

PORTLAND
of *Opportunity*

OFFICE OF ECONOMIC
OPPORTUNITY

ACTION PLAN 2019

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PORTLAND
of *Opportunity*

ACTION PLAN

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Dear Portlanders,

Home is a place where we should all feel safe and secure. Whether we are from a neighboring state or a community halfway around the world – whether we came here for work or were born here of generations and ancestors from long ago, Portland is our home.

Diversity drives prosperity and Portland’s economic growth and well-being depend upon it. We must ensure that our Portland speaks to many of us; a place where we all belong. Today, more than ever, our common sense of purpose must align: we must put our best collective effort forward as a community to show that we are a strong, culturally, ethnically and racially vibrant city.

We know that being “welcoming” is a characteristic and value that defines our city and all who call Portland home. However, we also know that in order to become a truly inclusive city, we need to do much more. Fostering a strong sense of belonging in all aspects of a city life begins with a solid foundation; a strong partnership between the public, private, nonprofit and philanthropic sectors. We understand that today, more than ever, we need each other. Maximizing all of our local human potential is paramount for the future of our city, region and entire state. The success of our racial and linguistic minorities is key to continuing economic growth and to attracting new neighbors.

We strive to instill a common sense of purpose so that every Portlander, including racial, linguistic or ethnically diverse individuals, feels a strong sense of belonging to the socio-economic fabric of our city. We commit to use our collective resources to reach the expected outcomes of this plan. We are grateful to those who came before us, and we are eager to welcome all who are committed to ensuring a safe and happy home for generations to come.

This is our city-wide blueprint to help us get there. Are you in?

Mayor Ethan Stimmiling
Mayor
City of Portland

Quincy Hentzel
CEO
Portland Regional Chamber

“We understand that today, more than ever, we need each other.”

**PROCLAMATION
RECOGNIZING PORTLAND, MAINE AS A WELCOMING CITY**

WHEREAS: Fostering a welcoming environment for all individuals, regardless of race, ethnicity or place of origin, enhances Portland's socio economic fabric, economic growth, global competitiveness and overall prosperity for current and future generations; and

WHEREAS: Portland is a hospitable and welcoming place where people, families and institutions thrive and the contributions of all are celebrated and valued; and

WHEREAS: Portland is committed to continue building a welcoming and neighborly atmosphere in our community, where all are welcome, accepted and integrated; and

WHEREAS: Community efforts that promote understanding and collaboration between our receiving communities/native-born and our most recent arrivals/foreign-born community members are crucial in encouraging and preserving Portland's welcoming environment; and

WHEREAS: Portland encourages the business leadership, civic groups, other government agencies and community institutions to undertake their own initiatives, beyond this resolution, to make Portland a vibrant global city.

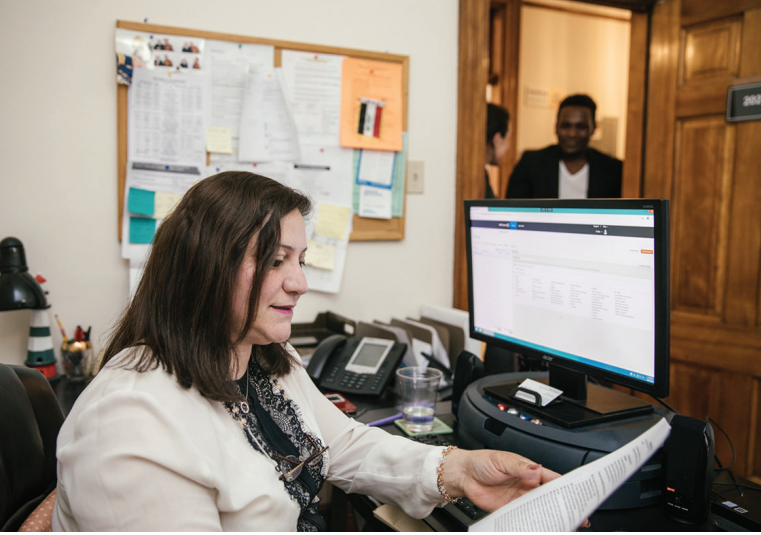
NOW, THEREFORE, BE IT RESOLVED, THAT I Ethan K. Strimling, Mayor of the City of Portland and members of the City Council recognize Portland, Maine as a Welcoming City.

Signed and sealed this 15th day of September, 2017

**Ethan K. Strimling, Mayor
City of Portland, Maine**



Drivers of the Work



Office of Economic Opportunity

The City of Portland's Office of Economic Opportunity (OEO) will be the main driver to achieve the expected results found in this plan.

In 2016, over the course of eight months, the Economic Development Committee (EDC) sought to determine whether the City should establish an office focused on integrating immigrants into our local economy. The City Manager's Office had been considering this endeavor since September, 2015, and subsequently, the City Council and Mayor Strimling identified the office as one of the priority goals for 2016.

Overall, the EDC held six public hearings, heard from service providers, community groups and individuals, looked at comparable northeastern cities, researched best practices from around the country, and held a public conference on the topic.

As a result of public input, organizational presentations, national best practice research and over 25 meetings with organizations and community members, several key points of consensus emerged:

1. Immigration is an important part of this city's economic growth strategy and improving immigrant integration is critical to ensuring Portland's workforce and vitality.

2. Designating an office specifically for New Mainers is largely viewed as exclusive, given the need to also improve economic opportunity for youth, people of color, and other disadvantaged populations.
3. Many needed services are being provided, though there are still concrete gaps to fill.
4. Transportation and child care for English classes and other job training support are needed.
5. There is a need for proactive, consistent and systematic outreach to employers in order to identify jobs that are difficult to fill. There is also a need for subsequent partnering with Portland Adult Education, Southern Maine Community College, and the University of Southern Maine to provide those skills and link job seekers to these employers.
6. It is necessary to provide mentoring and intern/apprentice opportunities on a broad scale.
7. It is necessary to improve/expand communication, collaboration and capacity across the system by convening service providers.
8. Further clarity on where to go for services is needed.

The role of OEO within the City of Portland

There has been consensus among those involved in the public hearings and subsequent implementation of OEO to delineate the proper role of OEO within the City at large:

- Convene community resources to improve coordination, communication, and collaboration and avoid or decrease duplication of services.
- Create a common data collection tool to better track outcomes across organizations and individual job seekers, and evaluate the work of the new office.
- Link employers more systematically with job seekers, and job seekers with necessary training (building upon the successes and partnerships in the HIRE program, for example).
- Collaborate with partners to provide ongoing intern/apprentice opportunities.
- Focus on the unique needs of immigrants by ensuring availability of and accessibility to a wide range of English language classes.
- Target the needs of youth and people of color.

Immigration is an important part of this city's economic growth strategy and improving immigrant integration is critical to ensuring Portland's workforce and vitality.

The resolution from Portland's City Council endorsing the mission and goals of the Office of Economic Opportunity is included as an attachment at the end of this report.

Portland Regional Chamber

The Office of Economic Opportunity and the Portland Regional Chamber were selected by New American Economy and Welcoming America as one of the 2017-2018 Gateways for Growth communities.

The Gateways for Growth Challenge (G4G) is a competitive opportunity for communities to receive support from New American Economy (NAE) and Welcoming America to develop multi-sector plans for welcoming and integrating immigrants into their region. In September 2017, the Portland region, under the leadership of OEO and the Portland Regional Chamber, was selected as one of eight nationally recognized communities to receive all three tiers of support.

The G4G resources include:

1. Customized quantitative research reports from NAE on the demographic and economic contributions of immigrants to their communities.
2. On-the-ground technical assistance from NAE and Welcoming America to help draft, execute, and communicate a multi-sector immigrant integration strategy.
3. A planning grant from NAE with a local match. As a result of this recognition, a report on the Economic Contributions of Immigrants in the region, Portland and its surrounding cities, was published in September, 2017. Most importantly, the opportunity laid out a year-long effort to publish a Plan for Inclusion for the city at large.

The Chamber has been instrumental by providing a conduit for New Mainers to integrate into the business community and find meaningful employment opportunities that meet their skill sets.

This Plan is key for the overall prosperity of our region and to ensure that our individual efforts are coordinated under a common umbrella.

OEO and the Chamber have partnered to launch a series of initiatives to support this effort. Among the many initiatives we will be launching over the life of this Plan, we have begun by launching a program to help New Mainers build their social networks. Through the Portland Professional Connections program, which introduces skilled immigrants and newcomers to the Portland area to well-known "connectors" for a cup of coffee and career networking referrals, we strive to: build the social capita of foreign trained professionals and connect Portland based professionals with this untapped talent to improve long term job related outcomes for all.

The Portland Regional Chamber is strongly invested in the strategies and actions outlined in this Plan and it is committed to achieve its expected results.

The Process

Initial Phase

A crucial first step in this new project was to “scan the landscape”. This meant looking at the service and resource field as a whole to identify where the opportunities, needs, and gaps were and, most importantly, where OEO was best positioned to strengthen the system at large. In order to understand this context, OEO asked the following questions:

- What are known best practices?
- What are similar cities doing, or what have they tried?
- Which organizations are pushing the edge?
- What’s failed in the past, and why?
- What are general opportunities in the field moving forward?
- Is anyone working in these spaces to achieve similar goals to OEO?

OEO’s Director spent the first two months in office executing this very important step which resulted in a greater understanding of the region’s landscape in four large sectors: workforce development, business creation/ entrepreneurship, civic engagement and English acquisition for adults.

In December 2017, OEO issued a formal invitation and application to form an Advisory Team, that would support OEO and the Chamber in the creation of this Plan.

Formation of OEO Advisory Team

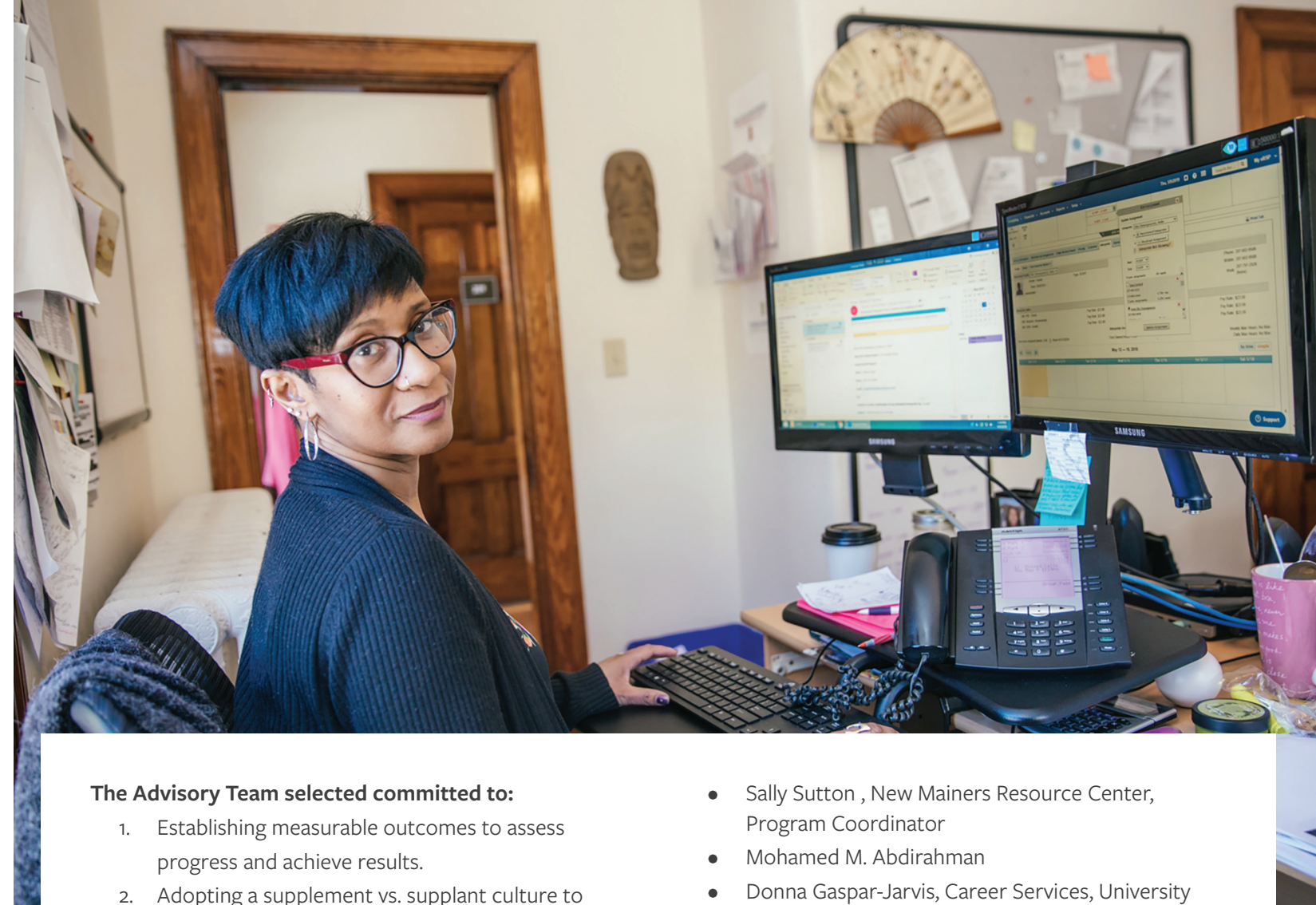
Purpose: To provide recommendations in order to help guide the direction and priorities of the Office of Economic Opportunity.

The mission of the Office of Economic Opportunity is to convene and leverage public and private partners to assure optimal communication and collaboration so that

immigrants, people of color and other underserved populations have access to jobs, employment support services as well as various other economic opportunities.

Scope: The scope of OEO’s Advisory Team included but was not limited to:

- Issuing recommendations that would inform OEO’s strategic priorities by September 2018.
- Providing support to the community outreach process.
- Assisting with the design and implementation of a public engagement process.
- Assisting with the development and distribution of project communications to reach multiple audiences.
- Supporting OEO in its mission to coordinate and leverage services that aim to achieve overarching goals.
- Reviewing quantitative and qualitative data in order to make informed recommendations affecting OEO and its focus population (immigrants and refugees, people of color and other underserved populations)
- Providing multiple pathways for the broader general public to provide feedback.
- Reviewing and make recommendations about policies, procedures, services and activities of Departments and agencies of the City of Portland which impact OEO’s focus population.
- Staying informed and up-to-date on local and regional efforts which impact OEO’s focus population.
- Improving visibility of citywide programs and initiatives focused on achieving outcomes related to OEO’s mission.
- Assisting with carrying out project activities unique to OEO.
- Fostering a collaborative/ripple-effect community impact process.



The Advisory Team selected committed to:

1. Establishing measurable outcomes to assess progress and achieve results.
2. Adopting a supplement vs. supplant culture to maximize collective resources and results
3. Leveraging existing assets available in the city to achieve citywide results.
4. Aligning, coordinate and track efforts to achieve citywide results.
5. Applying informed decision-making to every strategic decision.
6. Embracing a continuous quality improvement culture by tracking progress and proposing corresponding strategies.

In January, 2018 the team was formed. The group of 11 individuals was very diverse, which included key cross-sector, cross-racial, cross-generational, cross-cultural, cross-linguistic representatives. **Its initial members were:**

- Mufalo Chitam, Executive Director of Maine Immigrant Rights Coalition
- Julia Brown, Esq., Advocacy & Outreach Attorney
- Julie Chase, SMCC, Interim Dean, Bus & Comm Partner

- Sally Sutton , New Mainers Resource Center, Program Coordinator
- Mohamed M. Abdirahman
- Donna Gaspar-Jarvis, Career Services, University of New England
- Chanel Lewis, Employer Relationship Manager, University of Southern Maine
- Ahmed Al Manshidawi, RCA/RMA Eligibility Specialist, Refugee and Immigration Services, Catholic Charities of Maine
- Georges Budaku, Avesta Housing, Ladder to the Moon Network
- Guillherme Bila, Angolan native
- Victoria Rodriguez, Maine Equal Justice Partners
- Ophelia Hu Kinney, President, Chinese American Friends Association of Maine.

In late 2018, two members withdrew their membership and two new members joined:

- Beth Stickney, Maine Business Immigration Coalition
- Nelida Berke, Director, Office of Minority Health Program, City of Portland

**The group began meeting in February, 2017.
Its work was divided into three distinct phases:**

PHASE ONE

A. Drawing conclusions from prior work including but not limited to:

- Coastal Enterprises Inc: Building Maine’s Economy, How Maine Can Embrace Immigrants and Strengthen the Workforce
- Maine Development Foundation: Maine’s Labor Shortage. New Mainers and Diversity
- World Affairs Council: Celebrating Immigration: A Community Dialogue on Economic Opportunity and Integration
- Moving into the Fastlane: Understanding Upward Mobility in the Context of Resettlement
- Economic Contributions of Immigrants in Portland’s Metro Area and Surrounding Cities

B. Understanding the local landscape: Utilized a participatory feedback process: My Cities of Migration Diagnostic Tool and Portland of Opportunity Videogame/ Digital Environment.

C. Learning from Best National Practices: The team assessed a wide range of similar plans to decide upon the format, components and content for Portland’s plan.

The team reviewed the plans from:

- Anchorage, AK
- Aurora, CO
- Dayton, OH
- Louisville, KY,
- New York, NY
- Chicago, IL;
- San Jose, CA.

The great work undertaken by these trail blazers helped us to optimize our plan.

PHASE TWO

Application of learning from Phase 1 onto a workable framework for Portland.

The team met from June to December 2018 to prioritize and finalize the Plan.

PHASE THREE

We reached out to the public at large and immigrant stakeholders by incorporating outreach into the Maine Immigrant Rights Coalition November meeting. We also presented at the quarterly Refugee Advisory Council Meeting. Lastly, OEO created a survey that was widely distributed to solicit feedback on the plan and its priorities.

About the Work

Prior Work

We are deeply mindful of the important work that has been done before us. It has served as our foundation. In fact, these reports and studies have improved our understanding and offered strategies that directly address the most persistent challenges facing Portland’s racially and ethnically diverse populations.

The reports listed below were particularly instrumental in informing our plan forward in order to achieve our collective sense of purpose:

Coastal Enterprises Inc: Building Maine’s Economy, How Maine Can Embrace Immigrants and Strengthen the Workforce

Maine Development Foundation: Maine’s Labor Shortage. New Mainers and Diversity

World Affairs Council: Celebrating Immigration. A Community Dialogue on Economic Opportunity and Integration.

Moving into the Fastlane: Understanding Upward Mobility in the Context of Resettlement

Economic Contributions of Immigrants in Portland’s Metro Area and Surrounding Cities



Existing Collective Work/Partners in Achieving a Collective Sense of Purpose

In addition, we recognize that in order to create a true meaningfully inclusive community, we must ensure we are working intentionally and symbiotically with all community partners and collaboratives. We must recognize that many of the barriers recent immigrants face have been faced by others who came before them because while the influx of immigrant talent has brought great opportunities for the region, significant amounts of work remains to be accomplished. Many of these disparities are not new. Racial minorities have been diligently striving to achieve meaningful inclusive communities for centuries. We must come together in those areas of common ground to move the needle in our communities of color.

This suggests that not only do we have to improve our collective approaches and expected results but we also need to expand our cross-sector partnerships. We have intentionally included their language, objectives, results, indicators and other metrics to ensure we are all rowing together to achieve important overarching goals such as financial stability for all community members, which includes, in great numbers, immigrants and refugees and people of color.



The Office of Economic Opportunity is part of several key collaboratives around Maine. We have intentionally cross pollinated language from our partners to ensure proper coordination among multiple overarching initiatives. As of December 2018, OEO was part of many collective approaches to our common work, including but not limited to:

Name of Initiative, Coalition or Collaborative	Role
MaineSpark	Executive Team and New Opportunities Track Coalition Member
Greater Portland Workforce Initiative	General Member and Lead of Connect Group
Thrive 2027	Goal 2 Member
State Refugee Advisory Council	Member and former lead
Diversity Hiring Coalition	Member since 2012
New Mainers' Resource Center Advisory Board	Member since 2013
Inclusive Transportation Planning	Steering Committee Member
Gateway to Opportunity Implementation Team	Member since May 2017

Our Plan within Portland's Comprehensive Vision 2030

The City of Portland's Department of Planning and Urban Development released the City of Portland's Comprehensive Plan in Spring 2017. The City's Plan (illustrates many different voices in Portland and synthesizes city-wide visions for the future of the city we love) illustrates the many voices that participate into concise and comprehensive visions for the future of the city we love. The plan serves as a policy vision for Portland and includes city-wide efforts in racial equity and inclusion.

In our Strategic Action Plan for Inclusion, we reiterate and uphold the values of the Comprehensive Plan 2030, particularly the following ones:

EQUITABLE

- We remain an open and inclusive city, celebrating diversity and providing a welcoming and safe place for residents and visitors alike.
- We will be a state and national leader in achieving a more equitable city.
- We will incorporate the needs of all of our residents in planning for our future.

DYNAMIC

- We will welcome new residents into our community because they enrich and sustain our city.

- We will encourage an active and informed citizenry and facilitate civil discourse and Portland will plan for a built environment that encourages an active citizenry.

Keeping these City of Portland values in mind, our Strategic Action Plan for Inclusion was designed to:

- Start with a clear set of values that span all aspects of community
- Use accessible language throughout the plan
- State clear, concise goals
- Factor in attracting new people to the community
- Begin with measurable outcomes wherever possible and align goals to achieve impact
- Include a timeline for key action steps, along with names and roles of responsible parties and short- and long-term goal
- Acknowledge plan creators and the process used to create the plan
- Factor in economic development while also recognizing other key components in a thriving community
- Have a summary table outlining key components
- Include useful data about community

Our Vision

Our vision is that Portland is the *most inclusive City in New England through fostering a strong sense of belonging in all aspects of city life.

We are striving to create a city where action is more important than discourse: a place where we do not just speak of tolerance but we are active players to reach a meaningful sense of belonging for all residents; where inclusion is more than “fitting in.” On this scale, equity is best achieved by fostering a strong sense of belonging.

A strong sense of belonging:

1. Acknowledges the role all members of the community play in making our community truly inclusive. Inclusion is not about certain individuals integrating into a wider pool, but the way we come together to create our whole community.
2. Is consistently what diverse members of our community have identified as improving inclusion because: it encourages the right ration between addressing the unique needs of racial minorities, including immigrants and refugees, and model and spark initiatives that foster a greater connection with the wider community.

Like the rest of Maine, Portland faces a demographic urgency: lack of population growth, an aging workforce and a tight labor market with skilled labor shortages. We face a socio-economic imperative: to attract and retain even more talent, including racially, ethnically and culturally diverse talent, to Portland.

We are a city where more than sixty languages are spoken in our schools; a major resettlement site where 75% of the total population growth from 2011-2016 can be attributed to the immigrant population. According to multiple local

* Per MyCom results attributed to key comparable cities across New England.

reports and studies, net migration is the most tangible solution to Maine’s urgent workforce challenge. It is a top priority for the City of Portland to ensure that every Portlander thrives and we lead and live in a City that reflects that.

The urgent reasons delineated above urged an action driven agenda with tangible language, clear measures of success, accountable parties, expected results and concrete timelines.

The plan covers a three year spectrum. It identifies checkpoints throughout the course of the three years to assess progress. It encourages the City of Portland’s Office of Economic Opportunity to instill a continuous quality improvement approach to the full realization of the plan. If expected results are not met, OEO is encouraged to adapt and shift directions if necessary.

Above all, the plan aims to achieve a high level of impact. That is why we have focused our work for the next three years in those areas that meet two criteria: highest need and unique to Portland’s racially diverse and/or ethnically diverse communities.

There are many other barriers to economic mobility that affect many of Portland’s most vulnerable populations. These overarching barriers, such as transportation or housing needs, are being addressed by the Office of Economic Opportunity in concert with many different partners and collaboratives across our city and region (such as Thrive 2027, Portland Area Comprehensive Transportation System (PACTS)’s Transportation & Community Well-Being Network and Inclusive Transportation Planning Steering Committee.)

Plan’s Structure

In order to assess impact and track progress, we have divided the work into four main Outcome Areas, which stem from the results found in the **My City of Migration Diagnostic Tool**. MyCOM is a modular tool designed to help you assess the quality of inclusion in your city: at work, at school, on election day, in health and as a new arrival.

In order to take into account many of the elements stated before, such as scope, potential for impact and the proper role of OEO, the Advisory Team and OEO decided to focus its efforts in four main dimensions identified as Outcome Areas in this plan.

The format of all Outcome Areas is as follows:

Outcome Area
Main pillar with a detailed definition

Strategies
Overarching goals under each outcome area that are to remain intact over time (the what).

Long term expected outcome
What is the result we hope to acheive in 3 years

Short term expected outcome
What is the result we hope to acheive in 1-2 years (depending on the Strategy and its Actions)

Actions
Concrete steps to achieve the strategies above (the how)

Indicators of Success
Performance metrics for OEO and other leads to track progress of each action. OEO advocates that these indicators of success remain internal to the City of Portland as they are programmatic measures.

The following Outcome Areas are represented by these colors:

	1. Economic Inclusion and Development
	2. Civic Inclusion
	3. Cultural and Social Inclusion
	4. Welcome-ability





OUTCOME AREAS

1. Economic Inclusion and Development

Economic inclusion involves equitable opportunity for activities such as employment, entrepreneurship, and consumerism. Economic development is reliant on harnessing the full potential of all residents and creating an inclusive economy. Immigrants and other underrepresented communities have the skills and assets to thrive, and economic development systems are prepared to leverage new and existing talent. In order to cultivate this talent further, lifelong learning opportunities, language, and other related barriers are addressed to help these communities reach financial stability.

STRATEGY I

Enhance access to career pathways and successful professional outcomes so that all Portlanders, particularly people of color, including immigrants and refugees, have greater opportunities for upward economic mobility.

Short term expected result: By February 2020, 50% or more of surveyed participants from referral agencies express improvement in accessing meaningful career opportunities, and My Cities of Migration (My COM) expects Portland's Economic Inclusion Median results improve by 5%.

Long-term expected result: By February 2022, the average of all racial minorities' Liquid Assets Poverty Rate in Cumberland County is below 59%.

Action: Develop professional to professional initiatives, such as a Portland Professional Connections (implemented in February 2019), to support the career advancement of foreign trained individuals.

Indicators of Success:

By June 2019:

- 25% or more of the connectees report enrolling in the program have advanced their local career opportunities.
- 25% or more connectees report a stronger sense of belonging after enrolling in the program.
- 25% or more connectors report they have contributed to the increase of career advancement of qualified racially diverse individuals and/or immigrants in their workplaces.

After year 2 of implementation:

- 20% or more of connectees secure a job in their desired field as a result of their enrollment in the program
- 30% or more of the connectees report enrolling in the program has advanced their local career opportunities.
- 80% or more connectees report a stronger sense of belonging after enrolling in the program.
- 50% or more connectors report they have contributed to the increase of career advancement of qualified racially diverse individuals and/or immigrants in their workplaces.

Entity Tracking the Work: City of Portland's Office of Economic Opportunity and Portland Regional Chamber of Commerce.

Action: Support the evaluation of foreign credentials and associated costs related to licensing and certification of foreign-trained individuals for those ineligible for existing supports in this area.

Indicator of Success: By December 2019, infrastructure with sustainable funding exists in order to support the evaluation of foreign credentials and associated professional experience abroad.



Entity Tracking the Work: City of Portland's Office of Economic Opportunity and New Mainers Resource Center.

Action: Advocate with the Office of Professional and Occupational Regulation and the individual State boards of professional licensing, among others, to mitigate the challenges to licensing for those with foreign credentials and work experience outside of the United States.

Indicator of Success: By June 2020, two or more boards (or similar institutions) have reviewed the licensing process as it pertains to foreign trained professionals; have addressed at least one documented barrier for foreign trained individuals; and, have followed with at least one more recommendation found in the November, 2018 New Mainers' Resource Center Report.

Entity Tracking the Work: City of Portland's Office of Economic Opportunity and New Mainers' Resource Center.

Action: Establish an Employer Advisory Group, with cross-sector representation, to assess collective needs and efforts in order to increase the hiring and advancement of racially diverse and/or foreign-trained candidates.

Indicator of success: By June 2019, creation of Employer Advisor group with internal measures of success that demonstrate an increase in hiring or advancement of this population.

Entity Tracking the Work: City of Portland's Office of Economic Opportunity and Portland Regional Chamber of Commerce.

Action: Develop ready to use tool-kits and best practices for employers to support their attraction and retention of a diverse workforce.

Indicator of Success: By December 2019, two or more tool kits are developed. After 6 months of outreach and distribution, 10 or more employers report tool-kit has supported their hiring and retention of diverse talent.

Entity Tracking the Work: City of Portland's Office of Economic Opportunity and Portland Regional Chamber of Commerce.

Action: Support employer needs in various ways, such as hosting an annual employer only forum on How to Attract and Retain Diverse Talent to learn of gaps, best practices, and collective work.

Indicator of Success: By December 2019, 15 or more employers participate in the forum. Via a pre and post evaluation, 75% or more participants report that as a result of the forum, they are better equipped to hire from this talent pool.

Entity Tracking the Work: City of Portland's Office of Economic Opportunity, Portland Regional Chamber of Commerce and Catholic Charities Office of Maine Refugee Services.





Action: Promote systematic, cross-sector job shadow and apprenticeship opportunities, including Job Shadow Day, to support the labor needs of employers and the attraction and retention of a local motivated workforce, which includes those seeking employment, high school age youth and recent college graduates.

Indicator of Success: By June 2020, eight or more employers sites are secured after program design and expectations are delineated.

Entity Tracking the Work: City of Portland’s Office of Economic Opportunity, Greater Portland Workforce Initiative and Portland Regional Chamber of Commerce.

Action: Support the continuation, expansion or creation of customized programming, tailored to the needs of high schools students and others, in order to ensure individuals are trained for, supported in and connected to employment with strong career pathways within Portland’s thriving sectors.

Indicator of success: Completion of at least two career-laddering seminars for each cohort at the end of year 1. Evaluate its effectiveness and relevance upon completion.

Entity Tracking the Work: City of Portland’s Office of Economic Opportunity & Greater Portland Workforce Initiative.

Action: Improve the connection to and leverage of resources across organizations serving targeted job seekers and employers by establishing learning communities and shared systems of communication between workforce development representatives and staff.

Indicator of Success: By June 2020, a cloud based repository is created to track some common results across workforce development organizations. As a result of the creation of the repository, workforce development organizations report, at a minimum, an improvement in their coordination via a pre and post evaluation.

STRATEGY II

Improve the rate at which adult ESOL students/learners reach* English proficiency in the City of Portland.

Entity Tracking the Work: City of Portland’s Office of Economic Opportunity & Greater Portland Workforce Initiative.

Short term expected result: By December 2019, mechanism exists to track and analyze collective English results across ESL service providers.

Long term expected result: By June 2020, the average CASAS level score (or other common assessment standard) for tracked ESOL students in the ESOL collaborative improves by five or more points.

Action: Continue to enhance collaboration between adult English Speakers of Other Languages (ESOL) service providers in the City of Portland through the ESOL collaborative to mitigate gaps and duplication of service and maximize collective results.

Indicator of success: By June 2020, ESOL Collaborative achieves internal measurable outcomes to include, but not limited to: an improved referral, collective data collection, and informational system.

*(as defined by a common assessment standard/metric)



Entity Tracking the Work: City of Portland’s Office of Economic Opportunity.

Action: Expand or establish project based on the job opportunities for high English proficiency learners to improve upon their sector based technical language.

Indicator of success: By December 2020, four sites are identified and embedded measurable outcomes are tracked.

Entity Tracking the Work: City of Portland’s Office of Economic Opportunity.

Action: Advocate to establish one or more employer based English language program for limited English proficient employees.

Indicators of success: By June 2020, one or more job-centered English language programs are created with embedded measurable outcomes.

Entity Tracking the Work: City of Portland’s Office of Economic Opportunity.

Short term expected result: Increase % of racially diverse entrepreneurs in business development offerings, resources, and networks.

Long term expected result: Increase % of businesses started by people of color AND COM result for Economic Inclusion increases by 5%.



STRATEGY III

Improve the participation of entrepreneurs of color, including immigrants and refugees, in business development offerings, resources and networks.

Action: Continue Immigrant Entrepreneurs – Starting a Business in Maine for Immigrant Entrepreneurs in partnership with the City of Portland’s Economic Development Department and New Ventures Maine.

Indicator of Success: Continuous participation of ten or more entrepreneurs, and 85% of class participants report that the class was instrumental in their pursuit to become a business owner in Portland.

Entities Tracking the Work: City of Portland’s Office of Economic Opportunity/Economic Development Department.

Action: Advocate to ensure that Portland’s entrepreneurship options serve all residents including entrepreneurs of racial, linguistic, and religious minorities, and address their unique needs.

Indicator of Success: By June 2020, two or more existing resources have adapted their practices to meet the unique needs of racial, linguistic, or religious minority groups.

Entity Tracking the Work: City of Portland’s Office of Economic Opportunity.

OUTCOME AREAS

2. Civic Inclusion



Civic inclusion draws on a resident’s ability to feel belonging and a sense of community. Civic engagement opportunities ensure that residents, including newcomers, fully participate in civic life by increasing access to leadership and democratic spaces. These opportunities, such as volunteering and participation in civic engagement, must be present for all, including new and underrepresented communities.

STRATEGY I

Improve the civic engagement of people of color, including immigrants and refugees.

Short term expected result: 30% or more of those participants surveyed in OEO led initiatives, report higher civic engagement as a result of the interventions below.

Long term expected result: One year after implementation of OEO programs, COM Civic Engagement results improve by 5%.

Action: Support the inclusion of more racially & ethnically diverse individuals in leadership positions (boards, commissions) by adapting & implementing a leadership program such as a Natural Helpers’ Program and/or Nashville’s My City Academy.

Indicator of Success: Leadership program is launched by February 2020 with embedded measurable outcomes.

Entity Tracking the Work: City of Portland’s Office of Economic Opportunity

Action: Host Naturalization ceremonies at City Hall to celebrate our sense of community and foster an inclusive environment where we all have a strong sense of belonging.

Indicator of Success: Beginning January 2019, three or more annual Naturalization ceremonies are hosted by the City of Portland.

Entity Tracking the Work: City of Portland’s Office of Economic Opportunity

Action: Promote Naturalization efforts across the city of Portland.

Indicators of Success: By June 2020, a quarterly Naturalization Workshop is implemented with embedded measurable outcomes.

Entity Tracking the Work: City of Portland’s Office of Economic Opportunity

Action: Develop or expand a series of educational workshops and training sessions for immigrants and other populations focused on business permits, tenant rights or other local learning opportunities.

Indicator of Success: By December 2020, two or more educational workshops are implemented. 75% or more of participants indicate they are more informed about specific topics as a result of the workshop.

Entity Tracking the Work: City of Portland’s Office of Economic Opportunity.



Action: Support implementation of Language Access City Policy to ensure all Portlanders, including Portland’s Limited English Proficient population, have access to City services and City Council sessions.

Indicator of Success: Interpreter and translation services are readily accessible to Portland’s LEP population, providing access to Portland programs, services and benefits.

Entity Tracking the Work: City of Portland’s Workforce Diversity and Inclusion Specialist.

Action: Improve the collection and completion rate of race, ethnicity, and language (REL) data within City Services.

Indicator of Success: Improvement by City Departments in the collection and analysis of REL data (baseline must be established in order to set an expected outcome).

Entity Tracking the Work: City of Portland’s Workforce Diversity and Inclusion Specialist.

Action: Continue to promote diversity and inclusion best practices for all City of Portland staff, including but not limited to diversity and inclusion trainings that encompass bias and prejudice.

Indicator of Success: Participation of City of Portland staff.

Entity Tracking the Work: City of Portland’s Workforce Diversity and Inclusion Specialist.

OUTCOME AREAS

3. Cultural and Social Inclusion



Cultural inclusion is defined by an ability to foster intercultural dialogue by building connections between newcomers and longer-term residents to strengthen relationships and communicate shared values. Accountability for anti-discrimination and support for differences in religious practice or cultural orientation is a central focus. Cultural inclusion spans over many spheres, including health inclusion. The demand for respect of cultural and religious differences deems it necessary to adapt practices to a diversity of cross-sector cultural expressions.

Social inclusion allows for the participation and empowerment of all city residents to engage in community life and actively promotes a sense of belonging and shared identity. This sense of belonging is accomplished in a variety of ways, including but not limited to: demanding access to high quality green space, transportation and housing for all Portlanders, and fostering trust between residents, including newcomers, and local safety agencies.

STRATEGY I

Improve Upon the Intercultural Awareness between Newcomers and Receiving Communities and foster social connection

Short term expected result: By December 2019, aggregated results from all supported programs and initiatives indicate a greater sense of belonging and learning for all participants by 30% or more.

Long term expected result: By December 2020, Portland’s my COM Social Inclusion and Cultural Inclusion results increase by 3% or more.

Action: Continue implementation of U.S. cultural orientation for recent General Assistance (GA) recipients from abroad/foreign-born and continue to expand reach beyond GA.

Indicator of Success: 75% of participants express a greater understanding of U.S. culture and aspects of city life.

Entity Tracking the Work: City of Portland’s Office of Economic Opportunity, City of Portland’s Social Services’ Division and Catholic Charities Maine Refugee and Immigration Services.

Action: Highlight reports and best practices to improve/reach racial equity city-wide in multiple ways, including an online central repository (PortLand of Opportunity platform) and a monthly newsletter.

Indicators of Success:

- Number of those accessing the materials available online, rated via social media and number of subsequent shares.
- Number of opens, clicks and subscribers on mailchimp stays consistent or increases monthly.

Entity Tracking the Work: City of Portland’s Office of Economic Opportunity.



Action: Continue to expose all Portlanders to our global neighbors and their traditions through a variety of ways, including the public television show *Global Connections*.

Indicator of Success: By June 2019, track Number of social media likes and comments and assess continuation.

Entity Tracking the Work: City of Portland's Office of Economic Opportunity.

Action: Ensure that Culture Grams are made available to City of Portland staff and published on the PortLand of Opportunity website and social media.

Indicator of Success: By December 2019, assess impact by issuing a pre and post evaluation of those who access the culture grams.

Entity Tracking the Work: City of Portland's Office of Economic Opportunity.

OUTCOME AREAS

4. Welcome-ability

Municipal welcome-ability is defining characteristics that display a city's openness, preparedness, and support to integrate newcomers. This feature encourages the inclusion of underrepresented groups in leadership and civic life. Public service providers and city branding reflect values of diversity.

STRATEGY I

Honor, celebrate and welcome newcomers to Portland and all who call Portland home.

Short term expected result: Aggregated results from all supported programs and initiatives indicate a greater sense of belonging by 20%.

Long term expected result: Portland's My COM Welcome-ability results improve by 5%.

Action: Celebrate Welcoming Week with a series of events.

Indicator of Success: Welcoming Week is celebrated every year and participation increases by 10% or more.

Entity Tracking the Work: City of Portland's Office of Economic Opportunity.

Action: Ensure that newcomers to Portland are aware of the resources available to them by continuing to utilize the PortLand of Opportunity video game, or other means as necessary.

Indicator of Success: number of participants who report resource has increased their awareness of local resources.

Entity Tracking the Work: City of Portland's Office of Economic Opportunity



Action: Create and test journey maps to help newcomers navigate the magnitude of resources available to them in Portland.

Indicator of Success: number of participants who report resource has increased their awareness of local resources.

Entity Tracking the Work: City of Portland's Office of Economic Opportunity.

STRATEGY II

Actively promote Portland as a culturally and racially diverse, welcoming and vibrant city.

Short term expected result: Social media and other qualitative participatory feedback validates Portland's welcomability.

Long term expected result: Portland's my COM Welcome-ability results improve by 5%.

Action: Support city-wide celebrations, such as Restaurant Week and First Friday Art Walk, and ensure that they honor and include the uniqueness of Portland's cultural, linguistic, and/or religious minorities.

Indicator of Success: Number of executed celebrations by September 2020 and acquired learning as a result of the celebration.

Entity Tracking the Work: City of Portland's Office of Economic Opportunity and Creative Portland.



Action: Capture a variety of testimonials with the message “I belong in Portland because” and “Portland speaks to me because...” from communities of color and share their stories of success on the website, social media, and other similar platforms.

Indicator of Success: Number of interviews/stories captured on website; number of media and social media partners communicating message; and, number of comments/likes in social media sites.

Entity Tracking the Work: City of Portland’s Office of Economic Opportunity

Action: Identify partners with the goal/mission to promote Portland nationally and globally, and look for opportunities for new collaborative programs and outreach efforts.

Indicator of Success: Identify at least one new innovative initiative or outreach effort that involves two or more public or private partners, who commit to sharing time and resources in the joint effort to promote Portland domestically and internationally.

Entity Tracking the Work: City of Portland’s Office of Economic Opportunity.

