Exhibit 1

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CITY OF McMINNVILLE
MINUTES OF DIVERSITY, EQUITY & INCLUSION ADVISORY COMMITTEE
Held at Kent Taylor Civic Hall and online via Zoom,
McMinnville, Oregon

Thursday, August 11, 2022, at 4:30 p.m.

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Presiding: Committee Chair Christine Bader

Recording Secretary: Noelle Amaya, Communications & Engagement

Manager

Committee Members:	Present	Excused Absence
	Zack Geary	
	Efrain Arredondo	
	Larry Miller	
	Myrna Khoury	
	Tony Lai	
	Sarah Schwartz	
	Abby Thomas	
	Christine Bader	
	David Cano	
	Karina Alcantara	

Also in attendance were Noelle Amaya, Communications & Engagement Manager; Susan Muir, Parks & Recreation Director; Liz Fliszar, Parks Maintenance Supervisor; and David Renshaw, Public Works Operations Superintendent

1) CALL TO ORDER: Committee Chair Christine Bader called the meeting to order at 4:31 p.m.

2) APPROVAL OF MINUTES: Tony Lai MOVED to approve the July 14, 2022, minutes. Larry Miller SECONDED. Motion PASSED unanimously.

3) PUBLIC COMMENT: There were no public comments.

4) EQUITY LENS UPDATE: Efrain reports that the sub-committee to review the Equity Lens and Public Engagement charter is meeting on Monday. The hope is to get some good work in before school starts. Efrain is hesitant to make the document too large or cumbersome. Does not feel that there is too much to add content wise.

Christine agrees the hope is to put together draft and encourages members to read the documents thoroughly and to be prepared to make comments at the September meeting.

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5) COMMITTEE LEADERSHIP & MEMBERSHIP: Committee Chair Christine Bader would like to hold a vote to elect co-chairs after the City Council's resolution to modify committee leadership has passed.

Sarah Schwartz MOVES to nominate Larry Miller as committee co-chair. Tony Lai SECONDS. No discussion ensues. The motion PASSES unanimously.

Larry Miller MOVES to nominate Sarah Schwartz as committee co-chair. Efrain Arredondo SECONDS. No discussion ensues. The motion PASSES unanimously.

The group congratulates the new co-chairs. Christine Bader thanks the group for allowing her to lead the group over the inaugural year. Sarah thanks Christine for her work and setting the bar so high.

6) PARKS & RECREATION OPEN SPACE MASTER PLAN: Larry Miller introduces the Parks and Open Space Master Plan and asks David Renshaw and Liz Fliszar to introduce themselves to the group.

Susan Muir introduces Jon Pheanis from the consultant group MIG. Susan explains Jon's long history in the knowledge of McMinnville as this was the same group who worked through the City's previous Park's master planning effort.

Jon introduces himself and begins his presentation for the Parks and Open Space Master Plan. Jon reviews the goals and key outcomes for the PROS plan, overviews the planning process, and provides an overview of the committee's roles and responsibilities.

Larry asks about the community survey and its distribution. Jon explains that the project website will house all the information related to the project including the survey. The survey will include a map of McMinnville and will ask questions related to areas of interest.

Susan explains that the survey will primarily be pushed through the engagement consultant who is attached to this project as well as our typical channels including the Parks & Rec guide.

Larry asks about the timeline for the project overall. Jon says the summary document will be based on the work coming out of the Planning Commission and will likely occur around the end of September.

Susan explains what NRPA (National Recreation and Park Association) is and why their work will be embedded in our planning process for this project.

Jon explains the opportunities for the group to consider and their plans to address park access and equity. He goes over several maps to illustrate how they're looking at park "need."

Jon asks the group to consider the key challenges for this project. Larry asks about the metrics used to determine access to parks based on the map that was shown. Does "size" matter when defining criteria for access and equity. Jon explains that we'll look at several metrics including residential density when they come to making final recommendations.

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Christine asks about the context of the plan as a whole – how many years will this planning effort span. Susan explains that we will use the data from the Planning Department's work on the Urban Growth Boundary. The 1999 master plan led to a capital bond that later led to a 9 million dollar bond that McMinnville voters approved.

Christine asked for clarification on the purpose in terms of what the City of McMinnville would like to envision for their park system, versus what the City will pay for or what specifically will need to go to a bond measure.

Susan further explains that there are many factors that will go into the planning process. The City may envision nature parks, trials, skateparks, water or river access – all of these ideas will be added to the big picture of what the 20 year plan will involve.

Jon reiterates much of the same information – that the word "park" applies to much more than the typical green space with play structure scenario we think of.

Larry asks about a local space he drove by on his way to the meeting. Liz and David Renshaw ask Larry to try and identify the space he saw that was run-down or otherwise unidentifiable as a "park." David Renshaw explains that resources impact our ability to maintain the grass and weeds at many parks around the City. Susan guides the conversation to wayfinding and signage might be something that we'll need.

Tony wants to address the challenge of how to clean up graffiti and the 'reputation' that is attached to many of the parks around the City. The perception of safety is important when he visits parks with his family.

Efrain asks about funding requirements for developers to maintain structures that are put in neighborhoods or buildings that are built next to existing parks. Jon explains the meaning behind System Development Charges (SDC's) and how part of the project is to determine what those charges should be and how they might be applied in the future.

Efrain asks how the City tracks the usage of parks. Jon explains that surveys, reservation data, or participation in events, or simple observation are all ways to determine usage.

Tony asks about how the City plans to address staffing challenges. David explains that we have to be aware as a group to build in maintenance funding so that the City can maintain the new resources adequately. If we add new parks without adding funding for staffing or maintenance we end up diluting our efforts to take care of our resources across the board.

Tony asks if it is staff or lack of money that is causing the problem. Liz says both are the issue. David agrees that its staffing, general funding, and capital funding to replace and repair the assets we have. The water feature is a great example of the problem we're facing right now.

Susan explains the backlog of maintenance that must be addressed as we look towards the vision and planning for the future.

Zack's main concerns are transportation for bicycle-pedestrian safety around the city and integrating our natural resources in our new spaces.

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Jon asks about the groups view on what the opportunities are.

Karina asks if we provide social services like 'free lunch in the park.' Susan says we don't have programs like that. Zack likes the idea of cultural opportunities that have been a part of McMinnville and would like to see that grow. Karina asks about our community gardens.

Christine wants to bring the importance of green space to focal point of the community and that there is a story intertwined there. Christine would like to broaden how we talk about green space and the parks, the programming in the parks, and who needs those spaces.

Susan agrees that there is a strong connection between public health and the parks and the type of culture we want to exemplify in our community.

Efrain agrees – that maybe a shift in adding lower maintenance parks is a focal point for this plan by adding a communal aspect of ownership over them and that parks are not just for young families.

Larry asks if Jon has ever recommended getting rid of a park that wasn't serving the community well. Larry asks if community members are ever responsible for caring for our neighborhood parks. Jon says he has included recommendations or opportunities to repurpose spaces if the community agrees.

Liz agrees that there are opportunities to manage the community's expectations about how we frame our messaging on issues like watering. She also mentions the green space attached to Cozine Creek and that this area is unused and needs rehabilitation and she'd love to see that included in some sort of capacity in this plan. Being better stewards to what we currently have rather than adding more to it.

Zack asks to incorporate some aspect of climate action plan into the effort. He would also like to see future generations fund this work.

Christine asks if the City has a Climate Action Plan. Zack explains that we do not, but its been discussed but no formalized work has been done in this regard.

Jon highlights the community involvement strategy embedded within the plan and asks who the committee would like to involve from a equity standpoint.

Christine would like to see people approached in-person, in the community to talk through the survey points.

Myrna suggests the school district.

Efrain suggests QR codes in the parks for taking the survey.

Liz suggests offering paper surveys for seniors or others not comfortable with technology.

Tony asks who will be responsible for writing the survey questions.

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Jon explains that the survey will be written in collaboration with several groups including City staff.

Abby Thomas suggests the ESOL night course at Chemeketa Community College would be a good group of people to engage.

7) ADJOURNMENT: Meeting adjourned by Sarah Schwartz at 6:03 pm.

<div style="text-align: right;">

s/s Noelle Amaya
Noelle Amaya, Communications & Engagement
Manager
Recorder

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Equity Lens & Public Engagement Charter

Introduction

In 2019, under the leadership of the City Council and the Executive Team, Mac-Town 2032 was adopted as our city's guiding principles with community engagement as an articulated agency-wide goal. This Public Engagement Charter is aimed at advancing transparency and access to information. This framework outlines how we may strengthen our policies and practices by delivering high quality services while remaining focused on our City values of stewardship, equity, courage, and accountability.

Who we serve

The city of McMinnville is a vibrant and growing community. It has an estimated population of 34,745. People 65 or older make up 19.1% of the city while people 18 and younger are at 21.9%. The racial makeup of McMinnville is 82.7% White, 22.4% Hispanic or Latino, 1.5% Asians, 1% Black or African American, 0.9% American Indian and Alaska Native, and 0.5% Native Hawaiian or Other Pacific Islander. 5.2% have Two or More races.

Other notable population characteristics: McMinnville has over 2,300 veterans. 11.3% of McMinnville residents are born in a different country. Majority of the people have a high school degree or higher (87.5%). Approximately one-quarter of residents have a bachelor's degree or higher (25.8%). 10.9% of residents are people with disabilities.

The median income is $53,628 with 17.3% of residents have a poverty level income.

*This data was collected from the 2020 US Census.

McMinnville's Equity Lens: The Case for Equity

To examine "equity" requires an intentional look into the systemic policies and practices that, even if having the appearance of fairness, may in effect serve to marginalize or perpetuate disparities. McMinnville, which is a part of larger effort by the State of Oregon, strives to acknowledge its changing demographics by recognizing the fullness that diversity adds to our communities. Working toward equity requires an understanding of historical contexts and placing an active investment in changing social structures. Over time, this work recognizes that all people, regardless of race or cultural heritage, gender identification, income, or other status, have the same opportunities and support from local government to realize their full potential.

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Our "Equity Lens" confirms the importance of recognizing institutional and systemic barriers and discriminatory practices that have limited access for McMinnville community members. The Equity Lens emphasizes historically underserved communities, such as Black, Indigenous, and people of color (BIPOC), and strives to better serve the lesbian, gay, bisexual, transgender, and queer (LGBTQ+) community.

Our focus is to better the lives of our community members who are experiencing disabilities both physical and psychological and attempts to understand the unique challenges of those in our community who are struggling financially or otherwise living in poverty.

Purpose of Equitable Public Engagement

Equitable public engagement means that the City of McMinnville commits to articulating our shared interests, that we're setting intentional policies, and that we're investing in systemic change. An equitable system for public involvement creates clear accountability and supports structures that are effective in reaching all sections of our community and correcting when we are not.

By creating a culture of equity throughout the City of McMinnville we hope to see increased civic engagement, awareness, improved resource allocation, greater communication, data collection & analysis, and equitable internal and external hiring practices. The overarching result is a community in which everyone feels welcome to engage with their local government, knows how to provide their input and its value to the whole, and feels confident in their "shared ownership" of the future of McMinnville.

Diversity, Equity, and Inclusion Advisory Committee

Appointed by the City Council, this seven-member advisory committee is responsible for making policy recommendations to the City Council related to diversity, equity, and inclusion. In alignment with the City's strategic plan, Mactown 2032, this committee also advises City staff on culturally responsive service delivery, programming, and communication strategies.

Responsibilities of the Diversity Equity & Inclusion Advisory Committee (DEIAC)

- Serve as an advisory body to the Council for matters concerning City diversity, equity, and inclusion policies and general City policies through a diversity, equity, and inclusion lens.

- Evaluate City policies and make recommendations to the Council regarding public engagement strategies to ensure all interested persons have an avenue to participate in the Council's decision-making process.

- Supervise the implementation of the Goals and Objectives in the 2019 Mac-Town 2032 Strategic Plan related to diversity, equity, and inclusion and advise the Council

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on implementation of other Goals and Objectives in the 2019 Mac-Town 2032 Strategic Plan through a diversity, equity, and inclusion lens.
Perform such other duties relating to issues of racism, sexism, or ableism as the McMinnville city council or city manager may request.

- Have the authority to coordinate its activities with other city, county, state or federal agencies.

How this advisory body supports the City's public engagement policy

- Establishes a common understanding of the City's commitment to community engagement across all departments, partnerships, and to McMinnville's community members.

- Sets a clear standard for the public engagement process that all members of our City Departments may reference.

- Helps identifies actions that directly reflect our core values of Stewardship, Equity, Courage, and Accountability

- Works with staff to fine tune tools and techniques that McMinnville uses to communicate with the public.

- Encourages relationship building activities and the community's capacity to engage with the City.

- Works with City staff to ensure long term planning decisions consider the needs of community members and are incorporated into the vision for future residents.

Best Practices for Inclusive Engagement

The City of McMinnville is committed to following the International Association for Public Participation (IAP2) as the recognized standard for public engagement practices. IAP2 defines public participation as, "any process that invites input from the public and uses that input to help make decisions."

IAP2's core values include:

- The public should have a say in decisions about actions that could affect their lives

- Public participation includes the promise that the public's contribution will influence the decision

- Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision-makers

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- Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision

- Public participation seeks input from participants in designing how they participate

- Public participation provides participants with the information they need to participate in a meaningful way

- Public participation communicates to participants how their input affected the decision.

IAP2's Spectrum of Involvement

<>Insert graphic

IAP2's Spectrum of Involvement and core values should be used assist the City of McMinnville in identifying the purpose and working level of engagement. A well-defined objective for each phase of the project is imperative to selecting the appropriate engagement tools and activities.

There is no single form of engagement that will meet the needs of all. As technology or circumstances change, adjustments should be made to ensure the City is providing community members with a variety of opportunities and two-way channels of engagement.

Based on the desired outcome and identified key audiences, the public engagement plan should apply the appropriate tools and techniques to achieve said outcomes, describe how follow-up with audiences and participants will occur, and identify how communication should be carried out at each step. Following the approval of a scope and budget, a plan should be created to include the following:

The Process: Planning for Equitable Public Engagement

Project objectives should be clearly identified in the public engagement plan (refer to the IAP2 spectrum for involvement). Clear objectives will allow the public to understand our goal(s), and commitment to stakeholders throughout.

Also serving as an equity lens, the city of McMinnville should provide a common vocabulary and protocol for resource allocation, partnership, engagement, and strategic initiatives which better serves our community members.

Public Engagement plans should begin with purpose and objective statements. Requiring this works enables City staff, either directly or on behalf of our consultants, the room for the

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considering equity as it applies to resource allocation and for the evaluation of strategic investments. Creating a culture of equity requires constant monitoring, encouragement, resources, and data. The City of McMinnville should consider our commitment to equity in all our internal and external policy decisions.

Sample Purpose Statements

- The purpose of this project is...
- This project will result in...
- Members of the public or partnerships to include are...
- Public engagement will be determined successful if...

Public Engagement Plans must also include data that

- Identifies the racial, ethnic, or underserved groups.
- Information on if the decision ignores or worsens existing disparities or produce other unintended consequences. How might we eliminate the opportunity gap?
- How the investment or resource allocation advances opportunities for historically underserved or marginalized communities?
- Identifies the barriers to equitable engagement. How will you modify or enhance your strategy to ensure each community members' individual or cultural needs are met?
- Intentional involvement of the stakeholders (those who were identified in first bullet point).
- Are you collecting data on race, ethnicity, and native language?

Identifying participants

Before a program or project-specific engagement plan is developed, a stakeholder analysis is conducted to identify the viewpoints and interests of those impacted by the project. Examples include:

- Local business leaders
- community organizations, neighborhood associations, and civic organizations
- key leadership in at-risk populations in which demographic, geographic, or economic characteristics impede or prevent access to City information or events

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Building & Strengthening Community Relationships

An effective engagement process should include ongoing education with a focus on strengthening community relationships. Best practices include:

- Attend community, neighborhood, or committee meetings of groups which have vested interest or who will be impacted by your project
- Have face-to-face conversations when establishing community relationships, being sure to budget time during project initiation to make these connections.
- Liaise with the City's DEI committee at the beginning of a project to identify key community leadership or other matters specific to diversity, equity, or inclusion.
- Invite community members to assist in measuring communication tools for effectiveness

Identifying Public Engagement Tools

Choose methods or tools that reflect the diversity and needs of the community. Multiple tools can and should be considered. Public Participation Plans should be living documents, adaptable, and chosen based on specific project needs.

Examples of tools and techniques McMinnville may use to engage the public:

- Web Pages
    - The City of McMinnville Website should be used as the main source for project information (including technical reports and background materials), information should be kept up to date throughout the project with print copies available upon request in both English and Spanish.
- Print & Electronic Communications
    - Provided via postcard, mailer, doorhangers, etc., all project collateral should be provided in duality on the webpage and available in public open house meetings.
    - Graphics should be easy to understand and in plain language.
    - All print materials should be provided in English and Spanish.
- Social media
    - Posts should be used to inspire two-way engagement with the public. Inform, educate, and solicit general feedback or comment from the public.

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- Posts may use simple 'story-telling' techniques – action verbs *'we're doing this right now'*, creating suspense *'what will come…'* give context *'why is this important to you?* Show, don't tell, *'use sensory details and create a mental picture'*
- Open Houses, public meetings, and informational sessions
  - In-person and virtual opportunities should be provided
  - Public meetings should occur in various locations around the City, preferably in neighborhoods with typically low-visibility

Public Meetings & City Sponsored Events

Public meetings and City Sponsored Events are opportunities for our leaders, project managers, and subject-matter-experts to interact with McMinnville community members and build community confidence. The City of McMinnville should strive towards broadening our reach with the public through structured communications and city sponsored events. This section should describe what the public should expect in terms of notification, agendas, public comment, access, and types of messaging to be used.

Choosing convenient times, locations, and matters of accessibility

McMinnville's public meetings, including meetings of the McMinnville City Council, open houses and other non-rotating meetings, are conducted at Kent Taylor Civic Hall located at 200 E. Second Street. These meetings are also available to attend virtually.

- The City should strive to hold project specific meetings in various neighborhood locations as applicable.
- City facilities are accessible to persons with disabilities and/or to people who rely on public transportation. We are committed to providing services or accommodations upon request to persons with disabilities.
- The City should strive to provide a friendly atmosphere with activities for children when appropriate, travel vouchers, and interpretation services.
- The City should post recorded digital content on the City's webpage in a timely manner for viewing at a later time.

Access to McMinnville City Council

McMinnville City Council meets at 7 p.m. every second and fourth Tuesday of the month or beginning at 5 pm when work sessions are required. McMinnville City Council work sessions and meetings are held virtually at Kent Taylor Civic Hall unless otherwise noted. City Council meetings are broadcast live through our YouTube channel and are repeated on

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McMinnville Community Media – McMinnville's public access channel. Videos are accessible via the City's YouTube Channel located at (insert YouTube IRL here).

Pre-Engagement Notification Process & Agendas

Public notifications may be sent out based on a pre-determined list of contacts depending on the project. Other public notices are posted in the local newspaper and across all of the city's communication channels (social media, newsletter, email, and public access television).

Pre-consultation with special interest groups or business organizations should be arranged to reach those that are typically harder to engage or for where higher engagement within those groups would benefit the larger community.

Agendas with supporting materials are posted on the City of McMinnville website and mailed or sent electronically to councilors, advisory committee members in advance of all regularly scheduled meetings. Meeting packets contain agenda items and materials, a summary of the last meeting when required, and a date and time of the next meeting. If the public has difficulty accessing meeting materials electronically, printed versions are available upon request.

All public meetings, their materials, and instructions for how to join virtually, or provide public comment are posted to the City's online calendar found on the City's website at www.mcminnvilleoregon.gov.

Testimony and public comment at meetings and public hearings

There are many ways to provide comments, recommendations and testimony to the McMinnville City Council and advisory committees. Public input is carefully considered to inform policy decisions for the City and becomes part of the permanent record. Every council meeting includes an opportunity for public comment.

During a formal public comment opportunity, people may submit comments by mail or email, and orally or in writing at a public meeting. In some cases, there may be a deadline to submit written testimony on a particular subject. Depending on program and project requirements, formal public testimony may be heard by decision-makers prior to and/or at the time of final adoption. To verify testimony deadlines or delivery instructions people may email or call City Hall at 503-434-7402 or email the City Recorder, Claudia Cisneros at Claudia.Cisneros@mcminnvilleoregon.gov

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Equal Access to Information

Our commitment is to remove barriers to participation by using easy to understand materials such as:

- Using maps, photo enhancements, posters, charts, graphs, illustrations, presentations, handouts, and videos

- Using clear writing and plain language when explaining or displaying concepts

- Opportunities to speak with subject matter experts to advise or provide clarity when necessary

Concluding the process

Publish a report that summarizes engagement outcomes at key points. Ideas for a successful conclusion are as follows:

- Summarize notification process, engagement methods used, conduct an analysis and report of any emerging themes

- Provide an engagement process questionnaire at all engagement events and make the questionnaire available online

- Provide an explanation of how feedback gathered informed the planning process and outcomes in the planning process.

- Integrate City planning projects with ongoing City communication goals to maintain continuity of contact with key milestones, individuals, and/or organizations.

- When applicable, evaluate the process with participant feedback. Gather feedback on the engagement process that measures how well the engagement goals were upheld. Use feedback to improve future processes.

Advisory Committees & Community Partners

Advisory Committees are integral to maintaining interconnectedness between City policy makers and community volunteers. Committee membership is an opportunity for involvement that is necessary to influence the outcome of decisions and tackle difficult or complex matters that affect our community. Existing committees include:

Airport Commission

The Commission is a seven-member (six public members and one City Council liaison member) City Council appointed body, that takes action and makes recommendations to

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the City Council on all necessary rules and regulations for the conduct, management, and operation of the Airport. Commissioners serve a four-year term of appointment.

Audit Committee

The primary purpose the Audit Committee is to provide oversight of the City's financial reporting and disclosure, the audit process, the system of internal controls, and compliance with laws and regulations. The Audit Committee consists of two City Councilors (appointed by the City Council) and one Budget Committee member (appointed by the Councilors on the Audit Committee). There is no term limit for Audit Committee members. The Audit Committee meets with the City's financial statement auditors at least semiannually and more frequently, if needed.

Budget Committee

The budget committee consists of the members of the City Council and an equal number of citizens at large. The citizens are appointed by the City Council and serve terms of three years. Terms are staggered so that about one-third of the appointed terms end each year.

Economic Vitality Leadership Council

The McMinnville Economic Vitality Leadership Council was formed to serve in an advisory and guidance role to McMinnville economic development partners advancing the MAC Town 2032 Economic Development Strategic Plan.

Historic Landmark Committee

The Historic Landmarks Committee is a five-member City Council appointed body that reviews applications for alteration or destruction of historic landmarks within the City of McMinnville. Members serve a four-year term of appointment, and meet on an as-needed basis. The City Council makes every effort to appoint persons with experience in the field of historic preservation.

Landscape Review Committee

The Landscape Review Committee is a five-member City Council appointed body that reviews all required landscape plans for the City of McMinnville. The Committee consists of three regular members and two alternate members who each serve a three-year term of appointment. The Committee meets on an as-needed basis.

McMinnville Affordable Housing Task Force

In September 2016, the City Council determined the best way to assist Citizens who are experiencing homelessness or who are on the verge of losing their current home was to increase housing availability for low and no-income families. To support this policy, the Council directed the formation of a 9 member Affordable Housing Task Force and charged them with the task of developing an action plan to meet this focus.

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McMinnville Urban Renewal Advisory Committee (MURAC)

Appointed by the City Council, this seven member board is responsible for reviewing, advising, and making recommendations to the McMinnville Urban Renewal Board on matters pertaining to the adopted "McMinnville Urban Renewal Plan." Also serving on this committee are three non-voting, ex-officio members representing the McMinnville Downtown Association, McMinnville Water and Light, and McMinnville City Council.

Planning Commission

The Commission is a nine-member, City Council appointed body, that takes action and makes recommendations to the City Council on a variety of current and long-range land use matters. Membership on the Commission requires that a person must live in the ward they represent. Commissioners serve a four-year term of appointment.

Diversity, Equity, and Inclusion Advisory Committee

Appointed by the City Council, this seven-member advisory committee is responsible for making policy recommendations to the City Council related to diversity, equity, and inclusion. In alignment with the City's strategic plan, Mactown 2032, this committee also advises City staff on culturally responsive service delivery, programming, and communication strategies. The committee also includes a youth liaison and a City Council liaison.

Definitions

Equity

Equity is the notion that each and every community member will receive the necessary resources they need individually to thrive in the city of McMinnville no matter what their national origin, race, gender, sexual orientation, differently abled, first language, or any other distinguishing characteristic.

Underserved Community Members

Those whom systems have placed at risk because the systems have operationalized deficit-based thinking. Deficit thinking is the practice of having lower expectations for certain groups of people based on demographics or characteristics that they share. In doing so, an "at-risk" narrative is formed, in which navigating poverty, culturally and linguistically diverse, and/or historically underserved groups, and their families are pathologized and marginalized. This includes those who are treated differently because of their gender, race, sexual orientation, dis/ability, and geographic location. Many community members are not served well because of conscious and unconscious bias, stereotyping, and racism that is embedded within our current inequitable system.

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Race

Race is a social —not biological—construct. We understand the term "race" to mean a racial or ethnic group that is generally recognized in society and often by the government. When referring to those groups, we often use the terminology "people of color" or "communities of color" (or a name of the specific racial and/or ethnic group) and "white." We also understand that racial and ethnic categories differ internationally, and that many local communities are international communities. In some societies, ethnic, religious and caste groups are oppressed and racialized. These dynamics can occur even when the oppressed group is numerically in the majority.

White Privilege

A term used to identify the privileges, opportunities, and gratuities offered by society to those who are white bodied people.

Embedded Racial Inequality

Embedded racial inequalities are also easily produced and reproduced—usually without the intention of doing so and without even a reference to race. These can be policies and practices that intentionally and unintentionally enable white privilege to be reinforced.

Disproportionality

Over-representation of citizens of color in areas that impact their access to resources. This term is a statistical concept that actualizes the disparities across communities.

Opportunity Gap

Refers to the ways in which race, ethnicity, socioeconomic status, English proficiency, community wealth, familial situations, or other factors contribute to or perpetuate lower aspirations, achievement, and attainment for certain groups of people.

Culturally Responsive

Recognize the diverse cultural characteristics of citizens as assets. Culturally responsive governing empowers community members intellectually, socially, emotionally and politically by using cultural referents to impart knowledge, skills and attitudes.