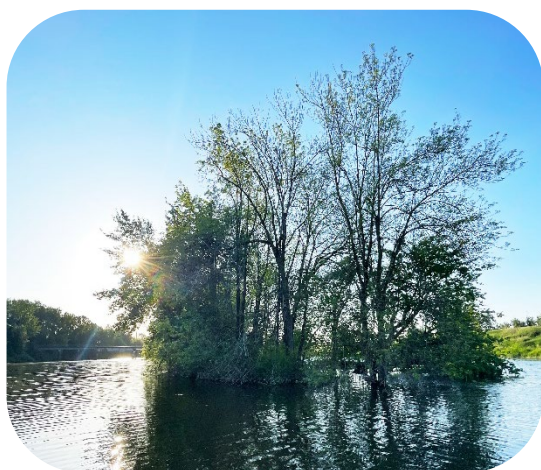


# Introduction

All Oregonians benefit from the Department of State Lands' programs. Our agency supports the Common School Fund, manages public lands and waterways, and assists in responsible siting for future development while protecting the state's natural resources. Centering diversity, equity, and inclusion principles offers a better avenue to communicate and collaborate with the people directly impacted by our programs. This includes Tribes, property owners and developers, environmental consultants, state agencies and municipalities, outdoor recreationalists, educators and students, and businesses. Indirectly, this includes people seeking housing and anyone living near Oregon-owned waterways or public trust lands.

Among those impacted are people from communities of color, people from lower-income households, Tribal communities, and other communities who have been historically excluded and underrepresented in public processes.

We are doing DEI planning for the first time. There is a lot to reflect on and learn from this experience, but there is excitement in taking these first steps.



**For this first three-year plan (July 1, 2024 – June 30, 2027), we are focused on advancing five key outcomes:**

- DEI is operationalized and understood across the agency.
- We have a culturally, racially, ethnically, and linguistically diverse workforce.
- Our staff support an inclusive culture of belonging.
- We offer meaningful community engagement opportunities at all levels.
- Our communication is inclusive and accessible.

We are dedicated to hiring and retaining a diverse staff that blends expertise and interest in advancing environmental justice and creating deeper connections with the communities we serve.

An authentic focus on diversity, equity, and inclusion in the workplace will in turn create a happier and talented workforce devoted to creating a better Oregon through sound stewardship of lands, wetlands, waterways, and the Common School Fund.

## Racial Equity and Intersectional DEI

We are committed to following the Racial Equity Values set out by the Governor in the [State of Oregon's Diversity, Equity, and Inclusion \(DEI\) Action Plan](#). Oregon is intentionally placing racial equity at the center of their DEI plan to counterbalance the racist policies and practices that must be dismantled in our state.

## Our Work

Oregon's State Land Board oversees the Common School Fund, which sends millions of dollars every year to our K-12 public schools. As the State Land Board's administrative agency, the Department of State Lands manages school lands, protects waters and wetlands, and is the state partner for South Slough National Estuarine Research Reserve.

[www.oregon.gov/dsl](http://www.oregon.gov/dsl)

### PROTECTING WATERS & WETLANDS

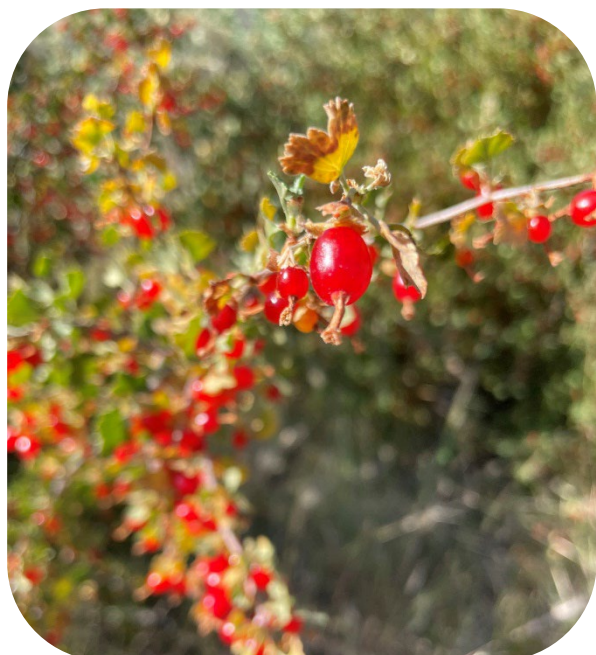
DSL oversees removal-fill and wetland conservation laws and use of publicly owned waterways. This work helps protect waters and wetlands for their many contributions to Oregon, like streams for swimming and fishing, wetlands to clean water and reduce flooding, and rivers where commerce thrives.

### MANAGING SCHOOL LANDS

DSL manages 1.5 million acres of school lands and minerals in all 36 counties across the state. This work sends revenue to the Common School Fund and provides big community benefits – like leasing land to cattle ranchers in Eastern Oregon or helping attract family-wage businesses to Redmond through rezoning and sale of school lands.

### UNDERSTANDING & EXPLORING ESTUARIES

South Slough Reserve provides research and education to support stewardship of estuaries and coastal watersheds in Oregon and beyond. Located on the South Slough inlet of the Coos Estuary in Charleston, the Reserve manages nearly 7,000 acres, including open water, wetlands, rivers, and forests.



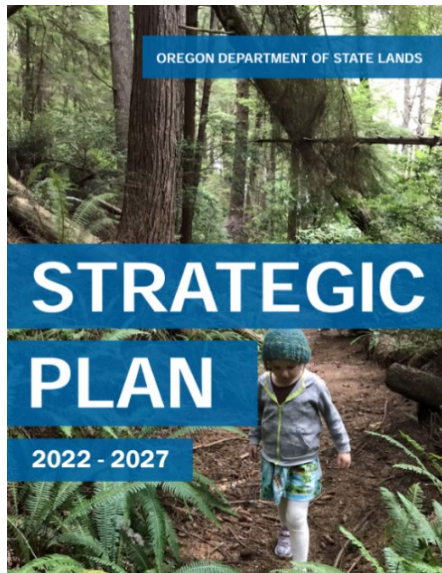
### Communicating diversity, equity, and inclusion

Throughout this document terms may be used that the reader might not be familiar with.

Reference *Appendix A: Glossary of Terms* for the shared definitions used by Oregon state agencies.

***Pictured left:*** Native Wax Currant grows wild on lands managed by DSL and is a traditional food for Tribal members residing in Oregon.

# Strategic Plan Goals



Our agencywide [Strategic Plan 2022 - 2027](#) was developed collaboratively by our staff and enhanced by feedback from partners and the public. The strategic plan provides a framework for continually improving service through goals that all programs contribute to and for which measurable progress can be made.

Complementary to the agencywide strategic plan, the actions outlined in this DEI Action Plan are also in alignment with our ***Affirmative Action Plan for 2023 – 2025*** as well as related ***environmental justice priorities (House Bill 4077)*** for natural resource agencies.

Below are the four goals of our agencywide strategic plan. Actions focused on advancing DEI outcomes will serve one or more of these goals.



## Exceptional Service

We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction.



## Thriving Oregon

As dedicated stewards of lands, waterways, and wetlands, we are committed to supporting thriving communities and a legacy of healthy, resilient, and accessible natural resources for the people of Oregon.



## Supporting Schools

We continually seek opportunities to increase revenue for the Common School Fund, and we regularly demonstrate the results of our innovative, efficient, and effective operations.



## Great Workplace

We are proud to be members of the DSL team, and we all do our part to model our shared values, seek and encourage professional growth, and make DSL a great place to work.

# Creating the Action Plan

We looked at a wide range of input to inform our three-year DEI action plan. Core to the process was examining the unique characteristics of DSL: the scale and size of our agency, our budget structure, and the highly technical natural resource and property management programs our staff lead.

Data and input were gathered or shared through:

- Monthly working group of DSL staff for this project
- DEI Committee
- Staff interviews
- Agency demographic data
- Community engagement on the agency's five-year strategic plan
- Insights from our 2023 DSL Staff Survey and 2022 DSL Customer Service Survey

Many of the actions outlined in this plan will require additional project-level engagement of staff, partners, community, and Oregon's federally recognized Tribes.

## Key Takeaways

- We're at the beginning of understanding how DEI intersects with our agency, programs, and our work as individuals. Foundational work, knowledge, and resources are necessary to support a sense of staff belonging and connection across the agency, as well as to understand how our work can benefit or burden different communities.
- As stewards of Oregon's school lands, waterways, and wetlands, we must consider impacts to the natural and cultural resources important to everyone living in Oregon. This includes environmental injustices in our state's history that underserved communities bear the burdens of today.
- DSL is not currently a diverse agency. Demographic changes over time have been static from year to year.
- DSL staff have a lot of great and innovative ideas to advance diversity, equity, and inclusion both internally and with the people we serve. There is no shortage of ideas, what limits our work is staff capacity and resources to implement them.

# Agency Demographic Data

The Department of State Land's workforce is a blend of natural resource specialists, land managers, scientists, and all the specialties that support governance: fiscal, policy, customer support, and more. Most of the staff are full-time and year-round at our three offices in Salem, Bend, and Coos Bay, but we also host a slate of summer interns and seasonal employees in management of waterways, wetlands, and lands.

Hiring and retention data was pulled from Workday's Talent Acquisition Dashboard for the years between **July 1, 2021, and June 30, 2023**:

- During that biennium, 29 individuals were hired by DSL, 3 were promoted from other agencies, and 41 left.
- Of the 29 hired, 13 were for permanent positions and 16 were classified as either seasonal, or limited duration.
- Promotions during that biennium:
  - 10 individuals who identify as white were promoted. 6 of those identified as male, and 4 of those identified as female.
  - 1 individual who identifies as Black and as male.
  - 1 individual who identifies as Asian and as male.
  - Overall, 67% of the promotions were of individuals who identify as male.

As of **May 1, 2024**, DSL's workforce consists of approximately 123 employees which includes permanent, limited duration, and seasonal employees. Below is a snapshot of those demographics.

## Gender

For federal reporting, Workday data shows **56.9%** of Department employees identify as female, and **43.1%** employees identify as male.

The State of Oregon recognizes non-binary as a gender identity, and an alternative data set in Workday shares that **3 of those employees** identify as non-binary.

## Disability

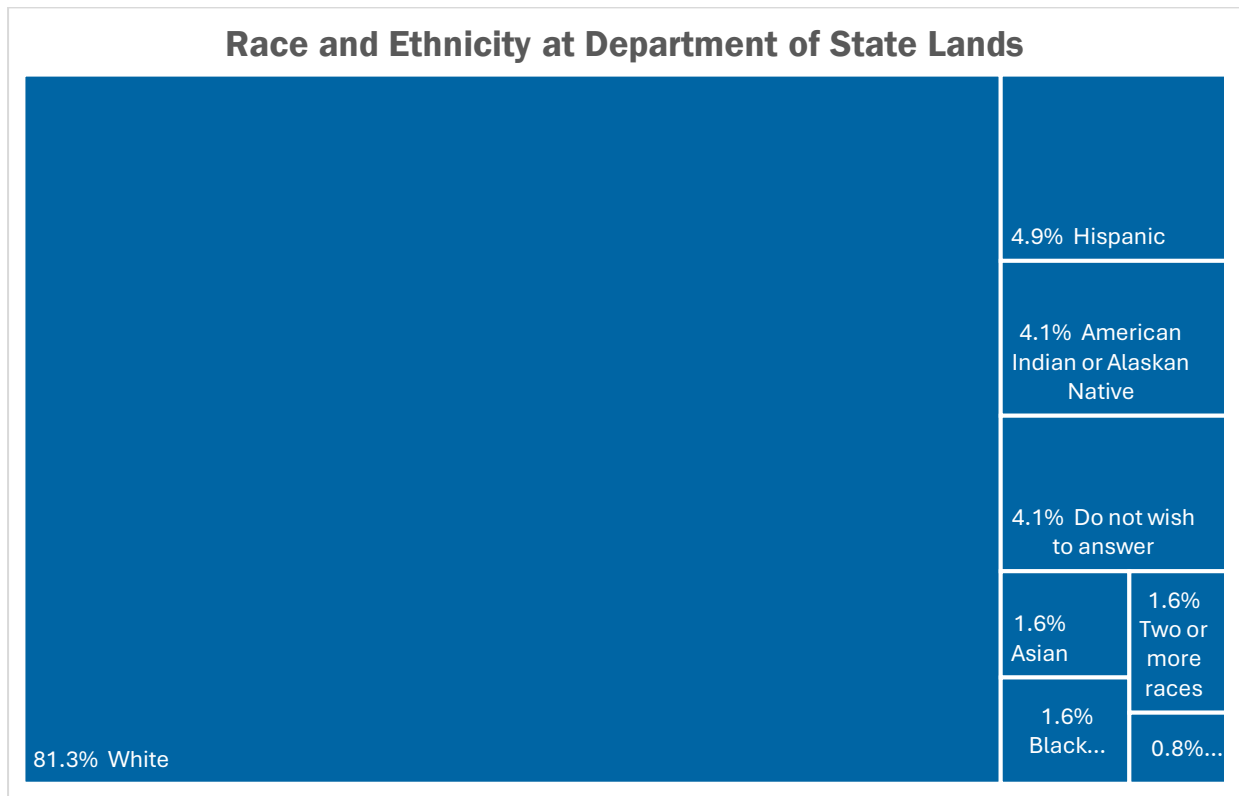
**1%** of Department employees report a disability in Workday. However, there may be staff who do not wish to report a disability to their employer.

Mobility, hearing, and sight impairments are what often come to mind first, but disabilities can encompass neurodiversity, chronic pain or illness, mental health, and more.



## Race and Ethnicity

- **81.3%** White
- **4.9%** Hispanic
- **4.1%** American Indian or Alaskan Native
- **1.6%** Asian
- **1.6%** Black or African American
- **1.6%** Two or more races
- **0.8%** Native Hawaiian or Pacific Islander
- **4.1%** Do not wish to answer



## Multi-lingual

**9.7%** of Department employees report some level of fluency of speaking languages other than English. Languages include Spanish, Portuguese, German, Italian, Japanese, Russian, Ukrainian, Nepalese, and Khmer.

The Department has three Spanish-speaking staff who provide interpretation and translation skills and are compensated through the bilingual differentials bargained by the unions' represented staff.

## Diversity and Management

Current management pool by race and ethnicity:

- **81.6%** White
- **6.7%** Black or African American
- **6.7%** Do not wish to answer

Current management pool by gender:

- **42.9%** male
- **57.1%** female

## DEI Actions for 2024 – 2027

Our DEI Action Plan is focused on strategies that advance these outcomes:

- **DEI is operationalized and understood across the agency.**
- **We have a culturally, racially, ethnically, and linguistically diverse workforce.**
- **Our staff support an inclusive culture of belonging.**
- **We offer meaningful community engagement opportunities at all levels.**
- **Our communication is inclusive and accessible.**



### **Strategy 1: Integrate DEI into agency project charters and expand staff knowledge.**

Integrating DEI into the beginning of a project ensures that all community members are considered at the outset, and it operationalizes equity across all projects. Developing DEI impact statements for projects will require support through staff training and other resources. Our longstanding DEI Committee of DSL staff are an essential resource and knowledge base.

#### **Actions we're taking in this three-year period:**

1. Revise strategic plan project charters to include DEI impact statements.
2. Identify resources staff need to advance DEI outcomes in their projects.
3. Expand staff knowledge of DEI through training and DEI Committee-hosted events. Approve up to 8 hours of staff time annually for DEI Committee-hosted events.

*This strategy is connected to our agencywide goals for “Exceptional Service” and “Great Workplace.”*

***Pictured above:*** Orange oxidized rhizospheres threaded throughout this soil sample found in Oregon is one indication of the site being a wetland and an important resource we need to protect.



## **Strategy 2: Expand our recruitment process and materials to reach and support diverse applicants.**

Diversifying recruitment efforts benefits government agencies in many ways. By casting a wider net, our agency can attract candidates with diverse backgrounds, experiences, and perspectives, enriching our talent pool and fostering innovation. Additionally, diverse teams bring together individuals with different viewpoints and approaches to problem-solving, leading to more creative and effective solutions. Demonstrating a commitment to diversity and inclusion will enhance our agency's reputation as an employer of choice, attracting top talent and fostering positive relationships with clients and community partners. Furthermore, employees are more likely to feel valued and engaged when they see themselves represented in the workplace, which can lead to higher retention rates and reduced turnover costs.

### **Actions we're taking in this three-year period:**

1. Develop targeted outreach strategies for underrepresented groups that prioritize person-to-person communication (for example, career fairs, partnerships with community-based organizations and universities).
2. Revise recruitment templates with inclusionary language.
3. Expand our workforce development opportunities through a scaled-up internship program.
4. Create interview panel training and diversify the interview panel to bring in more perspectives.

*This strategy is connected to our agencywide goal for a “Great Workplace”.*

***Pictured above:*** A South Slough Reserve Intern traps invasive 5-spine green crabs at Coos estuary. The Reserve internship program has been providing quality educational experiences for high school and college students, as well as those re-entering the workforce or changing careers, since 2013. As of December 2023, the Reserve has hosted 118 interns who each spent an average of 100-300 hours of job training with a staff mentor.





### **Strategy 3: Revise procedures and resources in creating a welcoming and supportive environment for employees from diverse backgrounds.**

Revising procedures and resources is essential for fostering inclusivity and equity within the workplace. By ensuring that all employees, irrespective of their background, feel included and valued, a sense of equity and belonging is cultivated. Moreover, creating a welcoming environment not only contributes to retention but also boosts engagement among employees. When individuals feel supported and respected, they are more inclined to stay with the organization, leading to a more diverse talent pool and heightened overall employee satisfaction.

#### **Actions we're taking in this three-year period:**

1. Update and expand our employee mentorship program.
2. Examine and revise our onboarding process and resources with a focus on inclusive culture and belonging.
3. Include manager training to increase morale and engagement utilizing 2023 Gallup survey.

*This strategy is connected to our agencywide goal for a “Great Workplace”.*

***Pictured above:*** *At this compensatory mitigation site within the Portland Harbor Superfund site, native seeds of yarrow and lupine burst to life on the upland slope bordering a side channel habitat.*



## Strategy 4: Create community engagement resources.

We seek meaningful engagement with communities as part of our commitment to inclusive service and access to information. Our Community Engagement Specialist supports staff in identifying and reaching people who might be impacted by decisions to involve them in the process. This work supports public noticing for open comment periods and the outcome of decisions, as well as forming advisory committees.

Inclusive and accessible language is a key tool in supporting community engagement. Most of our workforce lean towards technical skillsets grounded in natural resource science to support the stewardship of land, waterways, and wetlands. Investments in science communication skills and resources can help bridge the gap of knowledge sharing and engagement with Oregonians, and in particular environmental justice populations.

### **Actions we're taking in this three-year period:**

1. Create an agencywide community engagement policy.
2. Create a suite of templates and materials for community engagement activities.
3. Create plain language guidance and connect staff with training.

*This strategy is connected to our agencywide goals for "Exceptional Service" and "Thriving Oregon".*

***Pictured above:*** Interns at the South Slough Reserve ready to share their knowledge of local estuaries with community members at the Coos Bay Farmers Market.



## Strategy 5: Invest in Tribal relationships and co-stewardship of lands.

We are committed to communication and collaboration with the nine federally recognized Tribal governments in Oregon. In addition to the Director's open-door policy for Tribal consultation, our Tribal Liaison participates in the Natural Resource Working Group and Cultural Resource Cluster, as well as provides annual reporting to the Legislative Commission on Indian Services (LCIS).

Additionally, our South Slough National Estuarine Research Reserve in Coos Bay is located on the traditional lands of the Miluk Coos people. To ensure ongoing and sound stewardship of this special place and protection of its cultural resources, the Reserve relies on regular consultation and partnership with the Confederated Tribes of the Coos, Lower Umpqua and Siuslaw Indians (CTCLUSI); Coquille Indian Tribe; and Confederated Tribes of Siletz Indians. Reserve staff regularly partner with Tribal staff on education and training programs, research and monitoring projects, grant funding acquisition, and stewardship work.

### **Actions we're taking in this three-year period:**

1. In consultation with Tribes, LCIS, and the Governor's Office of Tribal Affairs, revise our agencywide Government-to-Government policy and related procedures for consultation, coordination, and communication.
2. Provide annual training(s) for staff on Tribal relations.
3. Coordinate with the State Historic Preservation Office on strategies to better evaluate cultural resources through state permitting.
4. Wetland restoration of the Wasson Creek Watershed, an area in the Reserve that includes 22 acres of wetlands and streams. The CTCLUSI and the Coquille Indian Tribe are project partners and co-stewards of this land.

*This strategy is connected to our agencywide goals for "Exceptional Service" and "Thriving Oregon".*

***Pictured above:*** In partnership with Coos Watershed Association, and funded by Coquille Tribal Community Fund, native shrubs were planted along the upper reaches of the Wasson Creek. Willow stakes await planting by South Slough Reserve staff, volunteers, and partners.



## Strategy 6: Advance environmental justice.

As a natural resource agency for the State of Oregon, we must address environmental justice issues and carefully consider the impacts of decisions on environmental justice communities. Our Environmental Justice Liaison works across programs and through interagency coordination, as well as reporting annually to the Governor’s [Environmental Justice Council](#). See *House Bill 4077 in Appendix B: Legislative References for more information.*

### **Actions we’re taking in this three-year period:**

1. Participate in the development of the State of Oregon’s Environmental Justice Mapping Tool project (estimated launch 2025-26).
2. Identify opportunities for implementing the Environmental Justice Mapping Tool through consultation with DSL staff and the communities we serve.
3. Examine our agencywide needs for language translation to support education, research, recreation, community involvement, and stewardship of natural resources as a regulatory agency.
4. Examine opportunities to increase access to, and positive impacts on, environmental justice communities through our 2025-27 grant cycle for Submerged Lands Enhancement Funds. This grant program supports state and local governments, federally recognized Tribes, and community-based organizations in waterway stewardship projects.

*This strategy is connected to our agencywide goals for “Exceptional Service” and “Thriving Oregon”.*

***Pictured above:*** Beyond leasing rangelands for grazing to rural communities, there is ongoing stewardship and management of the lands through habitat improvement efforts. The healthy rangelands pictured here are managed by DSL staff and through long-term local, state, and federal partnerships.



# Measuring Impacts

In addition to completing the actions outlined in this action plan by June 30, 2027, we will be tracking the following metrics to measure the impact of these strategies.

## Professional Development Metrics

As an agency we want to create time and space for staff and managers to participate in these professional development opportunities to ensure staff have the foundational training necessary to be successful and build capacity for advancing DEI initiatives.

1. All new employees will complete the agency's onboarding and mentoring program.
2. All new managers will attend Foundational Management trainings.
3. Track staff attendance at DEI related trainings, whether hosted by DSL, our DEI Committee, or external partners. Meet or exceed average hourly attendance from year to year.
4. Track staff attendance at Tribal relations trainings, whether hosted by DSL, our DEI Committee, or external partners. Meet or exceed average hourly attendance from year to year.

Tracking these items for DEI is crucial for ensuring a culture of inclusivity and growth within our organization. Firstly, mandating that all new employees complete the agency's onboarding and mentoring program ensures that everyone receives the necessary support and resources to thrive in their roles, fostering a sense of belonging from the outset. Secondly, requiring new managers to attend Foundational Management trainings ensures they develop essential leadership skills, including the promotion of diversity and inclusion within their teams. Additionally, monitoring staff attendance at DEI-related and Tribal relations trainings, whether hosted internally or by external partners, reflects our commitment to promoting understanding and respect for diverse perspectives. By aiming to meet or exceed average attendance from year to year, we demonstrate our dedication to continuous learning and improvement in our DEI initiatives.

## Evaluation Metrics

We need to understand what strategies are successful and how to be adaptive to support iterative improvement from year to year. Below are key touchpoints where feedback can be gathered from both staff and community members.

1. Include questions related to diversity, equity, and inclusion in the annual employee satisfaction survey, and improve or maintain ratings from year to year.
2. Require evaluation from employees, both mentees and mentors, on their experience in the mentoring program, and improve or maintain ratings from year to year.
3. Request voluntary evaluation from partners and community members who serve on Rulemaking Advisory Committees, and improve or maintain ratings from year to year.
4. Request voluntary evaluation from staff who attend events hosted by our DEI Committee, and improve or maintain ratings from year to year.

Actively seeking feedback invites open dialogue and creates space for progress. Addressing DEI topics in our annual employee satisfaction survey demonstrates our commitment to fostering a diverse and inclusive workplace culture, ensuring that all employees feel valued, respected, and supported, regardless of their background or identity. Asking these questions, as well as in evaluations of onboarding and trainings, allow us to gauge perceptions and experiences within the organization, identifying areas for improvement and taking proactive steps to address them. Creating a more inclusive workplace contributes to higher levels of employee morale, productivity, and retention, as employees who feel included and supported are more likely to be engaged and satisfied with their work. Similarly, inviting feedback from community members and partners on their experiences working with DSL staff on rulemaking ensures our organization remains committed to fostering a positive environment for everyone.

## Related Reporting

There are several recurrent reporting requirements that intersect with this DEI Action Plan:

- **Strategic Plan:** Annual report to the State Land Board on metrics and achievements for the agencywide Strategic Plan.
- **Staff Survey:** Annual staff satisfaction survey and evaluation, with a report shared with staff on what we heard.
- **Affirmative Action:** Biannual report to the Department of Administrative Services on metrics and achievements for our Affirmative Action Plan.
- **Environmental Justice:** Annual report to the Environmental Justice Council on advancements in environmental justice initiatives and processes, found on our website at [www.oregon.gov/dsl/Pages/DEI.aspx](http://www.oregon.gov/dsl/Pages/DEI.aspx)
- **Tribal Relations:** Annual report to the Legislative Commission on Indian Services on government-to-government policies, practices, activities, and trainings, found on our website at [www.oregon.gov/dsl/Pages/tribal-relations.aspx](http://www.oregon.gov/dsl/Pages/tribal-relations.aspx)

In Spring 2024 we established a new quarterly staff update focused on what's happening across the state and within the Department on projects and news that advance diversity, equity, inclusion, and environmental justice. This quarterly update also provides knowledge sharing and awareness of DEI principles.

## Looking Ahead

Advancing diversity, equity, and inclusion within Department programs, policies, and practices is integral to improving our customer service, community involvement practices, and internal culture. The actions in this plan are foundational and necessary as first steps.

Looking beyond the actions in this three-year plan, some considerations for the future include:

- **Exploring interagency collaboration on advancing DEI**, whether that's through workforce development initiatives, culture building, creating resources, or identifying enterprise-wide solutions that meet the needs of natural resource agencies or across all agencies.
- **Resourcing the expertise and staff time needed to tackle more advanced solutions.** This includes considerations for both internal and external expertise. This could take the form of hiring an external consultant to provide a DEI assessment for future agencywide strategic planning efforts.
- **Understanding the intersection of DEI and considerations for safety in the field.** As a natural resource agency with regulatory responsibilities, we need to be aware of and prepare for discrimination or harassment that may occur on the basis of race, ethnicity, gender, ability, and more. Related, how can we address potential language barriers in the field with the people we serve? Safety and clear communication are important for all staff and community members.
- **Investing long-term in diverse workforce development to support Oregon's natural resource expertise.** Increasing interest and enrollment in science and engineering from underrepresented groups can support the field in the long-term with new ideas and perspectives. As a small natural resource state agency, what can we do to bolster existing efforts locally?

# Appendix A: Glossary of Terms

## Key Definitions from ORS 182.535

### **Environmental Justice: (ORS 182.535 Section 3)**

“Environmental justice” means the equal protection from environmental and health risks, fair treatment and meaningful involvement in decision making of all people regardless of race, color, national origin, immigration status, income or other identities with respect to the development, implementation and enforcement of environmental laws, regulations and policies that affect the environment in which people live, work, learn and practice spirituality and culture.

### **Environmental Justice Community: (ORS 182.535 Section 4)**

“Environmental justice community” includes communities of color, communities experiencing lower incomes, communities experiencing health inequities, tribal communities, rural communities, remote communities, coastal communities, communities with limited infrastructure and other communities traditionally underrepresented in public processes and adversely harmed by environmental and health hazards, including seniors, youth and persons with disabilities.

### **Meaningful Involvement: (ORS 182.535 Section 7)**

“Meaningful involvement” means:

- a) Members of vulnerable populations have appropriate opportunities to participate in decisions about a proposed activity that will affect their environment or health;
- b) Public involvement can influence a decision maker’s decision;
- c) The concerns of all participants involved are considered in the decision-making process; and
- d) Decision makers seek out and facilitate the involvement of members of vulnerable populations.

### **Environmental Burdens: (ORS 182.535 Section 2)**

“Environmental burden” means the environmental and health risks to communities caused by the combined historic, current and projected future effects of: a) Exposure to conventional pollution and toxic hazards in the air or in or on water or land; b) Adverse environmental conditions caused or made worse by other contamination or pollution; and c) Changes in the environment resulting from climate change, such as water insecurity, drought, flooding, wildfire, smoke and other air pollution, extreme heat, loss of traditional cultural resources or foods, ocean acidification, sea-level rise and increases in infectious disease.



## Definitions from the State of Oregon Diversity, Equity, and Inclusion Action Plan

*This glossary was borrowed from the [State of Oregon Diversity, Equity, and Inclusion Action Plan](#) (Stoudamire-Wesley, 2021).*

**Accessibility:** The extent to which a space is readily approachable and usable by people with disabilities. A space can be described as:

- Physical or literal space, such as a facility, website, conference room, office, or bathroom
- Figurative space, such as a conversation or activity
- Digital space, such as a website

**Anti-Black Racism:** Any attitude, behavior, practice, or policy that explicitly or implicitly reflects the belief that Black people are inferior to another racial group. Anti-Black racism is reflected in interpersonal, institutional, and structural levels of racism.

**Anti-Racism:** Active process of identifying and challenging racism, by changing systems, organizational structures, policies and practices, and attitudes, to redistribute power in an equitable manner.

**Colonialism:** Colonialism is a practice of subjugation and economic exploitation of one people over another, through political and economic control, often involving extraction of resources and/or removal of people from an existing place.

**Color-Blind Racial Ideology:** The belief that people should be regarded and treated as equally as possible, without regard to race or ethnicity. While a color-blind racial ideology may seem to be a pathway to achieve equity, in reality it ignores the manifestations of racist and discriminatory laws and policies which preserve the ongoing processes that maintain racial and ethnic stratification in social institutions.

**Cultural Humility:** When one maintains an interpersonal stance that is open to individuals and communities of varying cultures, in relation to aspects of the cultural identity most important to the person. Cultural humility can include a life-long commitment to self-critique about differences in culture and a commitment to be aware of and actively mitigate power imbalances between cultures.

**Discrimination:** The unequal treatment of members of various groups based on race, ethnicity, gender, gender expression, socioeconomic class, sexual orientation, physical or mental ability, religion, citizenship status, a combination of those identified, and/or other categories. *Also refer to Racism.*

**Diversity:** Honoring and including people of different backgrounds, identities, and experiences collectively and as individuals. It emphasizes the need for sharing power and increasing representation of communities that are systemically underrepresented and under-resourced. These differences are strengths that maximize the state's competitive advantage through innovation, effectiveness, and adaptability.

**Equality:** The effort to treat everyone the same or to ensure that everyone has access to the same opportunities. However, only working to achieve equality ignores historical and structural factors that benefit some social groups and disadvantages other social groups in ways that create differential starting points. *Also refer to Racial Equity; Justice.*

**Equity:** Equity acknowledges that not all people, or all communities, are starting from the same place due to historic and current systems of oppression. Equity is the effort to provide different levels of support based on an individual's or group's needs in order to achieve fairness in outcomes. Equity actionably empowers communities most impacted by systemic oppression and requires the redistribution of resources, power, and opportunity to those communities.

**Gender Pronoun:** The term one uses to identify themselves in place of their name (i.e. ze/hir/hirs, ey/em/eirs, they/them/theirs, she/her/hers, he/him/ his, etc.). The use of the specific gender pronoun identified by each individual should be respected and should not be regarded as optional.

**Implicit Bias:** A belief or attitude that affects our understanding, decision, and actions, and that exists without our conscious awareness.

**Inclusion:** A state of belonging when persons of different backgrounds, experiences, and identities are valued, integrated, and welcomed equitably as decision-makers, collaborators, and colleagues. Ultimately, inclusion is the environment that organizations create to allow these differences to thrive.

**Individual Racism:** This type of racism, often unknowingly, rests within individuals and comprises our private beliefs and biases about race and racism. Such ideas are influenced and shaped by the larger culture that surrounds us and can take many different forms including: prejudice towards others of a different race; internalized oppression — the negative beliefs about oneself by people of color; or internalized privilege —beliefs about superiority or entitlement by white people.

**Interpersonal Racism:** This is the form of racism that people most often think of – a set of intentionally harmful, extremist actions and behaviors executed by specific persons against other individual people. This is the bias that occurs when individuals interact with others and their personal racial beliefs affect their public interactions.

**Institutional Racism:** As the name suggests, this form of racism occurs within institutions and reinforces systems of power. It is often more difficult to name or witness because it is more deeply embedded in practices and policies, often presenting as a norm. Institutional racism refers to the discriminatory policies and practices of particular institutions (schools, workplaces, etc.) that routinely cause racially inequitable outcomes for people of color and advantages for white people. Individuals within institutions take on the power of the institution when they reinforce racial inequities.

**Intersectionality:** Coined by Professor Kimberlé Crenshaw in 1989, this term describes the ways in which race, class, gender, and other aspects of our identity, “intersect” with one another, overlap, intersect, and interact, informing the way in which individuals simultaneously experience oppression and privilege in their daily lives interpersonally and systemically. Intersectionality promotes the idea that aspects of our identity do not work in a silo. Intersectionality, then, provides a basis for understanding how these individual identity markers work with one another.

**Justice:** The process required to move us from an unfair, unequal, or inequitable state to one which is fair, equal, or equitable, depending on the specific content. Justice is a transformative practice that relies on the entire community to respond to past and current harm when it occurs in society. Through justice, we seek a proactive enforcement of policies, practices, and attitudes that produce equitable access, opportunities, treatment, and outcomes for all regardless of the various identities that one holds.

**Oppression:** A system of supremacy and discrimination for the benefit of a limited dominant class that perpetuates itself through differential treatment, ideological domination, and institutional control. Oppression reflects the inequitable distribution of current and historical structural and institutional power, where a socially constructed binary of a “dominant group” hoards power, wealth, and resources at the detriment of the many. This creates a lack of access, opportunity, safety, security, and resources for non-dominant populations.

**Prejudice:** A preconceived opinion or assumption about something or someone rooted in stereotypes, rather than reason or fact, leading to unfavorable bias or hostility toward another person or group of people. Literally a “pre-judgment.”

**Racial Disparity:** An unequal outcome one racial group experiences as compared to the outcome for another racial group.

**Racial Disproportionality:** The underrepresentation or overrepresentation of a racial or ethnic group at a particular decision point, event, or circumstance, in comparison to the group’s percentage in the total population.

**Racial Equity:** Closing the gaps so that race can no longer predict any person’s success, which simultaneously improves outcomes for all. To achieve racial equity, we must transform our institutions and structures to create systems that provide the infrastructure for communities to thrive. This commitment requires a paradigm shift on our path to recovery through the intentional integration of racial equity in every decision.

**Racial Justice:** The proactive process of reinforcing and establishing cement of policies, practices, attitudes, and actions that produce equitable power, access, opportunities, treatment, impacts, and outcomes for all individuals and groups impacted by racism. The goal, however, is not only the eradication of racism, but also the presence of deliberate social systems and structures that sustain racial equity through proactive and preventative measures. *Also refer to Social Justice; Anti-Racism.*

**Racial Microaggression:** Commonplace verbal, behavioral, or environmental indignities, whether intentional or unintentional, that communicate or imply hostile or derogatory racial slights and insults toward people of color (e.g. asking a person of color “How did you get your job?” to imply they are not qualified).

**Racism:** The systematic subjugation of members of targeted racial groups, who hold less socio-political power and/or are racialized as non-white as means to uphold white supremacy. Racism differs from prejudice, hatred, or discrimination because it requires one racial group to have systematic power and superiority over other groups in society. Often, racism is supported and

maintained, both implicitly and explicitly, by institutional structures and policies, cultural norms and values, and individual behaviors.

**Restorative Justice:** A theory of justice that emphasizes repairing harm by having the parties decide together in order to cause fundamental changes in people, relationships, and communities.

**Social Justice:** A process, not an outcome, which (1) seeks fair (re)distribution of resources, opportunities, and responsibilities; (2) challenges the roots of oppression and injustice; (3) empowers all people to exercise self-determination and realize their full potential; (4) and builds social solidarity and community capacity for collaborative action.

**Structural Racism:** Distinct but related to institutional racism, structural racism refers to how racial bias among institutions work together — intentionally or not — to disenfranchise people of color and create disparate outcomes. This involves the cumulative and compounding effects of an array of societal factors, including the history, culture, ideology, and interactions of institutions and policies that systematically privilege white people and disadvantage people of color. The effects of structural racism are hard to pinpoint because they are cumulative and pervasive.

**Systems of Oppression:** The ways in which history, culture, ideology, public policies, institutional practices, and personal behaviors and beliefs interact to maintain a hierarchy — based on race, class, gender, sexuality, and/or other group identities — that allows the privileges associated with the dominant group and the disadvantages associated with the targeted group to endure and adapt over time.

**Systems Reform or Systems Change:** A process designed to address the root causes of social problems and fundamentally alter the components and structures that perpetuate them in public systems (i.e. education system, child welfare system, etc.).

**Targeted Universalism:** Setting universal goals pursued by targeted processes to achieve those goals. Within a targeted universalism framework, universal goals are established for all groups concerned. The strategies developed to achieve those goals are targeted, based upon how different groups are situated within structures, culture, and across geographies to obtain the universal goal. Targeted universalism is goal oriented, and the processes are directed in service of the explicit, universal goal.

**White Privilege:** The unearned power and advantages that benefit people just by virtue of being white or being perceived as white.

**Xenophobia:** Any attitude, behavior, practice, or policy that explicitly or implicitly reflects the belief that immigrants are inferior to the dominant group of people. Xenophobia is reflected in interpersonal, institutional, and systemic levels of oppression and is a function of white supremacy.



# Appendix B: Legislative References

## Executive Orders and Statewide Policies

- [ADA and Reasonable Accommodation Policy \(Statewide Policy 50.020.10\)](#)
- [Discrimination and Harassment Free Workplace - \(Statewide Policy No. 50.010.01\)](#)
- [Employee Development and Implementation of Oregon Benchmarks for Workforce Development \(Statewide Policy 50.045.01\)](#)
- [Statewide Workforce Learning and Development \(Statewide policy 10-040-01\)](#)
- [Veterans Preference in Employment \(40-055-03\)](#)
- [Equal Opportunity and Affirmative Action Rule \(105-040-0001\)](#)
- [Executive Order 17-11: Relating to Affirmative Action and Diversity and Inclusion](#)
- [Executive Order 22-11: Relating to Affirmative Action, Equal Employment Opportunity, Diversity Equity, and Inclusion](#)

## Environmental Justice

### [House Bill 4077 \(2022\)](#)

Legislation establishing the Environmental Justice Council, the Council's responsibility to develop an environmental justice mapping tool, develop a biannual report to the Governor, and the requirement for natural resource agencies to submit an annual report to the Environmental Justice Council.

### [Senate Bill 420 \(2007\)](#)

Legislation establishing the Environmental Justice Task Force, the predecessor for the Environmental Justice Council. It also includes requirements for the Task Force to submit biannual reports to the Governor and the requirement for natural resource agencies to submit an annual report to the Environmental Justice Task Force.

### [ORS 182.550 Reports by natural resource agencies](#)

All directors of natural resource agencies, and other agency directors as the Governor may designate, shall report annually to the Environmental Justice Council and to the Governor on the results of the agencies' efforts to:

1. Address environmental justice issues;
2. Increase public participation of individuals and communities affected by agencies' decisions;
3. Determine the effect of the agencies' decisions on environmental justice communities;
4. Improve plans to further the progress of environmental justice in Oregon; and
5. Utilize the environmental justice mapping tool developed under section 12 of this 2022 Act.