



OREGON

Department of
Land Conservation
& Development

Diversity, Equity and Inclusion Committee 2021-2022 Work Plan Final

2020 Diversity, Equity, and Inclusion Committee Members

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Executive Summary

DLCD is a small, adept agency that is motivated towards positive change. This is evidenced by current equity-related initiatives and products such as: the [Managers Initial Approach to Equity](#), the [Climate Equity Blueprint](#), [Climate Friendly and Equitable Communities](#) rulemaking, and work with the [Environmental Justice Task Force](#) and [Racial Justice Council](#) Environment and Equity Committee. While we are in the midst of multiple crises (COVID-19, wildfires, and a budget shortfall), we continue to lead with compassion. However, DLCD does have considerable work to do to reach our goal of becoming a diverse, equitable, and inclusive agency that implements an equitable and inclusive planning program for Oregon.¹ As a part of State government, we are challenged to improve how Oregon does business and how we meet the needs of Oregonians. As an agency, we must make way for new voices, new leaders, and new ways of engaging communities we serve. We must strive to hire, promote, and retain talent from all communities in Oregon. As individuals, we have a responsibility to oppose bias, discrimination, and inequality in our daily lives and actions.

The purpose of this 1-year, 2021-22 Work Plan, is two-fold. First, it is simply to guide our next year while in alignment with the agency's fiscal year to better enable budgetary support for action items identified in this Plan. Second, for future work plans, this is a proposed "60% design." We formally submit this document to the DLCD Management Team for review and guidance for next steps, but welcome feedback from everyone.

The 2021-22 Work Plan begins with the balance of the Executive Summary in Recommendations, Budget Requests, the Year's Accomplishments, and DEI Charter guidance. It then moves into a chapter of key diversity, equity, and inclusion efforts, by action area and by division. Next we describe the intended engines of the plan—where to work, whom to engage, what to measure, and who does what. All of these are areas for improvement or outside consulting. Finally, we outline the background resources and references that were used in considering and developing this list of recommendations.

Finally, we thank you for your time in reviewing this document and for trusting us to do this work.

Sincerely,

2020 DLCD DEI Committee

¹ The DEI Committee's Vision from our Charter "The DLCD workforce will represent the diversity of the communities we serve and foster a more diverse, equitable, and inclusive culture for employees, the public, and the local governments we serve. This diversity should exist across the breadth (functions) and depth (hierarchy) of government."

Our mission: "The DEI Committee works to integrate best practices for diversity, equity, and inclusion into agency policies and programs. The Diversity, Equity, and Inclusion Committee serves as an advisory body to the DLCD Management and Policy Teams. The DEI Committee will provide research, recommendations, event support, and policy guidance to the DLCD leadership as requested and as outlined in the DEI Committee annual work plan."

Recommendations

The DEI Committee suggests that in order to measure the agency's progress on any manner of diversity, equity, and inclusion, it may be necessary to contract an "organizational assessment" in order to establish a baseline of internal and external conditions that contribute to bias or inequity: a) within the agency, b) within hiring and employment practices, or c) in public engagement and program implementation. It would be ideal to contract a professional, to perform a technical evaluation that results in fact-based recommendations and measurements of our success.

The DEI Committee supports the hiring, promotion, and retention of people who are not adequately represented at our agency, such as Black, Indigenous, and Persons of Color (BIPOC), individuals with a disability, LGBTQ+, etc. in any staff positions, but also in future agency leadership, such as the Management Team, to foster transformational change.

Going forward, the DEI committee suggests the agency focus on short-term (<1 year) efforts primarily on internal agency work, such as developing common language and policies and procedures as it relates to DEI in the workplace. In the long-term (>1 year), efforts can begin to shift to external work, supporting capacity building and engagement efforts with a perspective of diversity, equity, and inclusion with local communities across the State.

The DEI Committee members hope to accomplish most of the following by December 2021, given our staff and budget constraints.

The DEI Committee's five most important actions for 2021:

1. Integrate Search Advocate principles and practices into agency best practices and responsibilities for all DLCD hiring processes and commission recruitments. Search advocates are individuals that are part of the hiring process used to address any implicit bias throughout the hiring process.
2. Compile a guidance document on how to build diverse, equitable and inclusive Rulemaking Advisory Committees (RACs) and other Committees, such as the Citizen Involvement Advisory Committee (CIAC). This will include a contact list of potential organizations and individuals to draw from, as well as a short case study of the experience building the Climate-Friendly and Equitable Communities RAC.
3. Offer staff training on core DEI Concepts: What is DEI, Implicit Bias, and Micro-Aggressions
4. Coordinate presentations and discussions at all-staff meetings from various Divisions on how they are applying DEI to their work.
5. Develop a *short* resource guide about how the history and application of Oregon's planning program has been based on white supremacy and inequity. We hope to develop this along with partners at OAPA, Oregon Historical Society, Rural Organizing Project, and other organizations. This resource, or elements of it, could become a resource on the DLCD website upon approval by the DLCD Management Team. It could include links to additional resources, with highlights becoming a PowerPoint slide to include in many agency presentations.

Additional actions, as time and resources allow:

1. With GARE and the Governor's Office, explore best practices in retaining, promoting and advancing staff members who represent groups protected by Equal Opportunity regulations and Oregon statutes.
2. Ensure Oregon Historical Society training on White Supremacy in Oregon is part of onboarding staff and Commissioners.
3. Review ongoing mandatory staff trainings for inclusion, such as the DEQ Tribal Relations modules.
4. Finalize the land acknowledgement guidance once the Commission on Indian Affairs is staffed.
5. Work with the management team liaison to facilitate lunch discussions on diversity issues selected by DLCD staff members. Some of these may be led by outside presenters, others by DLCD staff members.
6. Continue to build staff resources on vocabulary to use around DEI issues, and how to be inclusive in framing policy issues DLCD works on.
7. Work with the management team liaison to Implement small improvements in practices and procedures, such as more inclusive e-mail signatures, changing the name of the CIAC, using pronouns in Zoom calls, etc.
8. Support the DEI work in the agency's various divisions.
9. Highlight various days as opportunities for staff members to learn about and reflect on key DEI issues (e.g. International Women's Day, Pronouns Day, National Coming Out Day, Black History Month, etc.)
10. Review the DEI Charter and update it as needed (as required by the DEI Charter).
11. Coordinate with the Oregon Chapter of the American Planning Association and other nonprofit organizations on their DEI efforts to further local action on diversity (diversifying planning commissions, etc.)
12. Coordinate a group of interested staff members through a 21-day Government Alliance on Race and Equity Anti-Racist training
13. In concert with DLCD's assessment and implementation process, provide guidance on how the agency can use an equity lens in outreach, engagement and programming.

Budget Requests

1. Establish a budget for DEI recruitment processes, training, assessment, and honoraria.
2. Hire an outside consultant to assess our agency structure, staff composition, norms, culture, programs and procedures to identify top priorities for improving diversity, equity and inclusion.
3. Strongly encourage staff members to take three hours/month on self-development on DEI issues.

4. Budget for agency membership in the Government Alliance on Race and Equity (GARE); estimated at \$5000/year, and continue membership in Partners in Diversity, estimated at \$1200/year.

Looking Back: The Year's Accomplishments (2020)

In our first year, the DLCD DEI Committee has been working to define ourselves and our purpose, while tackling salient and timely DEI issues. We appreciate the support for committee formation by the Director's Office and Management Team.

Accomplishments from 2020 include:

- Drafted and affirmed the DEI Committee Charter
- Formed the DEI Committee
- Surveyed staff about their experiences and priorities ([results](#))
- Sent four staff members (Pam, Deanna, Heather and Katie) to OSU's Search Advocate training
- Developed Search Advocate guidelines for future hiring processes
- Wrote Guidance Document on Gender Pronouns
- Hosted two well-attended staff discussions, on George Floyd's murder and white supremacy and the workplace.
- Presented at all-staff meetings about all-staff surveys and responses, land acknowledgments, and gender pronouns.
- Created a guidance document for delivering land acknowledgements at DLCD events.
- Improved e-mail signatures for inclusivity, adding optional gender pronouns and recommended removing underlines.

DEI Committee Charter

The DEI Committee's Charter provides the following guidance:

The Committee will develop an annual work plan that addresses the below objectives; discussed and reviewed in draft by Management Team.

1. Develop recommendations for training, policies, and practices that foster a more diverse, equitable, and inclusive culture for employees, the public, and the local governments we serve.
2. Regularly review our agency tools, policies, and practices to pro-actively make recommendations for changes that implement nondiscrimination toward all prospective, current, and future employees, particularly for practices related to the recruitment, retention, and promotion of employees protected by the Equal Employment Opportunity Commission regulations and Oregon statutes.
3. Develop a scope of work that identifies priorities for defining and removing bias from and expanding access to land use planning in Oregon that: 1) includes a set of equity priorities for Oregon's land use planning system; 2) identifies opportunities to highlight discrimination, bias, and inequities in the history of and current application of Oregon's land use system; 3) engages local communities; and 4) supports the promotion of diversity, equity, and inclusion across Oregon.

2021 DEI Committee Work Plan

In developing this work plan, the committee drew upon the DEI Issues Survey, Agency and Governor's Office guidance, a cursory literature review, and then embarked upon developing a work plan spreadsheet. This led to discussions that illuminated the breadth and depth of our agency's work and goals—both collective and individual. By initially launching into an attempt to populate the spreadsheet template, we held discussions with and solicited input from a variety of individuals and agency committees, and supported the initial development of these spreadsheets by DEI work area (see Background Materials, Search Advocacy Program example, as a reference). As we needed to pivot to meet the needs of our quickly evolving agency and enterprise work on this topic, the detailed action item development process scoped in the spreadsheet development was put on hold. In this draft 2021 DEI Work Plan, we try to categorize actions broadly based on the knowledge of our committee and the DEI Charter, including: diversify the DLCD Staff and Committees; improve the workplace; or address larger issues with Oregon's land use planning system. Some actions fit in multiple categories, but are listed just once.

Diversifying DLCD Staff and Committees

The most powerful way to reshape DEI at DLCD is to change which people are around the table at DLCD, our advisory committees, and LCDC. People bring lived experience and knowledge, and having an agency whose staff and volunteers reflects the people of Oregon is critical for our long-term success.

There are significant, though not insurmountable, hurdles to getting there. The planning profession is notoriously white and unrepresentative of America, serving on committees is usually reserved for those with extra time and resources on their hands, the agency is located in specific cities, etc.

Staff

Key actions to diversify our staff include:

- Integrate search advocate principles and practices standard in all DLCD hiring processes and commission recruitments.
- Explore best practices in retaining and promoting current staff members who are protected by EEOC regulations and Oregon statutes.

We would rely on the knowledge and skills of our incredible Human Resources leader, Katie Lahey, to guide this work, as well as search advocacy resources from Oregon State University.

Committees/Commission

Key actions to diversify our Committees/Commission include:

- Develop a guidance document on how to build diverse, equitable and inclusive RACs and other Committees, such as the Citizen Involvement Advisory Committee.

The document will include a contact list of potential organizations and individuals to draw from, and may include a short case study of the experience building the Climate-Friendly and Equitable Communities RAC.

As demonstrated by our Housing RAC and Climate-Friendly and Equitable Communities RAC, it is critical the agency dedicate funding to include an accurate representation of Oregon's communities and perspectives on our committees.

Improving the Workplace:

Fostering a more diverse, equitable, and inclusive culture for employees

As the Agency tends to retain staff for many years, the DEI Committee aims to help staff build their DEI knowledge and skills.

Training and Discussions

Key actions to improve the knowledge and skills of existing staff include:

- Offer staff training on core DEI Concepts, with the Governor's Office guidance as a reference: What is DEI, Implicit Bias, and Microaggressions. Explore whether this is best achieved during all-staff meetings or separate meetings, or potentially using iLearn. As an expansion, we could work with the State to develop a DEI certification for professional development.
- Facilitate lunch discussions on diversity issues selected by DLCD staff members. Some of these may be led by outside presenters, others by DLCD staff members.

Potential presenters include Lewis and Clark professor Janet Steverson, Oregon Historical Society's Eliza Canty-Jones, Basic Rights Oregon, etc.

- Ensure Oregon Historical Society training on White Supremacy in Oregon is part of onboarding staff and Commissioners.
- Review ongoing mandatory staff trainings for inclusion, such as this year's excellent Tribal Relations modules.
- Highlight various days as opportunities for staff members to learn about and reflect on key DEI issues (e.g. International Women's Day, Pronouns Day, National Coming Out Day, Black History Month, etc.)

Guidance and Resources

- Continue to build staff resource library and respond to requests for information and best practices.
- Build staff resources on vocabulary to use around DEI issues, and how to be inclusive in framing policy issues DLCD works on. Language shapes how we view the world, and how welcome people feel. We have a [separate document](#) on vocabulary, which we will refine and share as a DEI Resource.
- Implement small improvements in practices and procedures, such as more inclusive e-mail signatures, changing the name of the CIAC, using pronouns in Zoom calls, and so forth.
- Review the DEI Charter and update it as needed (as required by the DEI Charter).

Addressing bias and discrimination in Oregon’s land use planning system

The planning profession is continuing to explore how our decisions on who owns and controls public and private land, how and where communities invest in improvements, and who makes these decisions is deeply imbued with our history and current practices of white supremacy, and a host of other discriminatory layers. Undoing that discrimination is a lifetime’s work, but every step matters.

Training and Discussions

Actions to Address Bias and Discrimination in Oregon’s Planning System:

- Support the DEI work at the agency’s various divisions.
- Coordinate presentations and discussions from various Divisions on how DEI is being applied to our work at all-staff meetings.

Guidance and Resources

- Finalize the land acknowledgement guidance once the Commission on Indian Affairs is staffed.
- Develop a short resource guide about how the history and application of Oregon’s planning program has been based on white supremacy and inequity. We hope to develop this along with partners at OAPA, Oregon Historical Society, Rural Organizing Project, and other organizations. This paper would become a DLCD web page with links to additional resources. Lowlights/Highlights would be transferred to a PowerPoint slide to include in many agency presentations.

DEI Work throughout the Agency

Successful DEI organizations integrate DEI efforts throughout an organization. That appears to be happening at DLCD. We highlight a few efforts throughout the agency here, though are not attempting to capture everything. As time and resources allow, we aim to support these efforts.

Director’s Office

- Working to diversify LCDC and DLCD as openings occur.
- Empowering the Citizen Involvement Advisory Committee to address DEI issues and supporting it to emphasize DEI as it looks to recruit to fill its openings.
- Finding funding for inclusion of historically marginalized voices in our rulemaking efforts.
- Conducting racial impact analysis of the agency budget and Policy Option Packages – how it impacts our work; Develop guidance for when and how to use an equity lens or other specific tools.
- Asking for legislative funding (as a Policy Option Package) for further exploration of equity issues in transportation/climate/housing
- Staffing the DEI Committee in Katie’s absence.

Planned actions

1. Identify data sources that could be used to measure inequitable outcomes.
2. Working with organizations and governments to develop strategies to reduce disparities
3. Adding equity analysis to all grant criteria

4. Building a dashboard to measure outcomes and evolve strategies over time

Human Resources

- Serving as management representative on DEI Committee
- Supporting Search Advocate training and integration
- Encouraging engagement in DEI Conference
- Including trainings as mandatory staff trainings, such as tribal relations

Administrative Services

- Facilitating contracts with community based organizations.
- Coordinating Oregon Buys procurement improvements to better provide access and benefits to priority populations.

Planning Services Division

Transportation and Growth Management

- Working to center equity in Climate-Friendly and Equitable Communities rulemaking. Included equity in the title of the rulemaking, and worked hard to build a rulemaking advisory committee with deep experience with DEI issues. Based on Commission guidance, developed a leading-edge statement of Equitable Outcomes.
- Completed presentation on how to create safe streets using tools other than in-person police interactions
- Hosted Oregon APA book group discussion about *Invisible Women: Exploring Data Bias in a World Designed for Men*

Natural Hazards

- Translate information about Natural Hazard Mitigation Plans (NHMP) and National Flood Insurance Program (NFIP) programs into a range of languages (key areas: website, program flyers, meeting notices, etc.)
- Support the DEI Committee in the development of guidance for best practices for inclusion, equity, and engagement of diverse communities in public processes, such as developing guidance on how to stand up diverse, inclusive (steering, and other) committees. [Agency-wide]
- Work with the Hazards Team to identify best practices for identifying and elevating social vulnerability in NHMP updates and to provide this information to DLCD staff.
- Work with the Hazards Team to identify key ways the climate equity blueprint can be used in hazard mitigation.

Community Services Division

Urban and Rural Planning

- Division considering goal areas within which work can be focused, including rural prosperity, housing affordability, inclusive community engagement, and structuring focused support to lower capacity communities

- Explore how Technical Assistance grant opportunities might be used to support local equity practices and focus support to communities in greatest need, including amending application evaluation measurements.
- HB 2001 rulemaking, which seeks to provide diverse housing options for people living in cities over 10,000
- Adoption of HB 2003 rules, which place cities over 10,000 on an assigned Housing Needs Analysis adoption schedule, then keeps these cities accountable to a Housing Production Strategy that meets housing needs identified previously
- Developing methodology and stakeholder feedback for a Regional Housing Needs Analysis (RHNA), in partnership with Oregon Housing and Community Services (OHCS). This program, if continued after 2019-2021 biennium, will have the capacity to allocate housing needs regionally.
- Assistance with the Climate-Friendly Equitable Communities Rulemaking (CFEC), supporting linkages between housing and climate change goals

Ocean and Coastal Division

- Examining the equity of access to shorelines within the coastal zone
- Completed draft Equity Blueprint for Climate Adaptation Framework in collaboration with other State agencies.
- Submitting POP #113 to fund a vulnerability assessment for people and ecosystems in support of Goal 11 of the 2020 State of Oregon Natural Hazard Mitigation Plan, “Mitigate the inequitable impacts of natural hazards by prioritizing and directing resources and investments to build resilience in the most vulnerable populations and the communities least able to respond and recover²,”

² DLCD. 2020. Oregon Natural Hazard Mitigation Plan. p. 1451
https://www.oregon.gov/lcd/NH/Documents/Approved_2020ORNHMP_15_MitStrat.pdf

Building the Work Plan

DEI Issues Survey

To guide our work, the DEI Committee surveyed DLCD staff about their priorities for DEI issues.

Around two dozen staff members filled out the survey. Key areas with interest from staff members include:

- Desire for training on DEI basics: what is DEI, what are microaggressions, what is implicit bias
- How to design a meeting or planning process to be more inclusive
- Best practices guidance document for communicating in an inclusive manner.
- When hiring, review and editing position descriptions to include the broadest group of qualified applicants and address implicit bias
- Have a diverse hiring panel of women and minorities on staff and in profession
- Expanding the diversity of consultants from minority and women-owned firms
- Applying a DEI lens to outreach and engagement
- Fostering agency/stakeholder relationships with committee members for the long haul
- Having ongoing and often feedback loops during rulemaking policies and practices
- Best practices guidance for reaching out to under-represented communities
- Addressing workplace culture and learning about DEI topics

Equity and Intersectionality

The DLCD DEI Committee is working to address various forms of diversity and equity, including but not limited to:

AGE EQUITY: People subject to discrimination due to age.

DISABILITY EQUITY: People with disabilities, both visible and invisible, or people who require physical or mental accommodation.

ECONOMIC EQUITY: People living in, or at risk of, poverty, homelessness, or other economic disadvantages.

GENDER and SEXUAL ORIENTATION EQUITY: Women, LGBTQ+, and people subject to discrimination on the basis of sex, gender, and/or sexual orientation.

WORKFORCE EQUITY: Current and prospective employees in underrepresented groups.

RACIAL and ETHNIC EQUITY: Including Black and African American people, Indigenous people (including Tribes, American Indian/Alaska Native and Hawaii Native), People of Color (including but not limited to Hispanic, Latina/o/x, Asian, Arabic or North African, Middle Eastern, Pacific Islander, Jewish, and mixed-race or mixed-ethnicity populations)

RURAL EQUITY: People living outside of larger urban centers with limited access to opportunity (education, employment, etc.)

Though all experiences of diversity are important to address in achieving transformational change throughout the agency, it is important to consider the impacts of racial inequality that have been

calcified into government policies, perpetuating ongoing harm to communities of color present throughout our State to this day. By addressing race primarily, there is an opportunity to not only maximize impact within future government policies that are created, but also create a framework that links the dismantling of disparities for many marginalized identities going forward. Further, when looking at all identities – age, gender, disability, economic status, work status, and geography, there is persistent burdens disproportionately shown amongst communities of color, revealing the compounding effects of belonging to a marginalized group *and* being a person of color.³

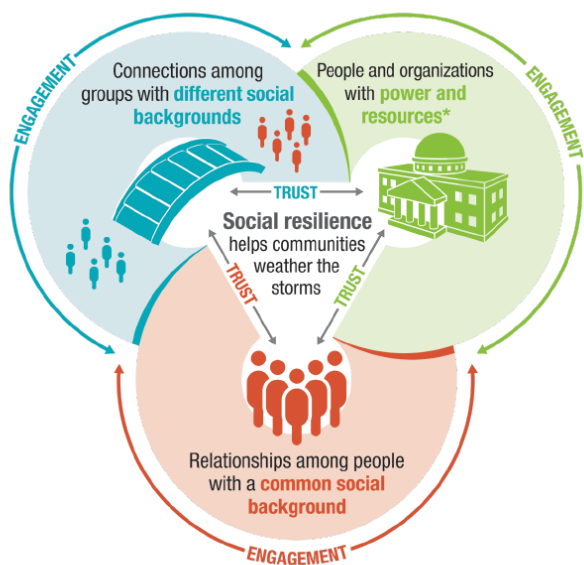


Figure 4: * Due to inequities, people and organizations with power and resources have the greatest responsibility to engage and build trust with communities. Infographic from OHA's Social Resilience Project

Data – Metrics – Indicators

One significant challenge in DEI is knowing how much progress the Department is making and identifying financial and time resources to collect and analyze the correct data.

The DEI Committee hopes each division will identify key indicators for annual check-ins on progress.

The management team's [Working Draft Approach to Equity](#) from June 30, 2020 includes the following direction:

1. Identify data sources that could be used to measure inequitable outcomes; e.g., by race, ethnicity, income, ability.
2. Work with community serving organizations including local governments to develop strategies to reduce tangible disparities.
3. Update our grant criteria with a requirement for equity analysis for submission.

³ A few resources used to articulate this section: 1) <https://www.racialequityalliance.org/about/our-approach/race/> 2) <https://multco.us/safety-trust-and-belonging-workforce-equity-initiative/why-we-lead-race> 3) <https://healthequityguide.org/about/why-lead-with-race/>

4. Develop dashboard information to measure outcomes and evolve strategies over time.

Table 1. The following table is a proposed concept for addressing #1 and #4:

Type of Indicator	METRIC: DATA BY AREA	People and Assets	Area	Sources
EXAMPLE: Health	Percentile NATA Cancer Risk	RESULT 1	RESULT 2	EPA EJ Screen
Housing				
Land Use				
Transportation				
Economic Resilience		Household Income Employment Wages		
Flood, Earthquake, Wind Hazard Risk by Loss Estimation	A modeled ratio of loss using scenarios to calculate financial losses (replacement value).	Impacts to Buildings by type and year built to indicate resilience (red tag/ yellow tag for partial losses). Total population impacted. Loss values by area	Countywide, with detailed tables for cities, unincorporated areas, and Tribal lands.	DOGAMI HAZUS
Tsunami, landslide, coastal erosion, wildfire Hazard Risk by Exposure analysis	A simple ratio of loss of buildings and population in a hazard zone.	Total population impacted Total buildings impacted (in/out)	Countywide, with detailed tables for cities, unincorporated areas, and Tribal lands	DOGAMI HAZUS
Land Use				
Economic resilience				

- DLCD should review its Key Performance Measures to explore how they capture – or fail to capture – equity impacts. Consider the importance of connecting with impacted communities or drawing metrics defined by those affected.
- The State of Oregon Climate Adaptation Plan authored by DLCD is a wealth of references including but not limited to the 2018 Tribal Climate Adaptation Guidebook, co-authored by OCCRI: [Tribal case studies](#).
- Consider the importance of looking to “positive” metrics in addition to “negative” ones (proactive versus reactive, capacity-building vs. capacity-eroding metrics). See the graphic at right from the 2021 Climate Change Adaptation Framework, page 46.
- Possible data sources: Census, University, Government, NGOs.
- Timeline and Actors: Develop in concert with the DEI Assessment.

Unresolved Questions/Challenges

Improving DEI at DLCD is a long journey. Key questions we have yet to resolve:

1. **How do we transform an agency with slow staff turnover, particularly among management?** How does the structure of the agency further or undermine DEI efforts?
2. **Should racial equity be our sole priority?** A Racial Equity Tool could be used at DLCD and at all levels of government.
3. **How do we address equity issues related to the climate crisis in Oregon’s planning goals?** Explicit mentions of both are absent from our core guiding goals – despite their urgency.
4. **How do we address core equity issues outside of but adjacent to our work – areas where other agencies at the State of Oregon enterprise may lead?** Examples include the role of police, inequities in education and health, etc.
5. **With our current time and resources, can we successfully overcome implicit bias?**
6. **How do we identify funding and adequate staff time to implement DEI efforts well, including outside consulting work?**
7. **How does the agency overall most effectively engage in DEI efforts?** Is it by Division? Led by the DEI team? Supplemented by various initiatives led by cross-division individuals? Is there a unified work plan, or separate work plans?
8. **How do we contribute to diversifying the planning professional overall – or reexamine the skill-sets and qualifications we’ve historically used – to build a diverse staff?**

These questions are further explored below.

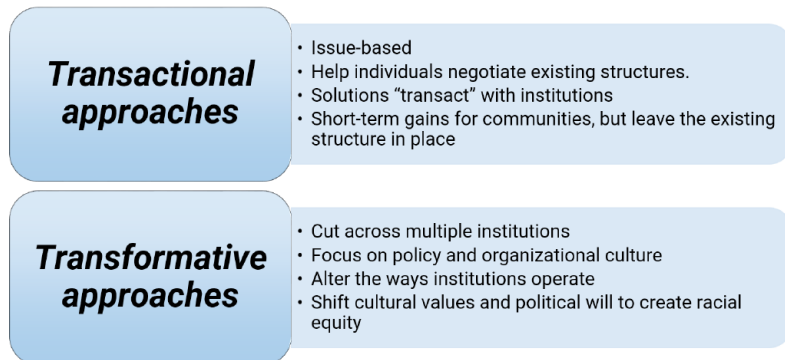
1. **How do we achieve systemic change needed to truly address diversity, equity, and inclusion?**

One way to implement system change is by taking an approach that is transformational rather than transactional (see GARE graphic).⁴

Addressing diversity, equity, and inclusion in a systemic way should consider power

dynamics and trust building. An example mindset shift could be, moving from “getting the information via survey response” to “developing a partnership so that mutually useful and

Figure 3: Transactional Approaches vs Transformative Approaches



⁴ Government Alliance on Race and Equity (GARE). [Racial Equity Action Plans: A How-To Manual](#).

respectful data is collected”. This could mean including specific products developed by underrepresented community organizations or retaining their expertise for guidance. Systemic change will mean providing the tools and resources directly to the communities who are underrepresented so they can take their own approach and present findings on their terms.

The how-to of system change is often counter-intuitive, because systems are usually complex. While the “leverage points” of a system are often widely recognized or understood, the correct “direction” to “push” these leverage points is often counter-intuitive⁵, meaning we collectively and instinctively push them the wrong way.

Consideration should be given to designing a formal internal process to engage staff, local government, NGOs with trust in underrepresented communities, and the public, in a process that can formally identify where and how improvements should be made to DLCD and our overall scope of work—to transform our agency into a truly diverse, inclusive, and equitable organization.

- 2. Should racial equity be our current equity priority?** Since the murder of George Floyd, with the backdrop of the COVID-19-driven economic downturn, we have seen the emergence of a modern Civil Rights movement. These are forces outside of our control that create a timeliness to racial equity that is difficult to deny. In the DLCD work plan, every effort will be made to consider how our actions can have the widest benefit and impact. However, this effort is being initiated in a period of catastrophic budget free-fall in which no one thinks our impact of any work will be amplified by resources. As such, it is best to focus, and for now that means focusing on racial equity.

Racial equity addresses historic, current, and future inequities, access, and inclusion via the methods outlined in our DEI work plan and charter, for BIPOC: Black people/African Americans; Indigenous people including members of Oregon’s nine federally-recognized Tribal Nations, residents and visitors from any other Tribe or Indigenous group, including people of Alaskan or Pacific Islander descent; or any persons of color or racial minority (people in any other non-white race or non-western cultural category that may experience discrimination from Hispanic to Asian, Middle Eastern, South and Central American.)

A Racial Equity Tool should be used at DLCD and at all levels of government, such as GARE’s [Racial Equity Toolkit: An Opportunity to Operationalize Equity](#). Vast resources are available for addressing racial inequity—we must use them to be successful.

"Racial equity tools are designed to integrate explicit consideration of racial equity in decisions, including policies, practices, programs, and budgets. It is both a product and a process. Use of a racial equity tool can help to develop strategies and actions that reduce racial inequities and improve success for all groups. Too often, policies and programs are developed and implemented without thoughtful consideration of racial

⁵ Meadows, D. [Places to Intervene in a System](#).

equity. When racial equity is not explicitly brought into operations and decision-making, racial inequities are likely to be perpetuated. Racial equity tools provide a structure for institutionalizing the consideration of racial equity.

“A racial equity tool:

- proactively seeks to eliminate racial inequities and advance equity;
- identifies clear goals, objectives and measurable outcomes;
- engages community in decision-making processes;
- identifies who will benefit or be burdened by a given decision, examines potential unintended consequences of a decision, and develops strategies to advance racial equity and mitigate unintended negative consequences; and,
- develops mechanisms for successful implementation and evaluation of impact.”

Use of a racial equity tool is an important step to operationalizing equity. However, it is not sufficient by itself. We must have a much broader vision of the transformation of government in order to advance racial equity. To transform government, we must normalize conversations about race, operationalize new behaviors and policies, and organize to achieve racial equity.

For more information on the work of government to advance racial equity, check out GARE’s [“Advancing Racial Equity and Transforming Government: A Resource Guide for Putting Ideas into Action”](#). The Resource Guide provides a comprehensive and holistic approach to advancing racial equity within government.⁶

3. Inequity and climate change are similar system-level problems. How do we successfully and efficiently integrate these into our goals or work?

Racial bias and climate change share unique characteristics. When working outward from current scopes of work—housing, transportation, natural hazards—inequity and climate change both exacerbate problems we are trying to solve. A lack of diversity, equity, and inclusion, or a changing climate due to carbon pollution, both foster “positive” feedback loops that cause problems to worsen at a faster rate. The nature of both inequity and climate change are to add “fuel to the fire of their impacts”, for example, “hate provokes hate” which leads to further alienation and “droughts contribute to wildfires” which release more carbon.

Why do both inequity and climate change impact the system in similar ways? It is likely because they are both products of adjustments to natural systems that are flawed—the manipulation and consumption of resources without limits. We now must balance the budget—the social budget of morality, generational wealth, and power; and we must balance the budget of finite natural resources. Clearly, these are abstract and complex subjects which have a high probability of being understood counter-intuitively by our customers and legislators.

⁶ Government Alliance on Race and Equity. [Racial Equity Toolkit: An Opportunity to Operationalize Equity](#).

Where to begin? The land use planning goals could be considered a positive example of system change—a complex set of guidance and authority that conserves open space, encourages public participation, and acknowledges components of livability. Our challenge now is to broaden the definition of livability to include underrepresented communities—in a comprehensive manner so that historic transgressions do not continue to grow as deficits. In the course of outlining how to “operationalize climate change adaptation”, DLCDC has embarked upon a discussion of whether to “lump” or “split”—that is should climate change adaptation be one new land use planning goal, or should climate adaptation be integrated across all the relevant goals? The question is essentially the same for Diversity, Equity, and Inclusion—should equity be its own goal? Or can equity be meaningfully and effectively distributed across all of the relevant goals?

The most straightforward legal approach would be to identify the priority within its own goal. Integration across the land use planning goals could be implemented via guidance from the unique goal. Similarly, while it would be logical to write climate change and equity into alignment within the land use planning goals, legally and politically this is likely infeasible.

4. Implicit bias resides deep in the subconscious and is not accessible through introspection.

Implicit bias together with structural bias create barriers to housing, employment, education, health, and criminal justice.⁷ Regular training and practice are necessary to bring implicit bias up from deep in the subconscious to a level where an individual can introspect the issue and come to their own conclusions as to how to address it.

In his TED talk, cultural commentator John Randolph, aka Jay Smooth, shares that an accurate metaphor for addressing implicit bias is not like having your tonsils out—where removal of bias is conducted cleanly in one event, but rather that it is a daily hygiene practice like brushing one’s teeth.⁸ Only by consistently ‘cleaning’ oneself of bias, which builds up readily when operating within a biased system, can one strive to achieve the highest outcome of addressing implicit bias which is a state of being called ‘doing the work’.

Training, regular practices, and tracking/reporting of consistent anti-bias activities are logical metrics to indicate that staff are mitigating bias in their perspectives.

⁷ Kirwan Institute for the Study of Race and Ethnicity at Ohio State University. [Implicit Bias](#).

⁸ [Jay Smooth, TED Talk](#). (2011, Nov. 15)

Background Resources/References

DLCD Materials

[Gender Pronoun Guidance](#)

Land acknowledgement guidance

[Language and vocabulary guidance](#) (DRAFT)

[Putting the People in Planning](#) (DLCD)

[Equity Blueprint for Climate Adaptation Framework](#)

Government Alliance on Race and Equity: [Equity Definitions](#)

[Search Advocacy Work Plan](#)

[Search Advocate Work Plan](#)

[DLCD Working Draft to Equity](#) (June 2020)

Tasks lists/spreadsheets

External Materials

[Multnomah County. Equity and Empowerment Lens](#) (2012)

[State of Oregon Equity Framework in COVID-19 Response and Recovery](#)

[Differences in Workers' Employment, Education, and Industry by Ethnicity](#). Krumenauer, Gail (2019)

[Equity Definitions](#) Government Alliance on Race and Equity (GARE).

[Racial Equity Action Plans: A How-To Manual](#). GARE.

[Racial Equity Toolkit: An Opportunity to Operationalize Equity](#). GARE.

[State of Oregon Equity Framework in COVID-19 Response and Recovery](#)

State of Oregon Equity Framework in COVID-19 Response and Recovery

The core elements of the framework include a commitment to:

- **Use Inclusive Communications:** Translated materials that are accessible, timely, trauma-informed, shared by trusted messengers, and involve the intended community.
- **Form Community-Informed Policy and Partnerships:** Work with community leaders, who are an essential part of the decision-making process.
- **Ensure Safety for Our Communities:** Protect civil rights for all Oregonians and take active measures against discrimination, racism, xenophobia, stigmatization, violence, and hate crimes.
- **Collect, Analyze, and Report Data in Culturally- and Linguistically-Responsive Communications:** Allot resources for the most-impacted communities across the state; collect qualitative data to provide context to quantitative data.
- **Ensure a Safe, Inclusive, and Accessible Workplace for All:** Recruit, hire, retain, and promote diverse staff; create leadership pipeline opportunities and ensure every level of state government workforce reflects the population of Oregon.
- **Make Investments in Community Resilience:** Target investments to historically- and currently-marginalized populations and organizations that serve them, to improve economic welfare.
- **Ensure Contract Equity:** Provide state economic opportunities for all Oregon businesses, in particular those who are owned by people who are minorities, women, disabled, and/or veterans.
- **Ask – and Answer – the Tough Questions:** The Equity Framework outlines more than a dozen guiding questions to ensure you are applying equity. For example:
 - What are the ways we engage agency equity leaders and communities in decision making currently? Whose voices and perspectives are not at the table? What can we do to ensure they are part of our decision-making process?
 - How do we ensure our communications and messaging are getting to all Oregonians? Who are the communities being left behind and how do we connect with those communities? How do we collect and respond to feedback? How are we ensuring these partnerships do not exploit the communities we seek to engage?
 - How will we build equity into our operations and create accountability systems?

By following the steps outlined in the Equity Framework, Oregon can ensure that rather than allowing COVID-19 to deepen inequities, we can actually use this as a moment to build true equity for all Oregonians, from today and beyond.

City of Portland Racial Equity Goals & Strategies

Excerpt from the Office of Equity and Human Rights

CITYWIDE RACIAL EQUITY GOALS & STRATEGIES	
EQUITY GOAL #1	OVERALL STRATEGIES
<p>We will end racial disparities within city government, so there is fairness in hiring and promotions, greater opportunities in contracting, and equitable services to all residents.</p>	<ol style="list-style-type: none"> <li style="margin-bottom: 10px;">1 Use a racial equity framework: Use a racial equity framework that clearly articulates racial equity; implicit and explicit bias; and individual, institutional, and structural racism. <li style="margin-bottom: 10px;">2 Build organizational capacity: Commit to the breadth and depth of institutional transformation so that impacts are sustainable. While the leadership of electeds and officials is critical, changes take place on the ground, through building infrastructure that creates racial equity experts and teams throughout the city government. <li style="margin-bottom: 10px;">3 Implement a racial equity lens: Racial inequities are not random; they have been created and sustained over time. Inequities will not disappear on their own. It is essential to use a racial equity lens when changing the policies, programs, and practices that perpetuate inequities, and when developing new policies and programs. <li style="margin-bottom: 10px;">4 Be data driven: Measurement must take place at two levels—first, to measure the success of specific programmatic and policy changes; and second, to develop baselines, set goals, and measure progress. Using data in this manner is necessary for accountability. <li style="margin-bottom: 10px;">5 Partner with other institutions and communities: Government work on racial equity is necessary, but insufficient. To achieve racial equity in the community, government needs to work in partnership with communities and institutions to achieve meaningful results. <li style="margin-bottom: 10px;">6 Operate with urgency and accountability: When change is a priority, urgency is felt and change is embraced. Building in institutional accountability mechanisms using a clear plan of action will allow accountability. Collectively, we must create greater urgency and public commitment to achieve racial equity.
EQUITY GOAL #2	
<p>We will strengthen outreach, public engagement, and access to City services for communities of color and immigrant and refugee communities, and support or change existing services using racial equity best practices.</p>	
EQUITY GOAL #3	
<p>We will collaborate with communities and institutions to eliminate racial inequity in all areas of government, including education, criminal justice, environmental justice, health, housing, transportation, and economic success.</p>	

Government Alliance on Race and Equity. [Racial Equity Toolkit: An Opportunity to Operationalize Equity.](#)

Work Plan Spreadsheet – Search Advocate Program

DLCD Agency-Wide Diversity, Equity and Inclusion Work Plan												
SEARCH ADVOCATE WORK GROUP: Katie, Deanna, Pam, Adrian												
Type	Goal Objective Action #	Goal - Objective - Action	Lead	Timeline	Audience	What type of equity benefit? REQUIRED: Select one type of equity that would benefit from your proposed goal-objective-action. If more than one, choose the best fit.	DEI Charter REQUIRED: Select a category of the DEI Charter that applies to your proposed goal-objective-action. If more than one, choose the best fit.	Evaluative Criteria REQUIRED: Please write a specific outcome, possible metric, or criteria for each objective or action item. (Example: "Every staff member has done this training.")	Narrative or Notes OPTIONAL: Elaborate on the goal - objective - action here or comment on it using a new font color. other color - comments or questions Black --proposed final text of description or context. Red--follow up needed (include name if possible).	Category optional	Status optional	Source: Author, Date, Title, weblink or DLCD server link.
Goal	1	Diversify staff, committees, and programmatic impact to include more people from traditionally underrepresented groups.	Human Resources									
Objective	1.1	Implement a search advocate program at DLCD.	DEI Committee	1-2 years	DLCD Employees	WORKFORCE EQUITY: Current and prospective employees in underrepresented groups.	2.b. Regularly review our agency policies to pro-actively make recommendations for changes that implement nondiscrimination toward all prospective, current, and future employees, particularly for practices related to the recruitment of employees protected by the Equal Employment Opportunity Commission regulations and Oregon statutes.	Long term HR metrics improve with regard to hiring diversity, workforce equity, and buy-in from hiring managers about the importance of this work.	AUDIENCE, EQUITY, CATEGORY, STATUS, SOURCE are the same for all action items below this objective but left blank for read-ability.	Human Resources	Important	Human Resources and DEI Committee share the opinion that a Search Advocacy program is a high priority activity for the DEI Work Plan.
Action	1.1.a.	Interpret the DLCD hiring process and determine best "touch points" where SA's can be involved	DEI Committee	0-12 months			2.b. Regularly review our agency policies to pro-actively make recommendations for changes that implement nondiscrimination toward all prospective, current, and future employees, particularly for practices related to the recruitment of employees protected by the Equal Employment Opportunity Commission regulations and Oregon statutes.	HR can evaluate the hiring process diagram for accuracy and inform the level of difficulty involved in implementing different SA procedures.	Deanna/Adrian. Create a graphic break down of the DLCD hiring process and evaluate where the SA program can best be involved. It would be helpful to include "levels of effort" categories for these touch points given known limitations (described by Katie)			
Action	1.1.b.	Develop SA program procedures for easiest level "touch points" from Action 1.1.a.	DEI Committee	0-12 months			2.b. Regularly review our agency policies to pro-actively make recommendations for changes that implement nondiscrimination toward all prospective, current, and future employees, particularly for practices related to the recruitment of employees protected by the Equal Employment Opportunity Commission regulations and Oregon statutes.	Draft documents to guide the Search Advocacy program are created; these documents are vetted with hiring managers alongside training/ awareness raising.	Deanna/Adrian + Committee. Using the results of 1.1.a. determine where an SA program could be implemented first (lowest activation energy and least complex "touch points")			
Action	1.1.c.	Job posting template revision	DEI Committee	0-12 months			2.a. Regularly review our agency tools to pro-actively make recommendations for changes that implement nondiscrimination toward all prospective, current, and future employees, particularly for practices related to the recruitment of employees protected by the Equal Employment Opportunity Commission regulations and Oregon statutes.	A revised job posting template with key SA recommendations included.	This work will begin once 1.1.a. and 1.1.b. are complete.			
Action	1.1.d.	Develop a 1-page background document on Search Advocacy.	DEI Committee	0-12 months			2.b. Regularly review our agency policies to pro-actively make recommendations for changes that implement nondiscrimination toward all prospective, current, and future employees, particularly for practices related to the recruitment of employees protected by the Equal Employment Opportunity Commission regulations and Oregon statutes.	A 1-page background document on Search Advocacy.	Adrian has created a draft, it needs to be reviewed by the DEI Committee, (then HR, then onto Policy and/or Mgmt Team) likely alongside the other SA documents identified here.			
Action	1.1.e.	Prepare hiring team	DEI Committee	1-2 years			2.c. Regularly review our agency practices to pro-actively make recommendations for changes that implement nondiscrimination toward all prospective, current, and future employees, particularly for practices related to the recruitment of employees protected by the Equal Employment Opportunity Commission regulations and Oregon statutes.	Hiring managers and SMEs can articulate what SA is and what its purpose and needs are; # trainings, # attendees, # hours				
Action	1.1.f.	Develop a DLCD template SA hiring criteria matrix.	DEI Committee	0-12 months			2.a. Regularly review our agency tools to pro-actively make recommendations for changes that implement nondiscrimination toward all prospective, current, and future employees, particularly for practices related to the recruitment of employees protected by the Equal Employment Opportunity Commission regulations and Oregon statutes.	A DLCD template SA hiring criteria matrix.				
Action	1.1.g.	Review by Human Resources	Human Resources	0-12 months			2.a. Regularly review our agency tools to pro-actively make recommendations for changes that implement nondiscrimination toward all prospective, current, and future employees, particularly for practices related to the recruitment of employees protected by the Equal Employment Opportunity Commission regulations and Oregon statutes.	Review of the DLCD template SA hiring criteria matrix by HR; integration of the matrix into Hiring Team preparations and training.				
Action	1.1.h.	Pilot Implementation: Beta-test initial SA process during active hiring.	Human Resources	1-2 years			2.c. Regularly review our agency practices to pro-actively make recommendations for changes that implement nondiscrimination toward all prospective, current, and future employees, particularly for practices related to the recruitment of employees protected by the Equal Employment Opportunity Commission regulations and Oregon statutes.	A SA serves on a hiring team; SA attempts to use template matrix with hiring committee; SA attempts to provide guidance to hiring team during process; SA attempts to engage hiring manager prior to job posting.				
Action	1.1.i.	Evaluate success and limitations of beta-test and determine necessary adjustments.	DEI Committee	1-2 years			2.c. Regularly review our agency practices to pro-actively make recommendations for changes that implement nondiscrimination toward all prospective, current, and future employees, particularly for practices related to the recruitment of employees protected by the Equal Employment Opportunity Commission regulations and Oregon statutes.	A SA serves on a hiring team; SA successfully uses template matrix with hiring committee; SA successfully provides guidance to hiring team during process; SA successfully engages hiring manager prior to job posting.				