

BUREAU/OFFICE/DEPARTMENT: Bureau of Development Services

SECTION 1: BUREAU OPERATIONS

1. How does the Requested Budget advance the achievement of equity goals as outlined in the bureau's Racial Equity Plan?

The Bureau of Development Services (BDS) established its previous [Racial Equity Plan](#) on October 27, 2016, from July 1, 2016, through June 30, 2021. The plan is now expired, and the bureau is working on establishing a new Racial Equity Plan. As part of this effort, each Division in BDS is participating in a Results Based Accountability Implementation Cohort to create strategies and performance measures to help the bureau engage in equity work more effectively and utilize data to measure our outcomes.

BDS's Requested Budget funds several programs and initiatives that advance achievement of the goals in the previous Racial Equity Plan, including:

- The BDS Equity & Policy Development Division, with a full-time dedicated staff of 12.0 regular FTE, including 1.0 FTE for program management, 4.0 FTE for Empowered Communities Program staff specifically serving and assisting BIPOC customers (Small Business Empowerment Program, Empowering Neighborhoods Program, Arts Empowerment Program), 5.0 FTE equity program staff, and 2.0 FTE recruitment and hiring staff. (Five-Year Bureau Objectives #1, #6)
- 1.0 FTE data analyst position dedicated to gathering and analyzing equity-related data, included in the equity program staff above. (Five-Year Bureau Objective #3)
- Time (6-8 hours per month, per member) allotted for BDS Bureau Equity Committee (BEC) members to engage in equity work. The BEC is staffed with members across all divisions within the bureau (Five-Year Bureau Objectives #1);
- Equity training for bureau leadership, BEC members, and bureau staff (Five-Year Bureau Objectives #1, #2, #3, #4);
- Customer service training to BDS staff. In FY 2021-22, the bureau provided foundational customer experience training focused on pillars of customer experience. This included weaving equity concepts into the training and providing insights into delivering equitable outcomes to all customers. The training is being transitioned to a sustainable model allowing for future staff growth and attrition, and a next phase is also under development. (Five-Year Bureau Objectives #1, #2, #4);
- Regular Equity in Motion events with time provided for staff to participate (Five-Year Bureau Objectives #2);
- The use of D/M/W/ESB/SDVBE-certified contractors. (Five-Year Bureau Objective #5); and,
- BDS requires all staff meetings to discuss equity-related topics at least once per month (Five-Year Bureau Objectives #2).

- a. In what ways does the Requested Budget benefit Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities?

Overall, BDS continues to work on integrating the equity learnings over the past few years into bureau operations to impact interactions with its customers positively. This effort is an ongoing process taking place over several years. While much progress has been made, significant additional work remains in this area.

The Requested Budget funds the work of the Empowered Communities Program, which explicitly works with and engages historically underserved communities, including Black people, Indigenous people, people of color, people with disabilities, and immigrants and refugees. Within this program:

- The Small Business Empowerment Program assists historically marginalized business owners who have experienced unnecessary barriers in the development review process, creating opportunities to obtain permits for their businesses successfully.
- The Empowering Neighborhoods Program assists clients of color and those with Americans with Disabilities Act (ADA) disabilities who have received enforcement letters from the City to fully resolve the issues related to building and zoning code standards.
- The Arts Empowerment Program helps artists and arts organizations prioritize historically marginalized communities who have faced disproportionate barriers to obtaining permits and access to permitting information.

The work of the programs within the Empowered Communities Program extends to collaborating with the services BDS provides bureauwide, including zoning code administration, permitting assistance, plan review, inspections, and compliance, as required to obtain resolutions. In FY 2022-23, the program was expanded by 1.0 FTE to double capacity in the Empowering Neighborhoods Program.

The Training and Workforce Development team is developing an approach to onboard new managers and new BDS Equity Committee members with Equity Co-Facilitation trainings to better conduct meaningful equity focused conversations in their sections. The immediate impacts of these conversations are internal but will help to continue to grow the bureau's equity literacy, helping staff engage on equity-related topics, both internally and externally.

In addition, the Training and Workforce Development team is developing updated onboarding and training materials for new hires, with a focus on improving support for BIPOC employees and employees with disabilities. The improvements will provide orientation materials that meaningfully and effectively connect BIPOC employees and employees with disabilities to the City's support resources as well as establish expectations for hiring managers to communicate effectively to all new employees about City Core Values: Equity and Anti-racism, as well as orientation materials for people of color and those with disabilities.

The Performance Analytics and Continuous Improvement Section is focused evaluating and recommending business process improvements. In addition, the section is responsible for

collection and analysis of data from several sources, including the performance metrics database and customer satisfaction surveys. Finally, the section is also responsible for leading change management efforts related to process improvements, and in partnering with the Permit Improvement Task Force Team to prepare for transition of Task Force duties in the future. This section will center the needs of Indigenous people, Black people, immigrants, refugees, people of color, and people with disabilities (employees and customers) as recommendations for process improvements are developed, evaluated, and implemented.

The BDS Facility Program provides positive impacts for people with disabilities through the design and installation of accessible workspaces. Individual workspaces, walkways, conference rooms, and other spaces are designed to meet ADA requirements. In FY 2023-24, BDS will re-design most of its space in the 1900 Building to support the City's hybrid workplan for employees. Making spaces accessible to all employees, including those with disabilities, will be integral to the design process. Facility Program staff advocates for employee, customer, and public accessibility and serves as a resource for the bureau on physical access requirements and best practices.

In FY 2023-24, the Emergency Management Program will create a prioritized list of structures to be inspected after an earthquake or other disasters. BDS's primary role in a disaster is to perform rapid assessment of damage to structures in order to determine their safety for use, and the prioritized list will provide direction to BDS in determining which structures to inspect first. It will be important in the process to hear from historically marginalized communities, to ensure that structures are prioritized in an equitable way. Creating the list will include participation from several agencies involved in emergency management and disaster planning, as well as the Portland community. BDS Equity Program staff will be involved in the prioritization process to increase the awareness of equity impacts.

The Code and Policy Development team is supporting the implementation of a Governance Process, putting in a formal structure for how BDS and its interagency partner bureaus process, analyze and make decisions on proposed and mandated changes to the development review process. Once implemented, the Governance Process will require the assessment of equity impacts of proposed changes to Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities at the change proposal phase and require that equity impacts be taken into consideration in approving proposed changes for implementation.

The Bureauwide Projects section works to advance and employ equity principals at the earliest possible phase of projects to increase the likelihood of positive impacts. Examples where the team considered impacts early in the process include the solar permit improvement project and the temporary outdoor shelter code guide. These projects have impacts on Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities. A disproportionate number of these communities are represented in the houseless population. As the City takes strides to address the obstacles with housing, BDS supports these efforts by creating guidelines for constructing, and installing temporary outdoor shelters, and centering the needs of these communities. The solar project was launched to lower barriers to obtaining a solar permit, allowing these same populations an easier path to installing rooftop solar. Using

solar energy will offset the rising costs of utility bills and support communities who are statistically most impacted by climate change.

The work of the Communications Team is integrated with the efforts of the bureau to provide responsive and efficient customer service and support contracting opportunities for D/M/W/ESB/SDVBE firms. Communications staff has engaged directly with community organizations focused on serving BIPOC construction businesses to successfully recruit people of color to the Bureau's advisory bodies. The team has also worked with the Latinx community to understand the audience more fully and to create Spanish language video content incorporating their advice and feedback.

- b. In what ways does the Requested Budget negatively impact Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities?

For the most part, BDS is responsible for administering and enforcing statutes and policies created by others; these policies and regulations may not have been developed with equity as a consideration.

There is a need to invest in greater outreach using culturally appropriate approaches to engage communities which have been negatively impacted by barriers to the permitting process. Other services and programs will be necessary to remove the obstacles to services and empower these communities. In some cases, adequate training and resources have been an issue for outreach and engagement efforts. This work often falls to staff and managers who may not have sufficient knowledge, and experience, to effectively engage Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities.

The approachability and complexity of the permitting process can be a barrier to people accessing BDS services, especially for first-time or infrequent customers, with many procedures, rules, and regulations.

Employees are empowered and strive to provide equitable services through their interactions with Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities; however, employees are often unaware of individual customer needs, limiting the ability to remove barriers to modify service delivery. As a result, there could be delays and additional costs for projects with applicants who identify with these groups. In addition, the pandemic and closure of the Development Services Center (DSC) made this more challenging. The DSC is now open for in-person services, but most customer interactions occur through phone, email, or videoconference. The lack of in-person interaction makes it somewhat more difficult to identify when a customer needs assistance.

The Property Compliance Division of BDS faces several challenges. First, funding for most of their programs relies on enforcement fees, and penalties, secured as liens to support operations. These liens often become a financial barrier for low-income property owners to achieve compliance with their code cases. This funding model is counterintuitive to the mission and focus of helping bring properties into compliance with health and safety standards. The second

challenge is a lack of area resources and adequately funded repair programs across the City. Staff need to be able to refer those in need to supportive repair programs, to ensure their homes are brought into compliance, ensure safe and healthy housing, prevent unnecessary displacement, and ensure the preservation of generational wealth for owner-occupied properties. Lastly, legacy enforcement policies, practices, and programs have lacked the deliberate structure to mitigate adverse outcomes for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities. The Property Compliance Division has been addressing and working on policy changes to address these disparate outcomes with equity as the basis for all improvements. In partnership, the BDS Empowered Communities Program is successfully working to address these challenges with proactive, non-punitive support in solving property compliance issues.

2. How has the bureau engaged with communities in the budget request to identify the priorities, particularly with Indigenous people, Black people, people of color, immigrants, and refugees, multilingual, multicultural, and people with disabilities. How are these priorities reflected in this Proposed Budget?

The community engaged with BDS's Requested Budget primarily through the BDS Budget Advisory Committee (BAC), which is comprised of representatives from community organizations, the development industry, the Development Review Advisory Committee (DRAC), and BDS employees. The BDS Finance Team worked with the Equity & Policy Development Team to identify community partners for participation on the BAC. The BAC convened three times during the budget preparation process (November 2022 – January 2023). The BAC meetings included discussions about how the bureau can better serve the community from an equity perspective. The Committee is submitting a report accompanying BDS's Requested Budget.

3. What are the insufficiencies in the base budget that inhibit the bureau's achievement of equity, or the goals outlined in the Racial Equity Plan?

The lack of comprehensive data tracking and analysis to evaluate insufficiencies inhibits the bureau's achievement of equity goals. There is a bureau-wide barrier to measuring outcome disparities amongst various demographic groups served by BDS. The bureau identified this as an area of need in previous years, and the FY 2020-21 Budget took the first step by including a permanent, dedicated data analyst position to gather and analyze equity related data. In FY 2022-23, BDS was able to fill this position. The analyst hired is tasked with developing and implementing a system for the bureau to collect, use, and store data. Once the analyst is fully trained, the bureau expects to make significant progress in moving this work forward.

Plan review goals and priorities are established based on permit and project types. Under current processes, these goals and priorities determine the order in which reviews occur for permit applications. For example, the plan review goal for new residential construction is 15 days, whereas new commercial construction is 20 days. These goals and priorities may, in some cases, benefit BIPOC communities. However, the opposite may also be true in other cases. The bureau

lacks sufficient demographic data associated with permits and project types to ascertain which communities benefit.

Another challenge BDS often faces is enforcing codes/rules written by others without equity consideration. This challenge can leave the bureau enforcing potentially inequitable laws in their design. An example of this is in the responsibility of the BDS Land Use Services Division for implementing the Comprehensive Plan and Zoning Code. Land Use Services does not create the goals, policies, standards, and criteria included in these documents, generally made by the Bureau of Planning & Sustainability and adopted by the City Council. An emphasis on adequate analysis of the equity impacts of new rules and regulations is necessary to bring forward potential inequities on new legislation.

The Property Compliance Division relies on the assessment and collection of code enforcement fees for funding critical property maintenance inspections, which limits flexibility when working with customers to gain compliance without imposing a financial burden on the property owner.

Code enforcement fees often create significant, negative financial impacts for owner-occupied property owners, especially people of color, the elderly, and the disabled. Furthermore, vulnerable populations are at a higher risk of code enforcement complaints due to the comparatively higher reporting frequency of older, less maintained properties, and thus more affordable properties. These property owners often have code violations and are experiencing barriers to achieving compliance due to a lack of residual income, limited access to resources, or other obstacles such as language or disability.

The small amount of ongoing General Fund support BDS receives supports the Neighborhood Inspections Program in the Property Compliance Division. Increasing the annual General Fund allocation for this program would reduce its reliance on the assessment of fees and penalties, which, as noted above, often has a disproportionate impact on vulnerable populations.

Overall, BDS is funded 98% by fees for service. This funding model makes revenues highly susceptible to fluctuations in economic conditions, demand for services, and construction activity. During an economic expansion, the bureau has more resources available for all bureau programs, including work towards achieving equity and the goals outlined in the Racial Equity Plan. However, during an economic downturn, the bureau may face resource constraints, particularly related to staffing levels, making completing equity goals more challenging.

4. Have you made significant realignments or changes to the bureau's budget? If so, how/do these changes impact the community? Is this different for Indigenous people, Black people, immigrants and refugees, people of color, and/or people with disabilities?

After being closed for in person services initially during the pandemic, BDS has returned to offering services in the 1900 Building Development Services Center. Many services are now provided on an appointment basis only, with some services available by drop-in. Most services remain available online through the bureau's technology portals. The bureau has continued to expand its technology offerings and will continue this effort in FY 2023-24. While the

expansion of technology solutions and the addition of in-person services are positive overall, the lack of customer demographic data makes it difficult to ascertain how these changes impact Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities communities.

In the past year, BDS began providing viewing locations for public meetings and hearings, including a phone for calling in to provide testimony during land use hearings. These public viewing locations are held in the 1900 Building and allow community members to see presentations and provide closed captioning.

During FY 2021-22, the Property Compliance Division amended its Lien Reduction Review Process Administrative Rules and Standard Operating Procedure (SOP) to better support property owners who are Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities, by providing an easier path to reduce or eliminate outstanding liens and fees resulting from code enforcement. They also completed a new policy standard redefining the inspection criteria and enforcement requirements specific to older work without permit, in housing units. The goal was to find a way to approve pre-2003 work that met code but did not have a permit, and to avoid having to place an enforcement burden on the owner. Finally, in the summer of 2022, The Neighborhood Housing program crafted a new policy focused on reducing enforcement cases on owner-occupied housing, by only citing violations if there are imminent fire, life and safety violations or other critical violations impacting health. The Property Compliance Division will continue making systemic changes to their operations, policies, and programs in the coming fiscal year.

5. If applicable, how is funding being prioritized to meet obligations related to Title II of the Americans with Disabilities Act and the bureau's Transition Plan barrier removal schedule?

Not applicable to BDS.

6. What funding have you allocated in the bureau's budget to meet the requirements of ADA (Americans with Disabilities Act) Title II and Civil Rights Title VI?

This includes but is not limited to:

- Funding for translation, interpretation, video captioning, and other accommodations
- Translation of essential documents into safe harbor languages
- Engagement efforts with multilingual and multicultural communities

The BDS Communications Team is funded by this Requested Budget. This team strives to make information transmitted through electronic means (the Portland.gov website, social media channels, electronic newsletters) accessible to all and written in plain language. Images provided through electronic communications include alternative text to describe the images for the visually impaired. Efforts to provide written materials translated in languages other than English that are most commonly spoken by Portland residents is an ongoing and growing focus.

Funds are budgeted and available for the development of additional materials, and resources for translation, interpretation, and video captioning. BDS utilizes Citywide contracts for translation and interpretation services; however, the services are used infrequently. The majority of all documents published and/or distributed by BDS are in the English language and are not translated for non-English speaking audiences. BDS has included an appropriation of \$68,720 for language translation services in this Requested Budget.

There is still room for improvement on these efforts. Currently, training materials developed by BDS are primarily English language only. Non-English-speaking customers must depend on third party technology translation solutions. In addition, the movement towards electronically based services has made some materials less accessible to those without stable internet access.

7. Please take a look at the City of Portland's workforce demographic dashboard as provided by the Bureau of Human Resources: [Public Human Resources Analytics Dashboard - September 2022 | City of Portland Public Analytics Dashboards | The City of Portland, Oregon \(portlandoregon.gov\)](#). How does the bureau's Requested Budget support employee equity in hiring, retention, and inclusion, particularly for Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities?

The Recruitment & Hiring team works with the Bureau of Human Resources (BHR) and the BDS Equity Manager to review job announcements and interview questions for equity competencies. This team also works with managers to include people of color and ensure racially diverse interview panels. The Recruitment & Training team also works with BHR to track applicant workflows and language barriers for people of color and provides bias awareness training to each interview panel.

An Equitable Hiring Practices training was developed and delivered; BDS required all interview panel participants to complete the training in the past. However, the training needs re-evaluation to continue this best practice and develop a more sustainable training program.

The Training and Workforce Development team is developing updated onboarding and training materials for new hires, with a focus on improving support for Black, Indigenous, and People of Color (BIPOC) employees and employees with disabilities. The improvements will provide orientation materials that meaningfully and effectively connect BIPOC employees and employees with disabilities to the City's support resources as well as establish expectations for hiring managers to communicate effectively to all new employees about City Core Values: Equity and Anti-racism, as well as orientation materials for people of color and those with disabilities.

8. If the bureau has capital assets, how does the Requested Budget take into consideration intergenerational equity (ensuring that those who are currently benefiting from the service are paying for its upkeep versus placing the financial burden on future generations)?

BDS's primary asset is the City's permitting system and database, which uses AMANDA software. The development and maintenance of this system are funded through current and ongoing permit revenues, paid by bureau customers. After several years of development, the vastly updated system went live in February 2020.

Technology is playing an increasingly important role in service delivery at BDS. The bureau partners with stakeholders, including community partners, to improve processes and implement additional technology. However, more outreach and discovery are necessary to better understand the needs and barriers in the permitting process for these groups. The Technology, Training & Continuous Improvement (TTCI) Division is working on several technology solution projects that are customer facing. Translation service is not offered on all (or many) existing technology solutions. TTCI will need to collaborate with existing vendors to improve language translation capabilities for technology solutions. TTCI also needs to work with the Bureau of Technology Services and new vendors to incorporate language translation service needs into future Request for Proposals and Contracts.

9. If applicable, how does the bureau's budget create contracting opportunities for disadvantaged, minority, women, and emerging small businesses (D/M/W/ESB)?

In 2022, 50% of BDS's contracts over \$5,000 (2 out of 4) used D/M/W/ESB/SDVBE certified vendors. In 2021, 50% of BDS's contracts over \$5,000 (1 out of 2) used D/M/W/ESB/SDVBE certified vendors. In 2020, BDS did not sign any new contracts with D/M/W/ESB/SDVBE certified vendors. However, in 2019 66% of BDS's contracts over \$5,000 (2 out of 3) used D/M/W/ESB/SDVBE certified vendors.

BDS promotes the utilization of D/M/W/ESB/SDVBE vendors whenever possible. The BDS Contract Administrator encourages project managers to seek certified vendors for work opportunities that are under \$150K. In cases where a vendor is not certified but has the potential to be certified, BDS will connect the vendor with a contact at the State of Oregon.

One barrier to tracking and reporting on this information is that there is not a citywide D/M/W/ESB/SDVBE data tracking tool. BDS tracks all new contracts in an excel spreadsheet, manually identifying if the vendor is a D/M/W/ESB/SDVBE certified firm.

10. If the bureau has dedicated equity staff, such as an Equity Manager, how were they involved in developing the bureau's Requested Budget?

The BDS Equity & Policy Development Division and the BDS Equity Committee (BEC) have been involved from the early stages of the budget development process. Beginning in August 2022, the BDS Equity Manager was consulted on how to best work through the Budget Equity Assessment Tool and gain community engagement in the budget development process. Equity & Policy Development Division staff and members of the BDS Equity Committee also attended and led discussions at the BDS Budget Advisory Committee meetings focused on the bureau's equity-related work. The Equity & Policy Development Section is budgeted separately in its own cost center, and the BDS Equity Manager was consulted regarding the budgeted expenditures for

the section. Finally, the BDS Equity Manager and the BDS Equity Committee reviewed and provided input on the Budget Equity Assessment Tool responses.

SECTION TWO: EQUITABLE ENGAGEMENT AND ACCESS

11. How does this budget build capacity within the bureau to engage with and include communities most impacted by inequities?

(e.g., improved leadership for outreach and engagement coordinators, public information or relations officers, advisory committees, commissions, targeted community meetings, stakeholder groups, increased engagement, etc.)

BDS's two primary stakeholder/community advisory bodies, Development Review Advisory Committee (DRAC) and Budget Advisory Committee (BAC) are funded in this Requested Budget. As previously mentioned, the BAC provides opportunities for community representatives to engage with the bureau regarding BDS programs, services, and budget, and community membership on the BAC was expanded this year. In order to enhance the bureau's capacity to engage with communities most impacted by inequities, BDS has worked to fill vacant DRAC positions in the past year, specifically prioritizing greater membership for Indigenous people, Black people, immigrants and refugees, people of color, and/or people with disabilities. In addition, BDS's budget includes funding for staff actively involved in outreach to communities most impacted by inequities, most notably the community empowerment work of the Empowered Communities Program.

The bureau's budget includes funding for a Community Engagement Specialist. The bureau has hired for this position in FY 2022-23. The purpose of this position is to help build a foundation of relationship-building and trust-building needed with these communities, and direct, sustained engagement. This position will be responsible for building a out a sustainable engagement program that provides training, tools and resources to empower BDS staff to more fully participate in engagement best practices for their divisions, sections, and program and project work.

12. How does this budget build capacity and power in communities most impacted by inequities?

(e.g., leadership development for communities and guidance from communities, etc.)

BDS's two primary stakeholder/community advisory bodies, Development Review Advisory Committee (DRAC) and Budget Advisory Committee (BAC) are funded in this Requested Budget. As previously mentioned, the BAC provides opportunities for community representatives to engage with the bureau regarding BDS programs, services, and budget, and community membership on the BAC was expanded this year. In order to enhance the bureau's capacity to engage with communities most impacted by inequities, BDS has worked to fill vacant DRAC positions in the past year, specifically prioritizing greater membership for Indigenous people, Black people, immigrants and refugees, people of color, and/or people with disabilities.

The Empowered Communities Program includes the Empowered Neighborhoods Program, Small Business Empowerment Program, and Arts Empowerment Program, each of which are dedicated to helping the bureau reach equitable outcomes for their target customer bases.

In addition, BDS’s Property Compliance Division operates the Enhanced Rental Inspection Program (ERIP), which provides direct benefits to disadvantaged communities in rental housing. The Oregon Public Health Institute’s Health Impact Assessment of 2012 found that the Enhanced Rental Inspection Program had great potential “to contribute to improved health and health equity” for renters. Improving the effectiveness of this program is a high priority for the bureau and should continue to benefit communities of color and other marginalized groups. BDS is also hopeful that their working partnership with the Portland Housing Bureau and the landlord registration efforts in progress will support a new rental inspection program that has the ability to be more proactive versus the current ERIP. Development of this new project began in FY 2022-23 and will continue in its development over the next few years.

13. How does the bureau use quantitative and qualitative data to track program access and service outcomes for different populations? Please provide the data source(s)

Bureauwide, BDS does not have a comprehensive system to analyze quantitative and qualitative evidence to track program access and service outcomes to different populations. The bureau identified this as an area of need in previous years, and the FY 2020-21 Budget took the first step by including a permanent, dedicated data analyst position to gather and analyze equity related data. In FY 2022-23, BDS was able to fill this position. The analyst hired is tasked with developing and implementing a system for the bureau to collect, use, and store the data. Once the analyst is fully trained, the bureau expects to make significant progress in moving this work forward. The position will work collaboratively with similar positions and data efforts throughout the City, to make sure that our data can roll up into other bureaus data and vice versa. In that same vein, the position will utilize existing data, both qualitative and quantitative, from partner bureaus and agencies, community plans, census data, and data BDS currently collects more informally. It is expected that in the future will also utilize surveys, interviews and research as data sources.

What additional disaggregated demographic data will the bureau collect, track, and evaluate to assess equity impacts in community moving forward, and inform future budget decisions?

The bureau sent out a customer survey in 2021 and 2022 to ask about customer experiences with BDS on various topics. This survey included voluntary identification of customer demographic information, such as race and gender. The response among people of color was low, making it difficult to conclude the impacts and effectiveness of bureau programs on people of color; however, the results did illuminate many areas where BDS could make improvements. There will be more opportunities for BDS to survey customers going forward and gain further insight. Having a dedicated data analyst at BDS to help with developing a more robust system for collecting and storing demographic data will aid in these efforts. In addition, BDS efforts will also focus on disaggregated demographic data from community members that are not yet BDS customers.