RACIAL EQUITY PLAN

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

Bureau: City Budget Office (CBO)

Director: Andrew Scott

Action Plan Development Lead(s): Ryan Kinsella

Implementation Team Lead(s):

Bureau Equity Guiding Statement: Through the City Budget Office's Racial Equity plan, the bureau aims to identify and address institutional racism in core bureau functions and within the organization; actions in the plan will guide how to create more racially equitable outcomes in the develop and monitoring of the City's budget.

Five Year Bureau Objective	Strategies and Bureau Actions*	Bureau Performance Measures						Lead Staff	Oversight	Due Date
		Year 1	Year 2	Year 3	Year 4	Year 5				
								•		
reputation in communities of color and immigrant and refugee communities through its community engagement processes with communities of color.	Action(s): Collect voluntary racial demographic data at City Budget Office hosted community budget events and all other outreach and engagement efforts. Share demographic results of engagement with community and City Council. Develop and conduct a survey at each of the community budget forums to determine the impact and perception of the bureau's racial equity work (i.e. use of best practices, community needs, and view of effectiveness)	method and define measure targets of what is successful,	color engaged in outreach efforts reflect the city or	color engaged in outreach efforts reflect the city or	Percent of people of color engaged in outreach efforts reflect the city or neighborhood	Percent of people of color engaged in outreach efforts reflect the city or neighborhood	Database and website: Survey results tracked	Executive Assistant (Sarah Diffenderfer)	Jeramy Patton	9/1, Annually
	and coalitions working toward increasing engagement of underrepresented communities, with particular emphasis on increasing engagement with people of color and improving access to decision-making in the	engagement strategy, identify and converse with community groups working towards racial equity	developed through conversations with partners	101 workshops in communities of color with at least 10 participants per workshop; increase participation to be proportionally similar to City demographics from people of color in		Conduct two Budget 101 workshops in communities of color with at least 10 participants per workshop; increase participation to be proportionally similar to City demographics from people of color in budget outreach activities	Results tracked	Executive Assistant (Sarah Diffenderfer)	Jeramy Patton	12/1, annually (Budget Kickoff)
	Strategy: Operate with urgency and accountability Action(s): Create webpage to report on outcomes of community engagement processes, including racial demographic data collected	Develop webpage with input from OEHR	Rollout live webpage	Annual update	Annual update	Annual update		Executive Assistant (Sarah Diffenderfer)	Jeramy Patton	6/1, annually
	Strategy: Partner with other institutions									
	meetings to communities of color; Annually locate	one meeting in a neighborhood with	meetings in underrepresented	meetings in underrepresented	PUB outreach plan;		Annual PUB reports	PUB Analyst (Melissa Merrell)		9/1, Annually
	City Budget Office has a positive reputation in communities of color for addressing racial inequities through its community engagement processes with	City Budget Office has a positive reputation in communities of color for addressing racial inequities through its community engagement processes with communities of color. Action(s): Collect voluntary racial demographic data at City Budget Office hosted community budget events and all other outreach and engagement efforts. Share demographic results of engagement with community and City Council. Develop and conduct a survey at each of the community budget forums to determine the impact and perception of the bureau's racial equity work (i.e. use of best practices, community needs, and view of effectiveness) Strategy: Increase engagement in the budget process Action(s): Develop a community communications and engagement plan to partner with leaders, organizations and coalitions working toward increasing engagement of underrepresented communities, with particular emphasis on increasing engagement with people of color and improving access to decision-making in the budget porcess. Refine engagement strategies based on feedback from community partners. Strategy: Operate with urgency and accountability Action(s): Create webpage to report on outcomes of community engagement processes, including racial demographic data collected Strategy: Partner with other institutions Action: Portland Utility Board (PUB) analyst will work with OEHR to identify community partners for PUB outreach; Increase outreach and communication of PUB meetings to communities of color; Annually locate regular PUB meetings in neighborhoods with large non-	City Budget Office has a positive reputation in communities of color for addressing racial inequities through its community engagement processes with community engagement processes with communities of color. Action(s): Collect voluntary racial demographic data at through its community engagement processes with community and City Council. Develop and conduct a survey at each of the community work (i.e. use of best practices, community needs, and view of effectiveness) Strategy: Increase engagement in the budget process Action(s): Develop a community communications and engagement plan to partner with leaders, organizations and coalitions working toward increasing engagement of underrepresented communities, with particular emphasis on increasing engagement with people of color and improving access to decision-making in the budget porcess. Refine engagement strategies based on feedback from community partners. Strategy: Operate with urgency and accountability Action(s): Create webpage to report on outcomes of community groups working towards racial demographic data collection Strategy: Partner with other institutions Action: Portland Utility Board (PUB) analyst will work with OEHR to identify community partners for PUB outreach; Increase outreach and communication of PUB meetings to communities of color; Annually locate regular PUB meetings in neighborhoods with large non-white	City Budget Office has a positive reputation in communities of color for addressing radal inequities through its community engagement processes with community and city Council. Develop and conduct a survey at each of the community and City Council. Develop and conduct a survey at each of the community work (i.e. use of best practices, community needs, and view of effectiveness) Strategy: Increase engagement in the budget process Action(s): Develop a community process and coalitions working toward increasing engagement with people of color engaged in outside the city of measure targets of measure targets of the city or neighborhood view of effectiveness) Strategy: Increase engagement in the budget process Action(s): Develop a community needs, and view of effectiveness) Strategy: Increase engagement in the budget process and coalitions working toward increasing engagement of underrepresented communities, with particular emphasis on increasing engagement with people of color and improving access to decision-making in the budget process. Refine engagement strategies based on feedback from community partners. Strategy: Operate with urgency and accountability Action(s): Create webpage to report on outcomes of community engagement processes, including racial demographic data collected Strategy: Operate with urgency and accountability Action: Portland Utility Board (PUB) analyst will work with OERR to identify community partners for PUB outreach, increase outreach and communication of PUB outreach; increase outreach and communication of PUB outre	City Budget Office has a positive reputation in communities of color process in the formation of the design processes with community and City Council. Develop and conduct a survey at each of the community budget forums to determine the impact and perception of the budget process. Action(s): Develop a community work (i.e. use of bets practices, community work (i.e. use of bets practices, community and count and increasing engagement of the large process. Action(s): Develop and community and count and increasing engagement of the budget process. Action(s): Develop and community processes with the impact and perception of the bursau's racial equity work (i.e. use of bets practices, community process). Strategy: Increase engagement in the budget process. Action(s): Develop a community communications and engagement plan to partner with leaders, organizations and coalitions working toward increasing engagement of underrepresented community emphasis on increasing engagement with people of color and improving access to decision-making in the budget porcess. Refine engagement strateges based on feedback from community partners. Seffice engagement strateges based on feedback from community partners. Strategy: Operate with urgency and accountability Action(s): Create webpage to report on outcomes of community engagement partners for PUB and the proportionally similar to City demographic data collected Strategy: Partner with other institutions Action: Portland Utility Board (PUB) analyst will work with CEHR to identify community partners for PUB eneetings in eighborhood with large non-withe engagement engageme	City Budget Office has a positive reputation in communities of color process process of addressing radial inequities through its community engagement processes with communities of color. Strategy: Understand who participates in the budget process Action(s): Collect voluntary radial demographic data at all other outreach and engagement efforts. Share demographic results of engagement with community and City Council. Develop and conduct a survey at each of the community work (i.e. use of best practices, community communications and engagement plan to partner with leaders, organizations and coalitions working towards racial equity work (i.e. use of best practices, community communications and engagement plan to partner with leaders, organizations and coalitions working towards racial equity towards racial equity working towards racial equity working towards racial equity towards racial eq	City Budget Office has a positive process From Equilibrium Communities of color process From Equilibrium Communities of Color of Color and City Council. Develop and conduct a survey at each of the community purpose of color and improving a protection and coalitions working towards increasing engagement in the budget process Action(s): Develop and conduct a survey at each of engage and view of effectiveness) Strategy: Increase engagement in the budget process Action(s): Develop and conduct a survey at each of engagement with process of the community budget events and engagement plan to go the city or neighborhood Action(s): Develop and conduct as survey at each of engagement with process or color engaged in outreach efforts reflect the city or neighborhood Action(s): Develop a community communications and engagement plan engagement plan to parter with indexe; organizations and coalitions working towards recibility and communities with particular emphasis on increasing engagement with people of color engaged in outreach efforts reflect the city or neighborhood Action(s): Develop a community communications and engagement plan to parter with indexe; organizations and engagement plan to participation to be proportionally similar to City demographics and engagement plan to parter with indexe; organization and engagement plan to parter with i	City Budget Office has a positive process. City Budget Office has a positive process. City Budget Office has a positive process. City Country Indicated with process and a continuative process. Action(s): Collect voluntary racial demographic class at a continuative processes with an all other outracet and engagement efforts. Share of the city or magistro-mode of the community and City Council. Develop and conduct a survey at each of the city or magistro-mode of the community work (i.e. used of these practices, community processes. Action(s): Collective mice the impact and perception of the budget process. Action(s): Worklop and conduct as survey at each of the city or magistro-mode. Strategy: Increase engagement in the budget process. Action(s): Develop a community communications and engagement and continuous working engagement and engagement in the budget process. Action(s): Develop a community communications and engagement efforts effect by the city or magistro-mode of effectiveness). Strategy: Increase engagement in the budget process in the city or magistro-mode of engagement in the budget process. Action(s): Develop a community communications and engagement efforts effect by the city or magistro-mode of engagement in the budget process. Action(s): Develop a community communications and engagement efforts effect by the city or magistro-mode of engagement and engagement efforts effect of the city or magistro-mode of engagement and engagement efforts effect of which the city or magistro-mode of engaged in outreach efforts reflect of color engaged in outreach efforts reflect of the city or magistro-mode of engagement efforts effect of the city or magistro-mode of engagement efforts effect of the city or magistro-mode of engagement efforts effect of the city or magistro-mode of engagement efforts effect of color engaged in outreach efforts effect of the city or magistro-mode of engagement efforts effect of color engaged in outreach efforts effect of color engaged in outreach efforts effect of the cit	Veer 1. Year 2. Year 3. Year 4. Year 5. Year 4. Year 5. Year 4. Year 5. Year 6. Year 6	Vax 1 Year 2 Year 3 Year 4 Year 5 Vax 2 Year 3 Year 4 Year 5 Vax 4 Year 5 Vax 4 Year 5 Vax 5 Vax 6 Year 6 Vax 6 Year 6 Year 6 Vax 6 Year 7 Vax 6 Year 7 Vax 7 Year 9 Vax 9 Year 1 Year 1 Year 9 Vax 9 Year 1 Year 9 Vax 9 Year 1 Year 9 Vax 9 Year 1 Year 1 Year 9 Vax 9 Year 1 Year 9 Vax 9 Year 1 Year 9 Vax 9 Year 1 Year 1 Year 1 Vax 9 Year

		Action(s): Recruit new Bureau Advisory Committee members from communities of color. Incorporate equity in new PUB member recruitment and selection	are self-identified	25% of new members are self-identified people of color	identified people of color	Assistant (Sarah Diffenderfer)		Annua			
2. Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions	Variation of the second	V2		W 4	V 5	Evaluation Tool	Lead Staff	Oversight	Dı Da
'nd disposition in situ	CDO will aparationalize aguitable	Chushamu Managa with unaial aguitu lang	Year 1	Year 2	Year 3	Year 4	Year 5				
nd disparities in city covernment hiring and		Strategy: Manage with racial equity lens Action(s): Incorporate racial equity components into	20% of employees	40% of employees	60% of employees	80% of employees	100% of employees	Employee survey	Principal Analysts,	Joramy Datton	9/1,
romotions	ensure staff composition reflects	bureau staff and leadership annual performance	report that they are	report that they are	report that they are	report that they are		and personnel files		Jeranny Patton	Annu
Tomotions	the racial diversity of the	evaluation. Leadership evaluation include input from		partially evaluated for	partially evaluated for	partially evaluated for	partially evaluated for	and personner mes	Team Leads		Ailiic
	community served and	their supervised employees.					how they are furthering				
	opportunities for professional	, , , , , , , , , , , , , , , , , , ,	the Bureau's racial	the Bureau's racial	the Bureau's racial	the Bureau's racial	the Bureau's racial				
	development and growth are distributed equitably.		equity goals.	equity goals.	equity goals.	equity goals.	equity goals.				
		Strategy: Develop racial equity into core staff									
		competencies		I	1	1	1		T	1	
		Action(s): Incorporate racial equity into professional		Half of staff members	All staff members	All staff members	All staff members		Senior Analysts	Jeramy Patton	
		development plan, and develop a regular schedule of		attend additional	attend at least one	attend at least one	attend at least one	and personnel files			Ann
		trainings and plan to ensure base understanding and		professional	additional professional	additional professional	additional professional				
		increasingly complex understanding in senior staff.	~ '	development	development	development	development				
				opportunity	opportunity. Develop	opportunity.	opportunity.				
			analysts.		plan for sharing training	3					
					information across staff.						
		Strategy: Use data to inform staffing decisions			Juli.						
		Action(s): Collect data disaggregated by race on	Data collection method	Increase in racial	Maintain racial diversity	Maintain racial diversity	Maintain racial diversity	Personnel Annual	Assistant Budget	Jeramy Patton	9/1,
		recruitment, hiring, and promotion activities and report	developed and baseline	diversity over baseline	in staff that is reflective	in staff that is reflective	in staff that is reflective	Report	Director		Annu
		publicly.	established as		of the community we	of the community we	of the community we				
			compared to the Portland community		serve	serve	serve				
			/								
		Strategy Increase targeted recruitment to									
		Strategy: Increase targeted recruitment to									
		underrepresented communities	Identify	Targeted outreach to	10% of applicants are	20% of applicants are	20% of applicants are	Contract Report	Assistant Budget	Jeramy Patton	9/1.
		underrepresented communities Action(s): Conduct additional outreach to	Identify forums/avenues for	Targeted outreach to candidates of color	10% of applicants are people of color	20% of applicants are people of color	20% of applicants are people of color	Contract Report	Assistant Budget Director	Jeramy Patton	
		underrepresented communities Action(s): Conduct additional outreach to underrepresented communities, with a particular	forums/avenues for	candidates of color	10% of applicants are people of color	20% of applicants are people of color		Contract Report		Jeramy Patton	
		underrepresented communities Action(s): Conduct additional outreach to	forums/avenues for					Contract Report		Jeramy Patton	
		underrepresented communities Action(s): Conduct additional outreach to underrepresented communities, with a particular emphasis to candidates of color, in addition to options	forums/avenues for target outreach;	candidates of color employed in all				Contract Report		Jeramy Patton	
		underrepresented communities Action(s): Conduct additional outreach to underrepresented communities, with a particular emphasis to candidates of color, in addition to options	forums/avenues for target outreach; outreach options	candidates of color employed in all				Contract Report		Jeramy Patton	
		underrepresented communities Action(s): Conduct additional outreach to underrepresented communities, with a particular emphasis to candidates of color, in addition to options	forums/avenues for target outreach; outreach options should be geared	candidates of color employed in all				Contract Report		Jeramy Patton	
		underrepresented communities Action(s): Conduct additional outreach to underrepresented communities, with a particular emphasis to candidates of color, in addition to options	forums/avenues for target outreach; outreach options should be geared towards	candidates of color employed in all				Contract Report		Jeramy Patton	
		underrepresented communities Action(s): Conduct additional outreach to underrepresented communities, with a particular emphasis to candidates of color, in addition to options	forums/avenues for target outreach; outreach options should be geared towards underrepresented communities with experience and interest	candidates of color employed in all recruitments				Contract Report		Jeramy Patton	
		underrepresented communities Action(s): Conduct additional outreach to underrepresented communities, with a particular emphasis to candidates of color, in addition to options	forums/avenues for target outreach; outreach options should be geared towards underrepresented communities with experience and interest in public service, and	candidates of color employed in all recruitments				Contract Report		Jeramy Patton	
		underrepresented communities Action(s): Conduct additional outreach to underrepresented communities, with a particular emphasis to candidates of color, in addition to options	forums/avenues for target outreach; outreach options should be geared towards underrepresented communities with experience and interest in public service, and financial, budget and	candidates of color employed in all recruitments				Contract Report		Jeramy Patton	
		underrepresented communities Action(s): Conduct additional outreach to underrepresented communities, with a particular emphasis to candidates of color, in addition to options	forums/avenues for target outreach; outreach options should be geared towards underrepresented communities with experience and interest in public service, and	candidates of color employed in all recruitments				Contract Report		Jeramy Patton	
3. Long-term Goal	Five Year Bureau Objective	underrepresented communities Action(s): Conduct additional outreach to underrepresented communities, with a particular emphasis to candidates of color, in addition to options	forums/avenues for target outreach; outreach options should be geared towards underrepresented communities with experience and interest in public service, and financial, budget and	candidates of color employed in all recruitments		people of color		Contract Report Evaluation Tool		Jeramy Patton Oversight	Annu
3. Long-term Goal	Five Year Bureau Objective	underrepresented communities Action(s): Conduct additional outreach to underrepresented communities, with a particular emphasis to candidates of color, in addition to options provided by BHR.	forums/avenues for target outreach; outreach options should be geared towards underrepresented communities with experience and interest in public service, and financial, budget and policy analysis	candidates of color employed in all recruitments	people of color	people of color			Director		9/1, Annu

using racial equity best practices to increase access for	that budgeting and major programmatic and policy initiatives	Action(s): CBO management team and bureau's budget and racial equity liaisons apply a racial equity tool to the		RET results are posted online of 2-3 major	RET results are posted online of 4 major		RET results are posted online of 4 major		Bureau equity lead, Budget	Jeramy Patton	6/1, annua
communities of color and	are working to track and reduce	bureau's base budget and programs. Community		policies or programs	policies or programs		policies or programs		Equity Team		
immigrant and refugee	racial disparities	partners participate help identify policy and program		analyzed	analyzed	analyzed	analyzed				
communities		priorities to analyze.									
		Strategy: Implement a racial equity lens									
			50% of managers and		•	100% of all newly hired	· ·		Budget Process	Jeramy Patton	9/1,
		, , , ,	financial analysts are	•	ŭ .	managers and financial			Coordinator,		Annı
		tool as a routine part of the City's budget process.	trained	trained	analysts are trained	analysts are trained	analysts are trained		Bureau Analysts		
		Strategy: Share and refine budget equity tool									
		Action(s): CBO continues to work with Government	Develop a	Identify entities; pilot	Identify entities; pilot	Refine communication	Share with 2-3 entities.	Annual report	Equity Leads	Jeramy Patton	9/1,
		Finance Officers Association or another outside partner,	· ·		sharing	and education plan.	Share with 2 3 charles.	, amada report	Equity Leads	Jerumy ruccom	Annı
			for sharing budget	relationship with other		Share with 2-3 entities.					
		use of a budget equity tool in policy and budget	equity tool. Explore the	jurisdictions, such as							
		development.	possibility of	the City of Seattle City							
			municipal budgeting	and Social Justice Change Team, to share							
			cohort to develop relationships with other	,							
			budget offices and	lueas and practices.							
			learn of best practices.								
			·								
		Strategy: Operate with urgency and accountability									
		• •	Survey developed and	•	80% of respondents	· ·	· ·		Assistant Budget	Jeramy Patton	9/1,
		service survey administered to our bureau and Council stakeholders to determine the impact and perception of	piloted	indicate the Budget Office is headed in the	indicate the bureau is headed in the right	indicate the bureau is		Survey	Director		Ann
		the bureau's racial equity work during the budget		right direction	direction	headed in the right direction	headed in the right direction				
		review and recommendation process.		ingin direction	direction	direction	direction				
		Strategy: Include equity in board trainings									
		Action(s): PUB members participate in racial equity	One workshop held.	•	One workshop held.				PUB Analyst	Jeramy Patton	9/1,
		workshop annually.			90% of PUB members			reports	(Melissa Merrell)		Ann
		Strategy: Target and prioritize investments to reduce	attend	attend	attend	attend	attend				
		racial disparities									
		Action(s): CBO, in conjunction with OEHR, will track	Tracking system	First year reporting	Combined first and	Revaluation of the	Continue reporting on	Annual Decision	Senior Analysts	Andrew Scott	12/1
		budget decisions and outcomes that are related to	established.	completed for FY 2017-		reporting mechanism.	· ·	Package and Prior			ann
		racial equity work on a citywide basis.		18 budget decisions.	completed.			Year Performance			(Buc
								Report.			Kick
4. Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions		Bure	eau Performance Mea	sures		Evaluation Tool	Lead Staff	Oversight	D
			Voor 1	Voor 2	Year 3	Voor 4	Year 5				D
			Year 1	Year 2	rear 3	Year 4	rear 5				
Racial equity and inclusion is an	CBO's structures and leadership	Strategy: Build organizational capacity					_				9/1,
Racial equity and inclusion is an integral component of the		Strategy: Build organizational capacity Action(s): Create more opportunities for staff to	100% of BEC members	100% of BEC members	100% of BEC members	100% of BEC members	100% of BEC members	BEC annual report	Principal Analysts	Jeramy Patton	J/ 1,
			receive training on	receive training on	receive training on	receive training on	receive training on	·	Principal Analysts, Team Leads	, Jeramy Patton	Ann
integral component of the	uphold a racially equitable culture where internal and external accountability systems are in place	Action(s): Create more opportunities for staff to participate on the Bureau Equity Committee, receive training on racial equity skills, and discuss how racial	receive training on racial equity leadership	receive training on racial equity leadership	receive training on racial equity leadership	receive training on racial equity leadership	receive training on racial equity leadership	·		, Jeramy Patton	
integral component of the	uphold a racially equitable culture where internal and external accountability systems are in place and there is a high comfort level in	Action(s): Create more opportunities for staff to participate on the Bureau Equity Committee, receive training on racial equity skills, and discuss how racial	receive training on racial equity leadership skills and at least 75%	receive training on racial equity leadership skills and at least 100%	receive training on racial equity leadership skills and at least 100%	receive training on racial equity leadership skills and at least 100%	receive training on racial equity leadership skills and at least 100%	·		, Jeramy Patton	
integral component of the	uphold a racially equitable culture where internal and external accountability systems are in place and there is a high comfort level in talking about racial equity and	Action(s): Create more opportunities for staff to participate on the Bureau Equity Committee, receive training on racial equity skills, and discuss how racial	receive training on racial equity leadership skills and at least 75% report feeling more	receive training on racial equity leadership skills and at least 100% report feeling more	receive training on racial equity leadership skills and at least 100% report feeling more	receive training on racial equity leadership skills and at least 100% report feeling more	receive training on racial equity leadership skills and at least 100% report feeling more	·		, Jeramy Patton	
integral component of the	uphold a racially equitable culture where internal and external accountability systems are in place and there is a high comfort level in talking about racial equity and organization-wide desire to	Action(s): Create more opportunities for staff to participate on the Bureau Equity Committee, receive training on racial equity skills, and discuss how racial	receive training on racial equity leadership skills and at least 75%	receive training on racial equity leadership skills and at least 100%	receive training on racial equity leadership skills and at least 100%	receive training on racial equity leadership skills and at least 100% report feeling more	receive training on racial equity leadership skills and at least 100%	·		, Jeramy Patton	
integral component of the	uphold a racially equitable culture where internal and external accountability systems are in place and there is a high comfort level in talking about racial equity and	Action(s): Create more opportunities for staff to participate on the Bureau Equity Committee, receive training on racial equity skills, and discuss how racial	receive training on racial equity leadership skills and at least 75% report feeling more	receive training on racial equity leadership skills and at least 100% report feeling more	receive training on racial equity leadership skills and at least 100% report feeling more	receive training on racial equity leadership skills and at least 100% report feeling more	receive training on racial equity leadership skills and at least 100% report feeling more	·		, Jeramy Patton	

	Action(s): Conduct an annual employee survey to garner feedback on the bureau's culture and racial equity work		70% of all employees participate	80% of all employees participate	90% of all employees participate	95% of all employees participate	Employee survey	Assistant Budget Director	Jeramy Patton	9/1, Annually
	Strategy: Communicate the importance and relevance of racial equity in the bureau's work		1	1	1					
	Action(s): Leadership regularly communicates about the importance of racial equity issues and work through the bureau's internal (including guiding documentation) and external communications structures and at management meetings and all-staff gatherings.	report feeling leadership prioritizes	75% of employees report feeling leadership prioritizes the racial equity work of the Bureau	report feeling leadership prioritizes the racial equity work	85% of employees report feeling leadership prioritizes the racial equity work of the Bureau	90% of employees report feeling leadership prioritizes the racial equity work of the Bureau	Employee survey	Bureau Management Team	Andrew Scott	9/1, Annually
Bureau Director has reviewed and approves the	plan and supports its implementation over the coming five years									
Ander Sept										
Director Signature	Date	1								

Andrew Scott

12/16/2016