RACIAL EQUITY PLAN Furthering the Citywide Racial Equity Goals and Strategies For the Period July 1, 2016 to June 30, 2021

Director: Bryant Enge

Action Plan Development Lead(s): Becky Chiao, Jeff Winkler

Implementation Team Lead(s): Jeff Winkler, Becky Chiao

Bureau Equity Guiding Statement: Each BIBS division	ion provides professional services in an equitable manner.										
Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions*			Bureau Performance Measures			F1			
			Year 1	Year 2	Year 3	Year 4	Year 5	Evaluation Tool	Lead Staff	Oversight	Due Date
Racial equity and inclusion is an integral component of the Bureau's identity and	Staff understands how their work is connected to the	Strategy: Build organizational capacity Action(s): Support the Bureau Equity and Inclusion Committee with time	Each division dedicates staff to serve on	Each division dedicates staff to serve on	Each division dedicates staff to serve on	Each division dedicator staff to some or	Each division dedicates staff to serve on			· 	
culture.	report confidence the Bureau is addressing racial	and resources to educate divisions about the racial equity plan and to	the BEIC and 100% of members have	the BEIC and 100% of members have	the BEIC and 100% of members have	the BEIC and 100% of members have	the BEIC and 100% of members have				
	inequities through its collective work.	conduct annual review and revision, require leadership program members to participate in the BEIC	quantified % of FTE dedicated to BEIC	quantified % of FTE dedicated to BEIC	quantified % of FTE dedicated to BEIC	quantified % of FTE dedicated to BEIC	quantified % of FTE dedicated to BEIC				A l
		to participate in the BEIC	work. Path to leadership program members serve on BEIC	work. Path to leadership program members serve on BEIC	work. Path to leadership program members serve on BEIC	work. Path to leadership program members serve on BEIC	work. Path to leadership program members serve on BEIC	Personnel Files	Administrative Subcommittee	Director	A l
		Strategy: Implement a racial equity lens									
		Action(s): Strategy: Be data driven									+
		Action(s): Track and collect quantitative and qualitative data to annually			1 annual report submitted to OEHR and	1 annual report submitted to OEHR and	1 annual report submitted to OEHR and		Administrative		7/30
		evaluate and update, if needed, the Racial Equity Plan Strategy: Operate with urgency and accountability	BIBS Commissioner-in-Charge	BIBS Commissioner-in-Charge	BIBS Commissioner-in-Charge	BIBS Commissioner-in-Charge	BIBS Commissioner-in-Charge	Annual report	Subcommittee	BEIC	annually
		Action(s): Add racial equity into the Bureau's values statement, incorporate	New values statement and equity	Mission and objectives reviewed by							
		equity and Inclusion objectives and targets into Bureau and Division objectives and work plans, demonstrating the support and commitment of	objectives and targets developed	community and adopted by BIBS leadership					Administrative		A
		the entire bureau senior management team		leadership				Webpage	Subcommittee	BLT	6/30/2017
		Strategy (Bureau specific): Communicate internally and externally about the									
		importance of racial equity for BIBS Action(s):Dedicate a section of the BIBs newsletter to Equity and Inclusion	100% of newsletters and all-staff	100% of newsletters and all-staff	100% of newsletters and all-staff	100% of newsletters and all-staff	100% of newsletters and all-staff				
		and the annual all-staff meeting has an agenda item regarding equity and	meetings address equity and inclusion	meetings address equity and inclusion	meetings address equity and inclusion	meetings address equity and inclusion	meetings address equity and inclusion		Communications &		12/31
		inclusion Strategy (Bureau specific): Position the Racial Equity Plan as a central						Staff files	Training Subcommittee	Director	annually
		guiding tool for institutional change at BIBS					1			1	
		Actions (s): Develop a Racial Equity Plan rollout & communication plan to demarcate the next phase of implementation.	100% of divisions are briefed and the		All Divisions briefed on updated Racial Equity plan						A
		definited the rest place of implementation.	work is connected to the Bureau's		Equity puri				Communications &		A
			broader equity vision					Staff files	Training Subcommittee	BEIC	8/1/2016
Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions			Bureau Performance Measures			Evaluation			
End dispositios in city government hising	BIBS has operationalized equitable recruitment and	Strategy: Build organizational capacity	Year 1	Year 2	Year 3	Year 4	Year 5	Tool	Lead Staff	Oversight	Due Date
and promotions	hiring practies to ensure staff racial composition	Action(s): Compulsory bias awareness training for interview panels, Equity					95% of panelists receive bias awareness				
	reflects the community served and accessing professional development opportunities to build	101 training for all staff, ensure all new employees receive training, develop a BIBS-specific equity refresher course incorporating personal perspectives		training, 80% of staff receive Equity 101, 50% of staff receive refresher course	, training, 95% of staff receive Equity 101, 60% of staff receive refresher course	training, 95% of staff receive Equity 101, 80% of staff receive refresher	training, 95% of staff receive Equity 101, 95% of staff receive refresher course				A
	capacity to implement racial equity and cultural	from staff.	designed	30% of staff receive refresher course	00% of staff receive refresher course	course	33% of staff receive refresher course				A
	responsiveness goals are an expectation at all levels of staff							Personnel Files	Communications & Training Subcommittee	Director	12/31/2016
		Strategy: Implement a racial equity lens									
		Action(s): Incorporate racial equity goals and objections into all BIBS employee job descriptions and recruitment postings. Interview questions	20% of positions which include equity component, equity interview questions		60% of positions which include equity component, 100% of interviews include		100% of positions which include equity component, 100% of interviews include				A
		should include and actively address equity and inclusion core competencies.		equity questions	equity questions	equity questions	equity questions		Workforce & Contracting		A
		Strategy: Be data driven						Personnel Files	Subcommittee	Director	12/31/2016
		Action(s): Continue to survey employees, Review training records, create	Targets developed, 80% of employees	Targets developed, 90% of employees	Targets developed, 95% of employees		Targets developed, 100% of employees	Employee			
		workforce targets for % of non-white supervisors and managers, and use equity dashboard to track employee demographics	complete survey, and dashboard updated quarterly	complete survey, and dashboard updated quarterly	complete survey, and dashboard updated quarterly	complete survey, and dashboard updated quarterly	complete survey, and dashboard updated quarterly	survey and bureau	Workforce & Contracting		A
					4-2-1-17			dashboard	Subcommittee	BEIC	12/31/2016
		Strategy: Partner with other institutions and communities Action(s): Participate in job fairs with an emphasis on recruiting candidates	2 job fairs (1 per division)	4 job fairs (2 per division)	4 job fairs (2 per division)	4 job fairs (2 per division)	4 job fairs (2 per division)				
		of color, focus on high schools, vocational programs and community colleges	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,,,,	, , , , , , , , , , , , , , , , , , , ,	,,	,,				A
		to create a pipeline of skilled staff of color for fleet and facilities. Encourage employees to promote the City's equity goals in professional organizations									A
		and contacts with outside customers and vendors and partner with BHR and									A
		OMF Equity Committee to share knowledge and experience						Staff files	Workforce & Contracting	Division Managers	12/31/2016
		Strategy: Operate with urgency and accountability		-		-		Stall liles	Subcommittee	ivialiagel 3	12/31/2010
		Action(s): Incorporate racial equity goals and objectives into all BIBS employee work plans and annual performance evaluations. Employees will	Equity components of 2017 work plans developed	40% of performance evaluations include equity component	e 60% of performance evaluations include equity component	80% of performance evaluations include equity component	100% of performance evaluations include equity component				A
		be evaluated annually against the agreed-upon equity goals and objectives.	астеюреа	equity component	equity component	melade equity component	medac equity component				A
		This may include % workforce targets for supervisors and managers, completion of training, etc.						Personnel Files	Workforce & Contracting	Director	12/31/2017
		Strategy (Bureau specific): Target resoucres to eliminate racial disparities						r et somier i nes	Subcommittee	Director	12/31/2017
		Action(s):Focus BHR resources and community outreach on under-	Outreach strategy designed and	Minority hire goals TBD	Minority hire goals TBD	Minority hire goals TBD	Minority hire goals TBD				_
		represented groups when filling open positions in BIBS.	resourced including goals for minority	, ,	, ,	, ,	, , ,		Workforce & Contracting		A
			hires					Staff files	Subcommittee	BEIC	12/31/2016
					Bureau Performance Measures						
Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions	Year 1	Year 2	Year 3	Year 4	Year 5	Evaluation Tool	Lead Staff	Oversight	Due Date
Create greater opportunities city government contracting	Practices are in place to increase contracting	Strategy: Build organizational capacity Action(s): Develop new methods for steering purchases of goods and									
government contracting	above the city target rate of 20%	services less than \$5,000 (sole-sourced, direct apointment to state-certified	20% of facilities services goods & services	20% of facilities services goods &	20% of facilities services goods & services	20% of facilities services goods &	20% of facilities services goods &				
		minority-owned firms.		services payments made to minority-	payments made to minority-owned firms	services payments made to minority-	services payments made to minority-	Annual	Workforce & Contracting		Annual
		Strategy: Implement a racial equity lens		owned firms		owned firms	owned firms	MWESB report	Subcommittee	Director	ongoing
		Action(s): Work with Procurement specialists to analyze and develop	Conduct racial equity analysis of	Implement changes to procurement							
		internal processes and procedures for barriers and opportunities for	procurement process	process based on previous analysis				Staff files	Workforce & Contracting Subcommittee	Director	12/31/2017
		minority contractors and vendors Strategy: Be data driven						Staff files	Subcommittee	Director	12/31/201/
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		Action(s):									
		Strategy: Partner with other institutions and communities		•			•				•
		Action(s): Support MWESB networks, help minority-owned firms become	5 new vendors/contractors of color become state-certified MWESB firms.	5 new vendors/contractors of color become state-certified MWESB firms.	5 new vendors/contractors of color become state-certified MWESB firms.	5 new venors/contractors of color become state-certified MWESB firms.	5 new vendors/contractors of color become state-certified MWESB firms.	Staff files	Workforce & Contracting	BEIC	Annual
		state-certified Strategy: Partner with other institutions and communities	become state-certified MWESB firms.	become state-certified MWESB firms.	become state-certified MWESB firms.	become state-certified MWESB firms.	become state-certified MWESB firms.	Staff files	Subcommittee	BEIC	ongoing
		Action(s): BIBS Director will influence city policy in order to increase the	20% of city contracts awarded to	20% of city contracts awarded to	20% of city contracts over \$X million	20% of city contracts awarded to	20% of city contracts awarded to				
		percentage of high-dollar city contracts awarded to minority-owned	minority-owned firms	minority-owned firms	awarded to minority-owned firms	minority-owned firms	minority-owned firms	Annual	Workforce & Contracting	:	Annual
		businesses						MWESB repor	Subcommittee	Director	ongoing
		Strategy (Bureau specific):									
		Action(s):		-	-	1					
Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions			Bureau Performance Measures			Evaluation			
			Year 1	Year 2	Year 3	Year 4	Year 5	Tool	Lead Staff	Oversight	Due Dat
Provide equitable city services to all		Strategy: Build organizational capacity									_
residents		Action(s):									
	evaluation of policies, service, and program	Strategy: Implement a racial equity lens									
	understand impacts of decisions on accessibility of services to communities of color.	Action(s): Use a racial equity toolkit to develop racial equity goals for each	1 racial equity toolkit piloted on a	2 racial equity toolkits used on 2	3 racial equity toolkits used on 3 divisions				Management Liaison		
			division	divisions				Staff files	Subcommitee	Director	
		Strategy: Be data driven									
		Action(s): Collect and analyze race and language data from claimants to Risk	Data methodology developed	Baseline data collected	1 policy or program is analyzed using	2 policies or programs are analyzed	1 public facing report and a reduction in				
		Management using police bureau or park's bureaus categories; develop the			racial equity analysis using baseline data	using racial equity analysis using	disparities between racial demographics	5			
1		ability to evaluate those services with an equity lens using demographic data				baseline data	of claimants compared with population				
1		to understand impacts of decisions or accessibility of Risk's services to					demographics if any are identified				
		communities of color						Staff files	Risk Liaison	BEIC	6/30/20
		Strategy: Partner with other institutions and communities			•		•	•			
		Action(s):									
		Strategy: Operate with urgency and accountability		*	*		*			•	-
		Action(s): Incorporate all Racial Equity metrics from this plan (and others as	Bureau dashboard updated	Annual update of disagregated data	Annual update of disagregated data	Annual update of disagregated data	Annual update of disagregated data				
		identified) into the Bureau dashboard for continuous tracking and reporting.	,	, , , , , , , , , , , , , , , , , , , ,				Bureau dashboard	Administrative	Director	12/31/20
		Strategy:						dustibourd	Judeommittee	Director	12/31/20
		Action(s):									
		Action(s).									
Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions						Evaluation			
							1				
			Year 1	Year 2	Year 3	Year 4	Year 5	Tool	Lead Staff	Oversight	Due Dat
Leadership and management are	Management and leadership are markedly clear in	Strategy: Build organizational capacity	Year 1	Year 2	Year 3	Year 4	Year 5	Tool	Lead Staff	Oversight	Due Dat
Leadership and management are	Management and leadership are markedly clear in							1001	Lead Staff	Oversight	Due Dat
Leadership and management are champions of achieving racial equity	their communications about upholding a racially	Action(s):Maintain an equity working group that has representatives from	Equity working group is convened and	BEIC reviews year 1 progress and	BEIC completes Year 2 targets and revises	BEIC completes objectives and revises	BEIC is a integral part of BIBs operations	1001	Lead Staff	Oversight	Due Dat
	their communications about upholding a racially equitable culture. Internal and external	Action(s): Maintain an equity working group that has representatives from throughout the Bureau to work on racial equity policies. The group will have	Equity working group is convened and					1001	Lead Staff	Oversight	Due Dat
	their communications about upholding a racially equitable culture. Internal and external accountability systems are in place and are	Action(s): Maintain an equity working group that has representatives from throughout the Bureau to work on racial equity policies. The group will have representatives of people of color, labor, management, and members of the	Equity working group is convened and	BEIC reviews year 1 progress and	BEIC completes Year 2 targets and revises	BEIC completes objectives and revises		1001		Oversight	Due Dat
	their communications about upholding a racially equitable culture. Internal and external accountability systems are in place and are regularly relied upon at all levels to inform how	Action(s): Maintain an equity working group that has representatives from throughout the Bureau to work on racial equity policies. The group will have	Equity working group is convened and	BEIC reviews year 1 progress and	BEIC completes Year 2 targets and revises	BEIC completes objectives and revises		5		Oversight	Due Dat
	their communications about upholding a racially equitable culture. Internal and external accountability systems are in place and are regularly relied upon at all levels to inform how inclusion exists and is further operationalized.	Action(s): Maintain an equity working group that has representatives from throughout the Bureau to work on racial equity policies. The group will have representatives of people of color, labor, management, and members of the	Equity working group is convened and	BEIC reviews year 1 progress and	BEIC completes Year 2 targets and revises	BEIC completes objectives and revises		BEIC minutes	Administrative	Oversight	Due Dat
	their communications about upholding a racially equitable culture. Internal and external accountability systems are in place and are regularly relied upon at all levels to inform how inclusion exists and is further operationalized. Methods to measure and track actions are in	Action(s):Maintain an equity working group that has representatives from throughout the Bureau to work on racial equity policies. The group will have representatives of people of color, labor, management, and members of the all of the Bureaus' different committees.	Equity working group is convened and	BEIC reviews year 1 progress and	BEIC completes Year 2 targets and revises	BEIC completes objectives and revises		BEIC minutes	Administrative	Oversight BEIC	Yearly
	their communications about upholding a racially equitable culture. Internal and external accountability systems are in place and are regularly relied upon at all levels to inform how inclusion exists and is further operationalized.	Action(s) Maintain an equity working group that has representatives from throughout the Bureaut to work or racial equity policies. The group will have representatives of people of color, labor, management, and members of the all of the Bureaus' different committees. Strategy: Implement a racial equity lens	Equity working group is convened and	BEIC reviews year 1 progress and	BEIC completes Year 2 targets and revises	BEIC completes objectives and revises		BEIC minutes	Administrative	Oversight BEIC	Due Dat
	their communications about upholding a racially equitable culture. Internal and external accountability systems are in place and are regularly relied upon at all levels to inform how inclusion exists and is further operationalized. Methods to measure and track actions are in	Action(s):Maintain an equity working group that has representatives from throughout the Bureau to work on racial equity policies. The group will have representatives of people of color, labor, management, and members of the all of the Bureaus' different committees. Strategy: Implement a racial equity lens Action(s):	Equity working group is convened and	BEIC reviews year 1 progress and	BEIC completes Year 2 targets and revises	BEIC completes objectives and revises		BEIC minutes	Administrative	Oversight BEIC	Yearly
	their communications about upholding a racially equitable culture. Internal and external accountability systems are in place and are regularly relied upon at all levels to inform how inclusion exists and is further operationalized. Methods to measure and track actions are in	Action(s): Maintain an equity working group that has representatives from throughout the Bureau to work or racial equity policies. The group will have representatives of people of color, labor, management, and members of the all of the Bureaus' different committees. Strategy: Implement a racial equity lens Action(s): Strategy: Be data driven Action(s):	Equity working group is convened and	BEIC reviews year 1 progress and	BEIC completes Year 2 targets and revises	BEIC completes objectives and revises		BEIC minutes	Administrative	Oversight BEIC	Yearly
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	their communications about upholding a racially equitable culture. Internal and external accountability systems are in place and are regularly relied upon at all levels to inform how inclusion exists and is further operationalized. Methods to measure and track actions are in	Action(s): Maintain an equity working group that has representatives from throughout the Bureau to work on racial equity policies. The group will have representatives of people of color, labor, management, and members of the all of the Bureaus' different committees. Strategy, Implement a racial equity lens Action(s): Strategy, De data driven Action(s): Strategy, Partner with other institutions and communities Action(s):	Equity working group is convened and	BEIC reviews year 1 progress and	BEIC completes Year 2 targets and revises	BEIC completes objectives and revises		BEIC minutes	Administrative	Oversight BEIC	Yearly
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	their communications about upholding a racially equitable culture. Internal and external accountability systems are in place and are regularly relied upon at all levels to inform how inclusion exists and is further operationalized. Methods to measure and track actions are in	Action(s): Maintain an equity working group that has representatives from throughout the Bureau to work on racial equity policies. The group will have representatives of people of color, labor, management, and members of the all of the Bureaus' different committees. Strategy: Implement a racial equity lens (Action(s): Strategy: Ped data driven (Action(s): Strategy: Partner with other institutions and communities (Action(s): Strategy: Partner with other institutions and communities (Action(s): Strategy: Operate with urgency and accountability (Action(s): Every regular staff meeting at all levels of the organization include	Equity working group is convened and meeting regularly Resource list is developed, 20% of	BEIC reviews year 1 progress and updates plan 40% of recurring bureau staff meetings	BEIC completes Year 2 targets and revise plan as needed 60% of recurring bureau staff meetings	BEKC completes objectives and revises Equity Plan BON of recurring bureau staff meeting	BEIC is a integral part of BIBs operations	BEIC minutes	Administrative	Oversight BEIC	Yearly
	their communications about upholding a racially equitable culture. Internal and external accountability systems are in place and are regularly relied upon at all levels to inform how inclusion exists and is further operationalized. Methods to measure and track actions are in	Action(3): Maintain an equity working group that has representatives from throughout the Bureaut to work or racial equity policies. The group will have representatives of people of color, labor, management, and members of the all of the Bureaus' different committees. Strategy: Implement a racial equity lens Action(3): Strategy: Be data driven Action(3): Strategy: Partner with other institutions and communities Action(3): Strategy: Partner with other institutions and communities Action(3): Strategy: Operate with urgency and accountability Action(3): Every regular staff meeting at all levels of the organization include a discussion of equity & inclusion matters (similar to requiring the same for	Equity working group is convened and meeting regularly Resource list is developed, 20% of recurring bureau staff meetings including the control of the cont	BEIC reviews year 1 progress and updates plan	BEIC completes Year 2 targets and revise: plan as needed	BEIC completes objectives and revises Equity Plan	BEIC is a integral part of BIBs operations	BEIC minutes	Administrative	Oversight BEIC	Yearly
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