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

Bureau: Portland Housing Bureau Director: Kurt Creager

Implementation Lead(s): Matthew Tschabold & Cupid Alexander Implementation Team: Andrea Matthiessen, Anna Shook, Bimal RajBhandary, Bobby Daniels, Cheyenne Sheehan, Chris Cook, David Sheern, Jennifer Chang, Jill Chen, Karl Dinkelspiel, Kim McCarty, Leslie Goodlow, Martha Calhoon, Michelle DePass, Molly Luft, Paul Stewart, Victoria James

Bureau Equity Guiding Statement: The Portland Housing Bureau works to ensure racial equity for Communities of Color in city-supported service and housing programs and will reduce disparities experienced by Communities of Color in program access and outcomes.

Long-term Goal(s):	Five Year Bureau Objective(s):	Strategies and Bureau Actions	Strategies and Bureau Actions Bureau Performance Measures						Lead Staff	Oversight	Due Date
• • • • • • • • • • • • • • • • • • • •	• • • • • • • • • • • • • • • • • • • •		Year 1	Year 2	Year 3	Year 4	Year 5				
nunity Engagement &	PHB works with Communities of	Strategy 1: Implement racial equity lens	•	•	•						
nmunity Outcomes: Strengthen	Color in our community outreach	Action: Bureau Equity Committee Representatives will facilitate work team meetings to apply the	Initial review of programs,	Data collection and report out,	Collect feedback from	Internal review of goals	Collect feedback from	Create an outcome	Bureau Equity	Equity and Policy	Ongoing annually
ach, public engagement, and	and public engagement efforts to	racial equity toolkit provided by OEHR to all existing and future PHB programming. This includes	create equity plan	first equity report	community and partners,	and outcome measures,	community and partners	goal report.	Committee (BEC)	Manager	
s to City services for	improve equitable outcomes and	setting equity goals, collecting and analyzing data, understanding historical context, engaging those			incorporate into revisions	update plan and report out	incorporate into		Chairs and		
nunities of color and immigran		impacted, refining outcomes and developing strategies, implementing changes, and evaluating and					revisions		Representatives		
efugee communities, and	and investments.	reporting back. The annual report should be available publicly.									
ort or change existing services											
racial equity best practices.		Strategy 2: Be data driven									
. , .		Action: Data team will provide overlay of opportunity mapping with geographic communities of color	r lereste initial man	Include map overlay with NOFA	Undata apportunity	Add opportunity mapping	Add apportunity	TBD	Housing Program	Data Team	7/1/2017 (initial map) an
		for use by bureau staff, advisory committees and the public.	r Icreate mitial map	materials/state of housing	mapping	filter to NoAppFee portal		עסו	Coordinator	Manager	annually from then.
		lor use by bureau stair, advisory committees and the public.		·	Illiapping	linter to NoAppree portai	Illiapping data to nos		Coordinator	ividilagei	annually from them.
		Action: Incorporate community processes for criteria cotting, as well as community informed data	Davidan community process	report Collect and analyze data from	Incorporate results of	At community engagemen	t Hold sity ongagoment	Survey of needs &	Engagement and	LIDD Managor 9.	Ongoing annually
		Action: Incorporate community processes for criteria-setting, as well as community-informed data	Develop community process	· ·	Incorporate results of				Engagement and		Ongoing annually
		collection and analysis of race disparities in the prioritization of investments in rental and	for criteria-settingn processes		community survey into	meetings following 2020	meeting to invite review	satisfaction	Policy Coordinator	NHP Manager	
		homeownership programming.	and data collection.	respondents, ~3% margin of	NOFA process and single	NOFA, determine how	of progress and suggest				
				error rep sample of Portland	family program processes,	many of attendees	improvements to				
				population)	develop feeback mechanism	n responded to survey	criterion setting				
							processes and data				
							collection.				
		Strategy 3: Set quantitative goals for programs and policies									
		Action: Use data and program goals to establish intended outcome of program and set quantitative	Develop template for setting	Develop a process that ensures	Train staff on how to use	Tracking and review	Tracking and review	Outcome goal reports	Project Managers	Assistant Director	Ongoing annually
		goals, disaggregate data by appropriate demographics, and identify racial disparities. Establish	and reporting quantitative	annual review of	outcome goal templates/	continue. Refresher	continue. Refresher	with stated goals,			
		process for correcting program parameters if the outcome is not acheived. Schedule annual review o	of outcome goals. Should include	programs/policies. Develop a	how to track outcomes;	training is offered.	training is offered.	method of acheiving			
		outcomes.		system of policy/program	how to schedule annual			goals, and results.			
				review that holds Bureau	review of policies/						
			· ·	accountable for	programs; how to course						
				programs/policies that are not	correct policies /programs.						
			goals.	meeting intended goals.	Begin implementing						
			B	and the second second	outcome tracking.						
	PHB will develop and maintain	Strategy 1: All Community Based Organizations (CBOs) understand how to participate in decision-makers									
	relationships with Communities of	Action 1: Create infrastructure that actively listens to the concerns of Communities of Color and	Develop a comprehensive list		Internal review of goals and		Provide update from	Internal with	Community	BEC	End of year
	Color that are meaningful and	community-based organizations and invites them into the decision-making and budget processes.	of outside organizations	system to track and manage	outcome measures, update	community and partners,	revised documents	guidance from	Engagement		
	valued by both sides in order to	This includes appointed advisory boards and stakeholder groups that provide guidance on budget and	d serving communities of color.	contacts, compare year over	mission and goals and	incorporate into revisions		external partners	Coordinator		
	build trust. PHB will create a	policy programming.		year number of contacts.	report out						
	feedback loop to bring the concerns	Action 2: PHB Community Engagement staff along with program staff will proactively work with	Develop a Community	Track progress against goals set	Internal review of goals and	Collect feedback from	Track progress against	Internal with District	Community	BEC/Equity and	End of year
	of organizations serving	organizations advocating and serving communities of color. PHB will be intentional about inclusion of	f Engagement Plan with staff	in year One.	outcome measures, update	community and partners,	modified goals set in	Liaison Team.	Engagement	Policy Manager	
	communties of color back to PHB	organizations serving the most vulnerable populations.	and external stakeholders.		mission and goals and	incorporate into revisions	Year 3.		Coordinator and		
	leadership, and develop a		Establish goals for the		report out				District Liaisons.		
	mechanism to report back to the		program								
	communites/stakeholders.	Strategy 2: PHB develops and maintains pro-active, ongoing, and sincere relationships with	•		-	-				•	
		Action 1: Create infrastructure that systematically and proactively listens to the concerns of	Use Customer Management	Track progress (number of	Internal review of goals and	Collect feedback from	Track progress against	Internal with District	Community	Internal	End of year
		communities of color and culturally-specific community-based organizations.	system to track contact with	contacts made with	outcome measures, update	community and partners,	modified goals set in	Liaison Team.	Engagement	staff/external	
			organizations serving	organizations, and quality of	mission and goals and	incorporate into revisions	Year 3.		Coordinator and	stakeholders.	
			communities of color. Set	contact with organizations)	report out				District Liaisons.		
			goals for engagement	against goals set in Year One.							
			program.								
		Action 2: Create a community engagement (district liaison) team to engage with organizations serving		Based on strategy determined i	n Internal review of goals and	Collect feedback from	Track progress against	Internal with District	Community	Internal	End of year
		communities of color in dialogue, involvement and education on their respective turfs.	list of "external partners." b.	year one, contact external	outcome measures, update	community and partners,	modified goals set in	Liaison Team.	Engagement	staff/external	
			discuss needs of external	partners. Engage in attending	mission and goals and	through a paper/online	Year 3.		Coordinator and	stakeholders.	
			partners. c. categorize those	identified partners meetings.	report out	survey. Incorporate			District Liaisons.		
			needs. d. develop outreach			responses into revisions.					
			strategy based on categories								
			and needs.								

Contracting: Create greater		documented, shared with PHB leadership team, and addressed. In turn, information about how PHB leadership will address the concerns of the community is communitizated back to the community. Strategy 1: Increase awareness of PHB project opportunities among minority business owners and contents.	internal and external stakeholders and end users to collect feedback and evaluate effectiveness of community engagement program.	outcome measures, update mission and goals and report out. Make adjustments to goals where necessary.	Collect feedback from community and partners, incorporate into revisions. Check against goals and desired outcomes.	Internal Review.	TBD/Ongoing	Internal with District Liaison Team.	Engagement Coordinator and District Liaisons, and External partners.		End of year
contracting opportunities for disadvantaged small business (MWESB's), and culturally specific organizations	construction financing will go to certified minority-owned businesses	Action: PHB will convene outreach events in the community to publicize PHB project opportunities and facilitate networking.	Convene one outreach event.	Convene two outreach events.	Use lessons learned to target outreach events as needed.	Continued targeting of outreach	Continued targeting of outreach	List of targeted outreach events	Senior Construction Coordinators	HIPP Manager	Ongoing annually
		Strategy 2: Increase certified minority-owned business upfront commitment and success through the Action: Prioritize developers/owners within the NOFA and Fast Start processes who have demonstrated success in hiring minority contractors and sub-contractors and utilize a 'good faith' effort in complying with this action.	20% MWESB utilization for hard costs	22% MWESB utilization for hard costs		r 26% MWESB utilization for hard costs	or 30% MWESB utilization for hard costs	MWESB Reporting through Procurement	Senior Construction Coordinators	HIPP Manager	Annually
	housing development and housing	Strategy 1: Institutionalize PHB policy- and budget-making processes and procotols to advance strategic Action 1: PHAC adopts a policy directive to support value of culturally specific agencies in contracting and designate a quantifiable minimum allocation goal.		ole outcomes. 100% use of the adopted tool	100% use of the adopted tool	100% use of the adopted tool	100% use of the adopted tool	directives and use of	PHB Contract Managers	PHB Contract Managers	Annually
	services through organizations or collaborative partnerships that have an explicitly stated mission to advance racially equitable outcomes for communities of color.	culturally-specific organizations (for services).		Compile data on current developers and service providers to determine current level of resources	Increase PHB Directly administered resources to MWESB and culturally specific organizations	Increase (considering baseline assessment)	Maintain increased percentages	adopted tool PHB developed tool	PHB Contract Managers	PHB Contract Managers	Annually
		Strategy 2: Use subrecipient contracts as vehicle to support and enforce commitment to racial equity a Action 1: Continue contractual requirement of submitting racial equity assessment and annual progress reporting for all PHB subrecipients.		rs. 100% submission	100% submission	100% submission	100% submission	Annual progress report	PHB Contract Managers	PHB Contract Managers	Annually
		Action 2: Through PHB's IGA partnerships, provide funding recommendations related to % budget	review current IGA partnership allocations	create implementation method of new budget allocation	Implement new budget allocation tool				<u> </u>	Ü	Annually
			use DFA for 5% of new	on equity outcomes. use DFA for 10% of new funding allocations	use DFA for 15% of new funding allocations	continue DFA use for 15% of new funding allocation		TBD	Equity & Policy Team	Equity and Policy Manager	Annually
	30% of annual PHB capital dollars awarded through PTE and Goods and Services contracts will be directed to certified minority-owned businesses.		_	Onboard all new contract managers within 60 days of hire date		Onboard all new contract f managers within 60 days of hire date		Contract managers list/check off	PHB Contract Managers	Business Operations manager	Annually
			Develop a list of prequalifedied minority contractors. Target to have 20% MWESB	target of 22% MWESB	target of 24% MWESB	target of 26% MWESB	target of 30% MWESB	PHB developed tool	PHB Contract Managers	Business Operations manager	Annually
		Strategy 2: Increase the number of minority-certified businesses available Action: Work with the City's Procurement staff to identify minority-owned businesses and facilitate	creation of MWESB certification strategy	implementation of the strategy	Analyze strategy results	Adjust strategy	Implement adjusted strategy	TBD	PHB Contract Managers	Business Operations manager	Annually
Culture : PHB staff, partners and the Portland community have a clear understanding of PHB's equity commitment.	PHB utilizes an equity framework internally that is driven by leadership and externally communicated to our partners that creates a culture of inclusion	commitment to racial equity (e.g., brochures, reports, website, email footer messages).	Develop standard message; include it on publications and	Remind staff yearly of this language requirement; continue	Continue process outlined in year 2; evaluate and possibly adjust equity message	Continue process outlined in year 2	Continue process outlined in year 2	Checklists used by reviewers of all documents for public consumption	Public Information Officer (PIO)	BEC, PIO	Ongoing annually
	resulting in an open and safe environment for communication.		Train managers on expectations for equity liason;	Design and implement 360 evaluations for managers; obtain benchmark data for evaluation results	Set plan for improving managerial performance or equity; measure results against plan	•	Yearly assessment of 360 reviews and if managerial performance has improved according to plan set in year 3	Personnel Evaluations	All Management Staff	All Staff	Annual Review
		discrimination toward PHB staff, with zero tolerance for hostility, macro or micro	Design process and train staff. Process should include data collection tool to keep track of individual occasions of racial discrimination and their resolution	incident reports in past year; set	Evaluate improvement on number of incidents, handling of incidents, etc	number of incidents,	tolerance policy; is it	Process document on incident handling; benchmark data on incidents in year 1; survey in year 5	BEC	BEC, Bureau Management	Yearly incident report due at en of FY
		benefits and the burdens to participation by both internal and external stakeholders and other	survey tool indicating benefits and burdens	Initiate survey using survey tool. Aggregate data to indicate problem areas	. Use survey tool. Assess data in problem areas. Use information to inform decisions.	Repeat year three actions	Repeat year four actions Assess if tool is efficient in helping identify problems as a data gathering tool.	. Data received.	Equity & Policy Analyst	BEC, Equity & Policy Manager	Annually

		Action 1: There are written ground rules in meetings that ensure that all staff have respect and	Ground rules developed	Using data from year one,	Continue to evaluate	Continue to evaluate	Continue to evaluate	Ground rules	REC	REC All	This strategy should be used at
		Action 1: There are written ground rules in meetings that ensure that all staff have respect and	Ground rules developed	•		Continue to evaluate	Continue to evaluate	Ground rules;	BEC	BEC, All	<u> </u>
		opportunity to share views and participate in group decisions	wide - develop inbox or	u-review ground rules and use an all staff meeting to discuss	feedback and remind staff	feedback and remind staff and leadership of the		Feedback form or		Management	every PHB group session whether team meeting, cross
			reporting system for staff to		and leadership of the	· ·	· ·	structure			
			' '	enforcement / changes		ground rules in at least one all staff meeting	the ground rules in at least one all staff			stewards)	bureau meeting, public meet evaluation annually
			share experiences		all staff meeting	one all staff meeting					evaluation annually
		Action 2. On bounding a suity accuracy (to be designed by OCLID) includes information an	OF LIP conduct course for all	line of a section of the section	report convelle 9 evelvets	manage and constant of the con	meeting	1000/ of now himes	Community	BEC	Americally
		Action 2: Onboarding equity course (to be designed by OEHR) includes information on	OEHR conduct course for all	Implement and report	report annually & evaluate	report annually & evaluate		100% of new hires	Community	BEC	Annually
		communication styles, facilitation techniques and group dynamics with a framework of recognizing	current staff; course added to				evaluate	complete	Engagement		
		dominant culture styles and making space for other culture styles	onboarding series (see						coordinator		
Equitable Services: Provide Equitable		Strategy 1: Change funding allocation formulas to make resource available at the levels needed to un			T .	T .	1			1	I
	subpopulations based on racial	Action 1: Create plan to decrease and/or eliminate race-based disparities in programs funded directly		Evaluate, monitor and adjust as		Evaluate, monitor and	•	TBD	Equity & Policy Team	Leadership team	Annually
recipients of Bureau programs	disparities	or indirectly by the Portland Housing Bureau	programs that decrease and	needed, process and program	adjust as needed, process		adjust as needed,				
			/or eliminate race-based	implementation	and program	and program	process and program				
			disparities in programs.		implementation	implementation	implementation				
		Action 2: Identify the program services PHB funds directly or indirectly, including units owned by the	· ·	Homeownership: PHB staff	Homeownership: PHB staff	•	· ·	Equity Toolkit	NHP TEAM	NHP Team	Annually
		Bureau to determine possible demographic disparities.	organizes, facilitates and	organizes, facilitates and	organizes, facilitates and		staff organizes, facilitates	evaluation survey		Manager	
			, ,	attends four homebuying fairs	attends four homebuying	attends four homebuying	and attends four				
			focused on subpopulations	focused on subpopulations	fairs focused on	fairs focused on	homebuying fairs				
			identified in Equitable	identified in Equitable Services	subpopulations identified in		focused on				
			Services Plan	Plan	Equitable Services Plan	in Equitable Services Plan	subpopulations				
		Strategy 2: Require best practices by publicly funded housing that promote renter stabilty and protec	rights.								
		Action 1: Create and idetify the tools needed to identify best practices in the promotion and	Create evaluation report	Rental A: PHB staff meets with	· ·	Rental A: PHB surveys		Published report on	HIPP TEAM		Year end of 2021
		protection of renters rights	based on outcomes of	all major non-profit partners	partners increase resident	partners who have		best practices		Policy Analyst,	
			research and cataloging	with resident services programs	services spending and	adopted race specific		regarding race-		Equity and Policy	
				to discuss changes to resident	implement enhanced	resident services programs	5	focused resident		Manager, PIO	
	to discuss changes to resident implement enhanced resident services programs for services programs that would services based on racial to gauge results services based on racial to gauge results	services									
		services programs that would improve outcomes for racial disparities services based on racial disparities services based on racial to gauge results services									
		Strategy 3: Make homeownership resources available at levels that make homeownerhip possible in F	ortland. Rental: PHB continues	funding and monitoring race-focu	ısed resident services progran	ns and collaborates with par	tners to adjust as necessar	V.			
		Action 1: Develop plan to address each race-based program service disparity identified and associated	•	In collaboration with non-profit			<u> </u>	<u></u>	HIPP TEAM	Senior Housing	Annually. Final reports due er
		evaluation metrics, as well as marketing strategies for nonprofit partners of City-funded rental	systems & structures are	partners, PHB staff develops		performance measures		marketing and lease			of fiscal year 2021
		developments.	currently in place to address	targeted strategies to decrease		'	practices regarding race-			Equity and Policy	·
			this issue	disparities in resident services			focused resident	owned units including		Manager, PIO	
				programs			services.	numeric goals			
		Action 2: Develop plan to address each race-based program service disparity identified and associated	Identify and assess what	For PHB-owned rental units	For PHB-owned rental units	For PHB-owned rental	For PHB-owned rental	TBD	HIPP TEAM	Senior Housing	Ongoing annually
		evaluation metrics, as well as marketing strategies for PHB-owned rental units	systems & structures are	create marketing and lease up	decrease in racial disparities		units decrease in racial			Policy Analyst	
			currently in place to address	program that addresses	among tenants by 5%	disparities among tenants					
			this issue	identified racial disparities and	•	by 10%	tenants by 15%				
				begin leasing up units according	•	,					
				to this strategy							
Workforce: End racial disparities	1. PHB will operationalize equitable	Strategy 1: Use an equity lens and be data driven in/during the hiring process		1							
within the Portland Housing Bureau		Action 1: The Affirmative Action Plan includes analysis of disaggregated data regarding racial and					I				44/00 4
within the Portland Housing Bureau,	recruitment and mining practices to	ACTION 1. THE ATHITIATIVE ACTION FIAN INCIDUES ANALYSIS OF UISARRIERATED UATA LEGALUM TACIAL AND	BHR with PHB develops a	The demographic report is	A plan is created to address	Report annually and	Report annually and	Analyze the data for	Business Operations	Leadership Team,	111/30 Annually
	recruitment and hiring practices to ensure staff racial composition	, , , , , , , , , , , , , , , , , , , ,	BHR with PHB develops a disaggregated demographic	The demographic report is analyzed for disparities	A plan is created to address any observed disparities	Report annually and evaluate	Report annually and evaluate	· ·	Business Operations Manager and BHR	Leadership Team,	11/30 Annually
so that there is fairness in hiring and	ensure staff racial composition	other demographic information of interviewees at each stage of hiring ranging from initial application	disaggregated demographic	analyzed for disparities				closing any disparity	· ·	•	11/30 Annually
so that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis	disaggregated demographic report of hiring stats for each	analyzed for disparities				closing any disparity gaps in hiring, pay,	· ·	•	11/30 Annually
so that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis	disaggregated demographic	analyzed for disparities				closing any disparity gaps in hiring, pay, retention and other	· ·	•	11/30 Annually
so that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of staff have access to professional	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis	disaggregated demographic report of hiring stats for each	analyzed for disparities				closing any disparity gaps in hiring, pay,	· ·	•	11/30 Annually
so that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis	disaggregated demographic report of hiring stats for each	analyzed for disparities				closing any disparity gaps in hiring, pay, retention and other	· ·	•	11/30 Annually
so that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of staff have access to professional development opportunities designed to build capacity toward	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis of recruitment strategies.	disaggregated demographic report of hiring stats for each	analyzed for disparities				closing any disparity gaps in hiring, pay, retention and other	· ·	•	11/30 Annually
so that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of staff have access to professional development opportunities designed to build capacity toward	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis	disaggregated demographic report of hiring stats for each	analyzed for disparities				closing any disparity gaps in hiring, pay, retention and other issues	· ·	•	11/30 Annually
so that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of staff have access to professional development opportunities designed to build capacity toward implementation of racial equity and	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis of recruitment strategies. Strategy 2: Develop processes that give CoC access to internships and jobs at the bureau	disaggregated demographic report of hiring stats for each bureau job solicitation and hiring.	analyzed for disparities TBD number of COC interns per	any observed disparities	evaluate	evaluate	closing any disparity gaps in hiring, pay, retention and other issues	Manager and BHR REP	LMC	
so that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of staff have access to professional development opportunities designed to build capacity toward implementation of racial equity and	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis of recruitment strategies. Strategy 2: Develop processes that give CoC access to internships and jobs at the bureau Action 1: Targeted internships and job shadows to interns of color to increase the pipeline of future	disaggregated demographic report of hiring stats for each bureau job solicitation and hiring. Determine how many CoC	analyzed for disparities TBD number of COC interns per	TBD number of COC interns	evaluate TBD number of COC	evaluate TBD number of COC	closing any disparity gaps in hiring, pay, retention and other issues	Manager and BHR REP	LMC	
so that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of staff have access to professional development opportunities designed to build capacity toward implementation of racial equity and	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis of recruitment strategies. Strategy 2: Develop processes that give CoC access to internships and jobs at the bureau Action 1: Targeted internships and job shadows to interns of color to increase the pipeline of future	disaggregated demographic report of hiring stats for each bureau job solicitation and hiring. Determine how many CoC interns we should hire a year.	analyzed for disparities TBD number of COC interns per	TBD number of COC interns	evaluate TBD number of COC	evaluate TBD number of COC	closing any disparity gaps in hiring, pay, retention and other issues Measure number of applicants from interr	Manager and BHR REP	LMC	
so that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of staff have access to professional development opportunities designed to build capacity toward implementation of racial equity and	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis of recruitment strategies. Strategy 2: Develop processes that give CoC access to internships and jobs at the bureau Action 1: Targeted internships and job shadows to interns of color to increase the pipeline of future	disaggregated demographic report of hiring stats for each bureau job solicitation and hiring. Determine how many CoC interns we should hire a year. TBD number of COC interns	analyzed for disparities TBD number of COC interns per	TBD number of COC interns	evaluate TBD number of COC	evaluate TBD number of COC	closing any disparity gaps in hiring, pay, retention and other issues Measure number of applicants from interripool	Manager and BHR REP	BEC	
so that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of staff have access to professional development opportunities designed to build capacity toward implementation of racial equity and	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis of recruitment strategies. Strategy 2: Develop processes that give CoC access to internships and jobs at the bureau Action 1: Targeted internships and job shadows to interns of color to increase the pipeline of future candidates. Action 2: Formalize and document a hiring process for all positions utilizing panels that include a	disaggregated demographic report of hiring stats for each bureau job solicitation and hiring. Determine how many CoC interns we should hire a year. TBD number of COC interns per year	TBD number of COC interns per year	TBD number of COC interns per year	TBD number of COC interns per year	TBD number of COC interns per year	closing any disparity gaps in hiring, pay, retention and other issues Measure number of applicants from interripool	Manager and BHR REP Equity & Policy Manager	BEC	11/30 Annually
so that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of staff have access to professional development opportunities designed to build capacity toward implementation of racial equity and	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis of recruitment strategies. Strategy 2: Develop processes that give CoC access to internships and jobs at the bureau Action 1: Targeted internships and job shadows to interns of color to increase the pipeline of future candidates.	disaggregated demographic report of hiring stats for each bureau job solicitation and hiring. Determine how many CoC interns we should hire a year. TBD number of COC interns per year COC 30% of panel & plan	TBD number of COC interns per year COC 30% of panel and 1	TBD number of COC interns per year COC 30% of panel and 1	TBD number of COC interns per year COC 30% of panel and 1	TBD number of COC interns per year COC 30% of panel and 1	closing any disparity gaps in hiring, pay, retention and other issues Measure number of applicants from interripool	Manager and BHR REP Equity & Policy Manager Business Operations	BEC	11/30 Annually
so that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of staff have access to professional development opportunities designed to build capacity toward implementation of racial equity and	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis of recruitment strategies. Strategy 2: Develop processes that give CoC access to internships and jobs at the bureau Action 1: Targeted internships and job shadows to interns of color to increase the pipeline of future candidates. Action 2: Formalize and document a hiring process for all positions utilizing panels that include a minimum of 30% people of color. Include at least one community member for resume review and	disaggregated demographic report of hiring stats for each bureau job solicitation and hiring. Determine how many CoC interns we should hire a year. TBD number of COC interns per year COC 30% of panel & plan outreach to community	TBD number of COC interns per year COC 30% of panel and 1	TBD number of COC interns per year COC 30% of panel and 1	TBD number of COC interns per year COC 30% of panel and 1	TBD number of COC interns per year COC 30% of panel and 1	closing any disparity gaps in hiring, pay, retention and other issues Measure number of applicants from interripool	Manager and BHR REP Equity & Policy Manager Business Operations	BEC	11/30 Annually
so that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of staff have access to professional development opportunities designed to build capacity toward implementation of racial equity and	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis of recruitment strategies. Strategy 2: Develop processes that give CoC access to internships and jobs at the bureau Action 1: Targeted internships and job shadows to interns of color to increase the pipeline of future candidates. Action 2: Formalize and document a hiring process for all positions utilizing panels that include a minimum of 30% people of color. Include at least one community member for resume review and interviews for management and community engagement positions. Community members should be	disaggregated demographic report of hiring stats for each bureau job solicitation and hiring. Determine how many CoC interns we should hire a year. TBD number of COC interns per year COC 30% of panel & plan outreach to community	TBD number of COC interns per year COC 30% of panel and 1	TBD number of COC interns per year COC 30% of panel and 1	TBD number of COC interns per year COC 30% of panel and 1	TBD number of COC interns per year COC 30% of panel and 1	closing any disparity gaps in hiring, pay, retention and other issues Measure number of applicants from interripool	Manager and BHR REP Equity & Policy Manager Business Operations	BEC	11/30 Annually
so that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of staff have access to professional development opportunities designed to build capacity toward implementation of racial equity and	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis of recruitment strategies. Strategy 2: Develop processes that give CoC access to internships and jobs at the bureau Action 1: Targeted internships and job shadows to interns of color to increase the pipeline of future candidates. Action 2: Formalize and document a hiring process for all positions utilizing panels that include a minimum of 30% people of color. Include at least one community member for resume review and interviews for management and community engagement positions. Community members should be	disaggregated demographic report of hiring stats for each bureau job solicitation and hiring. Determine how many CoC interns we should hire a year. TBD number of COC interns per year COC 30% of panel & plan outreach to community	TBD number of COC interns per year COC 30% of panel and 1	TBD number of COC interns per year COC 30% of panel and 1	TBD number of COC interns per year COC 30% of panel and 1 community member	TBD number of COC interns per year COC 30% of panel and 1	closing any disparity gaps in hiring, pay, retention and other issues Measure number of applicants from interr pool Measure and report	Manager and BHR REP Equity & Policy Manager Business Operations	BEC	11/30 Annually 11/30 Annually
so that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of staff have access to professional development opportunities designed to build capacity toward implementation of racial equity and	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis of recruitment strategies. Strategy 2: Develop processes that give CoC access to internships and jobs at the bureau Action 1: Targeted internships and job shadows to interns of color to increase the pipeline of future candidates. Action 2: Formalize and document a hiring process for all positions utilizing panels that include a minimum of 30% people of color. Include at least one community member for resume review and interviews for management and community engagement positions. Community members should be sourced from our boards, oversight committees, and partner community agencies.	disaggregated demographic report of hiring stats for each bureau job solicitation and hiring. Determine how many CoC interns we should hire a year. TBD number of COC interns per year COC 30% of panel & plan outreach to community members to sit on panel	TBD number of COC interns per year COC 30% of panel and 1 community member	TBD number of COC interns per year COC 30% of panel and 1 community member	TBD number of COC interns per year COC 30% of panel and 1 community member	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100%	closing any disparity gaps in hiring, pay, retention and other issues Measure number of applicants from interr pool Measure and report	Manager and BHR REP Equity & Policy Manager Business Operations Manager	BEC	11/30 Annually 11/30 Annually
so that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of staff have access to professional development opportunities designed to build capacity toward implementation of racial equity and	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis of recruitment strategies. Strategy 2: Develop processes that give CoC access to internships and jobs at the bureau Action 1: Targeted internships and job shadows to interns of color to increase the pipeline of future candidates. Action 2: Formalize and document a hiring process for all positions utilizing panels that include a minimum of 30% people of color. Include at least one community member for resume review and interviews for management and community engagement positions. Community members should be sourced from our boards, oversight committees, and partner community agencies. Action 3: Develop a recruitment strategy based on data and staff, community and interbureau	disaggregated demographic report of hiring stats for each bureau job solicitation and hiring. Determine how many CoC interns we should hire a year. TBD number of COC interns per year COC 30% of panel & plan outreach to community members to sit on panel Develop and implement	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy. Based on equity	TBD number of COC interns per year COC 30% of panel and 1 community member	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100%	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a	closing any disparity gaps in hiring, pay, retention and other issues Measure number of applicants from interr pool Measure and report	Manager and BHR REP Equity & Policy Manager Business Operations Manager Business Operations	BEC Director Leadership Team,	11/30 Annually 11/30 Annually
so that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of staff have access to professional development opportunities designed to build capacity toward implementation of racial equity and	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis of recruitment strategies. Strategy 2: Develop processes that give CoC access to internships and jobs at the bureau Action 1: Targeted internships and job shadows to interns of color to increase the pipeline of future candidates. Action 2: Formalize and document a hiring process for all positions utilizing panels that include a minimum of 30% people of color. Include at least one community member for resume review and interviews for management and community engagement positions. Community members should be sourced from our boards, oversight committees, and partner community agencies. Action 3: Develop a recruitment strategy based on data and staff, community and interbureau partnerships to develop a recruitment strategy for every recruitment with specific strategies for	disaggregated demographic report of hiring stats for each bureau job solicitation and hiring. Determine how many CoC interns we should hire a year. TBD number of COC interns per year COC 30% of panel & plan outreach to community members to sit on panel Develop and implement	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy. Based on equity analysis 60% of funds and	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy	closing any disparity gaps in hiring, pay, retention and other issues Measure number of applicants from interr pool Measure and report Measure number of job announcements meeting criteria. and report media,	Manager and BHR REP Equity & Policy Manager Business Operations Manager Business Operations	BEC Director Leadership Team,	11/30 Annually 11/30 Annually
so that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of staff have access to professional development opportunities designed to build capacity toward implementation of racial equity and	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis of recruitment strategies. Strategy 2: Develop processes that give CoC access to internships and jobs at the bureau Action 1: Targeted internships and job shadows to interns of color to increase the pipeline of future candidates. Action 2: Formalize and document a hiring process for all positions utilizing panels that include a minimum of 30% people of color. Include at least one community member for resume review and interviews for management and community engagement positions. Community members should be sourced from our boards, oversight committees, and partner community agencies. Action 3: Develop a recruitment strategy based on data and staff, community and interbureau partnerships to develop a recruitment strategy for every recruitment with specific strategies for	disaggregated demographic report of hiring stats for each bureau job solicitation and hiring. Determine how many CoC interns we should hire a year. TBD number of COC interns per year COC 30% of panel & plan outreach to community members to sit on panel Develop and implement	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy. Based on equity analysis 60% of funds and recruitment time directed to	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy	closing any disparity gaps in hiring, pay, retention and other issues Measure number of applicants from interr pool Measure and report Measure number of job announcements meeting criteria. and	Manager and BHR REP Equity & Policy Manager Business Operations Manager Business Operations	BEC Director Leadership Team,	11/30 Annually 11/30 Annually
so that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of staff have access to professional development opportunities designed to build capacity toward implementation of racial equity and	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis of recruitment strategies. Strategy 2: Develop processes that give CoC access to internships and jobs at the bureau Action 1: Targeted internships and job shadows to interns of color to increase the pipeline of future candidates. Action 2: Formalize and document a hiring process for all positions utilizing panels that include a minimum of 30% people of color. Include at least one community member for resume review and interviews for management and community engagement positions. Community members should be sourced from our boards, oversight committees, and partner community agencies. Action 3: Develop a recruitment strategy based on data and staff, community and interbureau partnerships to develop a recruitment strategy for every recruitment with specific strategies for	disaggregated demographic report of hiring stats for each bureau job solicitation and hiring. Determine how many CoC interns we should hire a year. TBD number of COC interns per year COC 30% of panel & plan outreach to community members to sit on panel Develop and implement	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy. Based on equity analysis 60% of funds and	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy	closing any disparity gaps in hiring, pay, retention and other issues Measure number of applicants from interr pool Measure and report Measure number of job announcements meeting criteria. and report media,	Manager and BHR REP Equity & Policy Manager Business Operations Manager Business Operations	BEC Director Leadership Team,	11/30 Annually 11/30 Annually
so that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of staff have access to professional development opportunities designed to build capacity toward implementation of racial equity and	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis of recruitment strategies. Strategy 2: Develop processes that give CoC access to internships and jobs at the bureau Action 1: Targeted internships and job shadows to interns of color to increase the pipeline of future candidates. Action 2: Formalize and document a hiring process for all positions utilizing panels that include a minimum of 30% people of color. Include at least one community member for resume review and interviews for management and community engagement positions. Community members should be sourced from our boards, oversight committees, and partner community agencies. Action 3: Develop a recruitment strategy based on data and staff, community and interbureau partnerships to develop a recruitment strategy for every recruitment with specific strategies for reaching COC.	disaggregated demographic report of hiring stats for each bureau job solicitation and hiring. Determine how many CoC interns we should hire a year. TBD number of COC interns per year COC 30% of panel & plan outreach to community members to sit on panel Develop and implement strategy	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy. Based on equity analysis 60% of funds and recruitment time directed to	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy	closing any disparity gaps in hiring, pay, retention and other issues Measure number of applicants from interr pool Measure and report Measure number of job announcements meeting criteria. and report media, partnerships	Equity & Policy Manager Business Operations Manager Business Operations Manager	BEC Director Leadership Team, LMC	11/30 Annually 11/30 Annually 11/30 Annually
so that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of staff have access to professional development opportunities designed to build capacity toward implementation of racial equity and	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis of recruitment strategies. Strategy 2: Develop processes that give CoC access to internships and jobs at the bureau Action 1: Targeted internships and job shadows to interns of color to increase the pipeline of future candidates. Action 2: Formalize and document a hiring process for all positions utilizing panels that include a minimum of 30% people of color. Include at least one community member for resume review and interviews for management and community engagement positions. Community members should be sourced from our boards, oversight committees, and partner community agencies. Action 3: Develop a recruitment strategy based on data and staff, community and interbureau partnerships to develop a recruitment strategy for every recruitment with specific strategies for	disaggregated demographic report of hiring stats for each bureau job solicitation and hiring. Determine how many CoC interns we should hire a year. TBD number of COC interns per year COC 30% of panel & plan outreach to community members to sit on panel Develop and implement strategy	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy. Based on equity analysis 60% of funds and recruitment time directed to culturally specific organizations	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy	closing any disparity gaps in hiring, pay, retention and other issues Measure number of applicants from interr pool Measure and report Measure number of job announcements meeting criteria. and report media, partnerships	Manager and BHR REP Equity & Policy Manager Business Operations Manager Business Operations	BEC Director Leadership Team, LMC	11/30 Annually 11/30 Annually 11/30 Annually
so that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of staff have access to professional development opportunities designed to build capacity toward implementation of racial equity and	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis of recruitment strategies. Strategy 2: Develop processes that give CoC access to internships and jobs at the bureau Action 1: Targeted internships and job shadows to interns of color to increase the pipeline of future candidates. Action 2: Formalize and document a hiring process for all positions utilizing panels that include a minimum of 30% people of color. Include at least one community member for resume review and interviews for management and community engagement positions. Community members should be sourced from our boards, oversight committees, and partner community agencies. Action 3: Develop a recruitment strategy based on data and staff, community and interbureau partnerships to develop a recruitment strategy for every recruitment with specific strategies for reaching COC.	disaggregated demographic report of hiring stats for each bureau job solicitation and hiring. Determine how many CoC interns we should hire a year. TBD number of COC interns per year COC 30% of panel & plan outreach to community members to sit on panel Develop and implement strategy	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy. Based on equity analysis 60% of funds and recruitment time directed to culturally specific organizations and media	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy	closing any disparity gaps in hiring, pay, retention and other issues Measure number of applicants from interr pool Measure and report Measure number of job announcements meeting criteria. and report media, partnerships approach	Equity & Policy Manager Business Operations Manager Business Operations Manager Business Operations Manager, PIO	BEC Director Leadership Team, LMC	11/30 Annually 11/30 Annually 11/30 Annually
o that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of staff have access to professional development opportunities designed to build capacity toward implementation of racial equity and	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis of recruitment strategies. Strategy 2: Develop processes that give CoC access to internships and jobs at the bureau Action 1: Targeted internships and job shadows to interns of color to increase the pipeline of future candidates. Action 2: Formalize and document a hiring process for all positions utilizing panels that include a minimum of 30% people of color. Include at least one community member for resume review and interviews for management and community engagement positions. Community members should be sourced from our boards, oversight committees, and partner community agencies. Action 3: Develop a recruitment strategy based on data and staff, community and interbureau partnerships to develop a recruitment strategy for every recruitment with specific strategies for reaching COC. Action 4: Have an affirmative outreach strategy for every job including media, and culturally specific	disaggregated demographic report of hiring stats for each bureau job solicitation and hiring. Determine how many CoC interns we should hire a year. TBD number of COC interns per year COC 30% of panel & plan outreach to community members to sit on panel Develop and implement strategy	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy. Based on equity analysis 60% of funds and recruitment time directed to culturally specific organizations and media	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy	closing any disparity gaps in hiring, pay, retention and other issues Measure number of applicants from interr pool Measure and report Measure number of job announcements meeting criteria. and report media, partnerships approach 100 % of job	Equity & Policy Manager Business Operations Manager Business Operations Manager, PIO Business Operations Manager, PIO	BEC Director Leadership Team, LMC Leadership Team, LMC	11/30 Annually 11/30 Annually 11/30 Annually
o that there is fairness in hiring and romotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of staff have access to professional development opportunities designed to build capacity toward implementation of racial equity and	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis of recruitment strategies. Strategy 2: Develop processes that give CoC access to internships and jobs at the bureau Action 1: Targeted internships and job shadows to interns of color to increase the pipeline of future candidates. Action 2: Formalize and document a hiring process for all positions utilizing panels that include a minimum of 30% people of color. Include at least one community member for resume review and interviews for management and community engagement positions. Community members should be sourced from our boards, oversight committees, and partner community agencies. Action 3: Develop a recruitment strategy based on data and staff, community and interbureau partnerships to develop a recruitment strategy for every recruitment with specific strategies for reaching COC. Action 4: Have an affirmative outreach strategy for every job including media, and culturally specific	disaggregated demographic report of hiring stats for each bureau job solicitation and hiring. Determine how many CoC interns we should hire a year. TBD number of COC interns per year COC 30% of panel & plan outreach to community members to sit on panel Develop and implement strategy	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy. Based on equity analysis 60% of funds and recruitment time directed to culturally specific organizations and media	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy Analyze	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy Adjust	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy	closing any disparity gaps in hiring, pay, retention and other issues Measure number of applicants from interr pool Measure and report Measure number of job announcements meeting criteria. and report media, partnerships approach 100 % of job announcements meet criteria	Equity & Policy Manager Business Operations Manager Business Operations Manager Business Operations Manager, PIO	BEC Director Leadership Team, LMC Leadership Team, LMC	11/30 Annually 11/30 Annually 11/30 Annually
o that there is fairness in hiring and iromotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of staff have access to professional development opportunities designed to build capacity toward implementation of racial equity and	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis of recruitment strategies. Strategy 2: Develop processes that give CoC access to internships and jobs at the bureau Action 1: Targeted internships and job shadows to interns of color to increase the pipeline of future candidates. Action 2: Formalize and document a hiring process for all positions utilizing panels that include a minimum of 30% people of color. Include at least one community member for resume review and interviews for management and community engagement positions. Community members should be sourced from our boards, oversight committees, and partner community agencies. Action 3: Develop a recruitment strategy based on data and staff, community and interbureau partnerships to develop a recruitment strategy for every recruitment with specific strategies for reaching COC. Action 4: Have an affirmative outreach strategy for every job including media, and culturally specific partners. Advertise 100% of job postings using culturally specific outreach services.	disaggregated demographic report of hiring stats for each bureau job solicitation and hiring. Determine how many CoC interns we should hire a year. TBD number of COC interns per year COC 30% of panel & plan outreach to community members to sit on panel Develop and implement strategy Develop	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy. Based on equity analysis 60% of funds and recruitment time directed to culturally specific organizations and media Implement	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy Analyze	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy Adjust	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy New Plan 100% of interview panel	closing any disparity gaps in hiring, pay, retention and other issues Measure number of applicants from interr pool Measure and report Measure number of job announcements meeting criteria. and report media, partnerships approach 100 % of job announcements meet criteria Document briefings	Equity & Policy Manager Business Operations Manager Business Operations Manager, PIO Business Operations Manager, PIO	BEC Director Leadership Team, LMC Leadership Team, LMC	11/30 Annually 11/30 Annually 11/30 Annually
so that there is fairness in hiring and promotion.	ensure staff racial composition reflects the future demographic of the community served; all levels of staff have access to professional development opportunities designed to build capacity toward implementation of racial equity and	other demographic information of interviewees at each stage of hiring ranging from initial application through interviews and hiring. This information is made available to managers and becomes the basis of recruitment strategies. Strategy 2: Develop processes that give CoC access to internships and jobs at the bureau Action 1: Targeted internships and job shadows to interns of color to increase the pipeline of future candidates. Action 2: Formalize and document a hiring process for all positions utilizing panels that include a minimum of 30% people of color. Include at least one community member for resume review and interviews for management and community engagement positions. Community members should be sourced from our boards, oversight committees, and partner community agencies. Action 3: Develop a recruitment strategy based on data and staff, community and interbureau partnerships to develop a recruitment strategy for every recruitment with specific strategies for reaching COC. Action 4: Have an affirmative outreach strategy for every job including media, and culturally specific partners. Advertise 100% of job postings using culturally specific outreach services. Action 5: Brief Interview panels on racial equity goals pertinent to the position. City staff attend bias	disaggregated demographic report of hiring stats for each bureau job solicitation and hiring. Determine how many CoC interns we should hire a year. TBD number of COC interns per year COC 30% of panel & plan outreach to community members to sit on panel Develop and implement strategy Develop Work with OEHR to develop	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy. Based on equity analysis 60% of funds and recruitment time directed to culturally specific organizations and media Implement 100% of interview panel has had	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy Analyze 1 100% of interview panel has	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy Adjust 100% of interview panel has had bias training and i	TBD number of COC interns per year COC 30% of panel and 1 community member Can document that 100% of recruitments had a racial equity strategy New Plan 100% of interview panel	closing any disparity gaps in hiring, pay, retention and other issues Measure number of applicants from interr pool Measure and report Measure number of job announcements meeting criteria. and report media, partnerships approach 100 % of job announcements meet criteria Document briefings	Equity & Policy Manager Business Operations Manager Business Operations Manager, PIO Business Operations Manager, PIO	BEC Director Leadership Team, LMC Leadership Team, LMC	11/30 Annually 11/30 Annually 11/30 Annually

	Action C. Continue and establish heat prostings for inclusion and fairness in higher such as not	Daview all DUD tale	A divert many into descriptions as	A divert in a vi in la id a continti a ma	A divert is a surial.	A divert is a viviale	Computated action 0	DUD	Leadership Team,	11/20 Amountly
	Action 6: Continue and establish best practices for inclusion and fairness in hiring such as, not requesting prior or desired income from applicants; credit, or criminal background information as	Review all PHB job descriptions and adjust to the	Adjust new job descriptions as needed	Adjust new job descriptions as needed	Adjust new job descriptions as needed	Adjust new job descriptions as needed	Completed action & analysis	рпк	LMC	11/30 Allitually
	part of the initial application (considerations given as per bonding requirements for individuals in	action noted	caea	do necaca	descriptions as needed	descriptions as needed			2.010	
	financial positions, as such questions may be needed) to ensure all applicants receive equitable									
	consideration, and offers.									
		Review all PHB job		Adjust new job descriptions	Adjust new job	Adjust new job		Business Operations	Leadership Team,	11/30 Annually
	have formal education, can be considered.	descriptions and adjust to the	needed	as needed	descriptions as needed	descriptions as needed	analysis	Manager	LMC	
		action noted								
	Action 8: Maintain regular contact with culturally specific organizations to provide forecasts of the	Assign staff to keep regular	Contact with 10 culturally	Expand to include partner		Monitor list of ongoing	Referral records show		Equity and Policy	11/30 Annually
	number and type of job openings. Advertise our racial equity recruitment strategy. This will help culturally specific organizations to prepare candidates and foster trust.		specific organizations that serve the largest cultural groups.	equity plans	contractual work based off of created list	off of created list	a connection to organizational	Community	Manager	
	culturally specific organizations to prepare candidates and foster trust.		Survey organizations for	equity plans	or created list	off of created list	contacts.	Engagement Coordinator		
		of color.	thoughts on employment				contacts.	Coordinator		
			pipelines							
	Action 9: Create a set of equity questions for use by hiring panels.	Develop	Implement	Analyze	Adjust	New Plan	Completion	Business Operations	BEC	11/30 Annually
								Manager and BHR		
								REP		
	Astica 10. Include on equity statement in every ich approved accion a staff manch on the con-	Davidan	Landonsont	A a	A alice at	Now Plan	Commission	Dunings On systicus	Loadovskia Tooss	11 /20 Ammunillu
	Action 10: Include an equity statement in every job announcement, assign a staff member who can speak about the culture of the department and include their contact information, and include a	Develop	Implement	Analyze	Adjust	New Plan	Completion	Business Operations Manager and BHR	LMC	11/30 Annually
	description of info about the department's commitment to equity.							RFP	LIVIC	
	description of this about the department's communicate to equity.							IVE!		
	Action 11: Include cultural competencies in job descriptions and qualifications.	Develop	Implement	Analyze	Adjust	New Plan	Completion	Business Operations	Leadership Team,	11/30 Annually
								Manager	LMC	,
	Action 12: Train all managers in best practices for equitable and inclusive hiring strategies.	All managers are made aware	100% Complete Equity 101	100% take advanced equity	100% take advanced	100% take advanced	Completed action &	Business Operations	Director	11/30 Annually
		of the bureaus Affirmative		training	equity training	equity training	analysis	Manager		
		Action Plan results.								
•	Strategy 1: Adopt BHR Standardized Onboarding Process	Davida - t- 1 - 1	Implementant	Donast	Donort	Denout - II	1000/ - 5	Fa	Inco	11/20 1
on and development es at all levels of staff to	Action: Utilize the BHR Standardized onboarding procedure for all new staff and include Equity 101 training; increase and improve access to info about training opportunities, professional development,	Develop standardized	Implement and report	Report annually and evaluate	Report annually and evaluate	Report annually and evaluate	100% of new hires complete on-boarding	Equity and	BEC	11/30 Annually
staff racial composition	bureau staff roles.	onboarding program		evaluate	evaluate	evaluate	and Equity 101	Engagement		
demographics of Portland	bureau stair roles.						and Equity 101	Coordinator		
6. a p	Strategy 2: Act with urgency and accountability in attaining racial equity									
	Action 1: Every manager is evaluated for completion of racial equity actions related to their work.		Develop measurable and	Implement	Measure	Measure	Measure	All managers have a	Leadership Team,	11/30 Annually
	Managers are also evaluated on the completion of formal professional development planning w/HR		professional development plans					racial equity plan for	Director	
	(career goals, career ladder) for their staff.		with the Director					their work product,		
								identified roles for		
								employees and are		
								evaluated on completeness of		
								completeness of		
								nlan		
								plan.		
	Action 2: Every manager completes an advanced racial equity class focused on housing policy, cultural	Equity training identified or	100% manager completion	100% manager completion	100% manager completion	100% manager	There is a regular		Leadership team,	11/30 Annually
	Action 2: Every manager completes an advanced racial equity class focused on housing policy, cultural competency or similar issues.	Equity training identified or created and 80% manager	100% manager completion	100% manager completion	100% manager completion	100% manager completion			Leadership team, BEC	11/30 Annually
			100% manager completion	100% manager completion	100% manager completion		_	Business Operations	Leadership team, BEC	11/30 Annually
	competency or similar issues.	created and 80% manager completion		,		completion	schedule of classes available and 100% complete them.	Business Operations Manager	BEC	
	competency or similar issues. Action 3: Survey staff regarding employment satisfaction with a focus on professional development,	created and 80% manager	100% manager completion Implement	100% manager completion Analyze	100% manager completion Adjust		schedule of classes available and 100% complete them. Report survey findings	Business Operations Manager Business Operations	BEC Leadership Team,	
	competency or similar issues.	created and 80% manager completion		,		completion	schedule of classes available and 100% complete them.	Business Operations Manager	BEC	
	Action 3: Survey staff regarding employment satisfaction with a focus on professional development, and feelings of inclusiveness.	created and 80% manager completion Create survey	Implement	Analyze	Adjust	completion New Plan	schedule of classes available and 100% complete them. Report survey findings bi-annually	Business Operations Manager Business Operations Manager	Leadership Team, BEC	11/30 Bi-Annually
	competency or similar issues. Action 3: Survey staff regarding employment satisfaction with a focus on professional development,	created and 80% manager completion		Analyze	Adjust 100% of outcomes	completion	schedule of classes available and 100% complete them. Report survey findings bi-annually 100% of employees	Business Operations Manager Business Operations Manager Leadership Team	Leadership Team, BEC Leadership Team,	11/30 Bi-Annually
	Action 3: Survey staff regarding employment satisfaction with a focus on professional development, and feelings of inclusiveness. Action 4: Every staff person has a work plan that is tied to the racial equity outcomes of the bureau	created and 80% manager completion Create survey	Implement	Analyze 100% Completion and	Adjust	completion New Plan	schedule of classes available and 100% complete them. Report survey findings bi-annually	Business Operations Manager Business Operations Manager Leadership Team	Leadership Team, BEC	11/30 Bi-Annually
	Action 3: Survey staff regarding employment satisfaction with a focus on professional development, and feelings of inclusiveness. Action 4: Every staff person has a work plan that is tied to the racial equity outcomes of the bureau	created and 80% manager completion Create survey	Implement	Analyze 100% Completion and	Adjust 100% of outcomes	completion New Plan	schedule of classes available and 100% complete them. Report survey findings bi-annually 100% of employees have a racial equity	Business Operations Manager Business Operations Manager Leadership Team	Leadership Team, BEC Leadership Team,	11/30 Bi-Annually
	Action 3: Survey staff regarding employment satisfaction with a focus on professional development, and feelings of inclusiveness. Action 4: Every staff person has a work plan that is tied to the racial equity outcomes of the bureau and their team.	created and 80% manager completion Create survey	Implement	Analyze 100% Completion and	Adjust 100% of outcomes	completion New Plan	schedule of classes available and 100% complete them. Report survey findings bi-annually 100% of employees have a racial equity work plan by the end	Business Operations Manager Business Operations Manager Leadership Team	Leadership Team, BEC Leadership Team,	11/30 Bi-Annually
off understand their role in	Action 3: Survey staff regarding employment satisfaction with a focus on professional development, and feelings of inclusiveness. Action 4: Every staff person has a work plan that is tied to the racial equity outcomes of the bureau and their team. Strategy 1: Remove Institutional Barriers	created and 80% manager completion Create survey Create template	Implement 100% of the work plans created	Analyze 100% Completion and Evaluation	Adjust 100% of outcomes processed	New Plan Adjust/create new plans	schedule of classes available and 100% complete them. Report survey findings bi-annually 100% of employees have a racial equity work plan by the end of year three (3)	Business Operations Manager Business Operations Manager Leadership Team	Leadership Team, BEC Leadership Team, BEC, LMC	11/30 Bi-Annually 11/30 Annually
race based disparities in	Action 3: Survey staff regarding employment satisfaction with a focus on professional development, and feelings of inclusiveness. Action 4: Every staff person has a work plan that is tied to the racial equity outcomes of the bureau and their team. Strategy 1: Remove Institutional Barriers Action 1: Regularly evaluate and report to all staff on actions taken to create, promote and	created and 80% manager completion Create survey	Implement	Analyze 100% Completion and	Adjust 100% of outcomes processed Report annually and	completion New Plan	schedule of classes available and 100% complete them. Report survey findings bi-annually 100% of employees have a racial equity work plan by the end of year three (3)	Business Operations Manager Business Operations Manager Leadership Team Senior Housing	Leadership Team, BEC Leadership Team, BEC, LMC	11/30 Bi-Annually 11/30 Annually
race based disparities in	Action 3: Survey staff regarding employment satisfaction with a focus on professional development, and feelings of inclusiveness. Action 4: Every staff person has a work plan that is tied to the racial equity outcomes of the bureau and their team. Strategy 1: Remove Institutional Barriers	created and 80% manager completion Create survey Create template	Implement 100% of the work plans created	Analyze 100% Completion and Evaluation	Adjust 100% of outcomes processed	New Plan Adjust/create new plans	schedule of classes available and 100% complete them. Report survey findings bi-annually 100% of employees have a racial equity work plan by the end of year three (3) 3 year survey report & Affirmative Action	Business Operations Manager Business Operations Manager Leadership Team Senior Housing	Leadership Team, BEC Leadership Team, BEC, LMC	11/30 Bi-Annually 11/30 Annually
race based disparities in	Action 3: Survey staff regarding employment satisfaction with a focus on professional development, and feelings of inclusiveness. Action 4: Every staff person has a work plan that is tied to the racial equity outcomes of the bureau and their team. Strategy 1: Remove Institutional Barriers Action 1: Regularly evaluate and report to all staff on actions taken to create, promote and strengthen racial equity in the office, including data collected and equity goals achieved.	created and 80% manager completion Create survey Create template Community Surveys	Implement 100% of the work plans created Report annually and evaluate	Analyze 100% Completion and Evaluation Community Surveys	Adjust 100% of outcomes processed Report annually and evaluate	completion New Plan Adjust/create new plans Community Survey	schedule of classes available and 100% complete them. Report survey findings bi-annually 100% of employees have a racial equity work plan by the end of year three (3) 3 year survey report & Affirmative Action report	Business Operations Manager Business Operations Manager Leadership Team Senior Housing Policy Analyst	Leadership Team, BEC Leadership Team, BEC, LMC Equity and Policy Manager	11/30 Bi-Annually 11/30 Annually 11/30 Annually
race based disparities in	Action 3: Survey staff regarding employment satisfaction with a focus on professional development, and feelings of inclusiveness. Action 4: Every staff person has a work plan that is tied to the racial equity outcomes of the bureau and their team. Strategy 1: Remove Institutional Barriers Action 1: Regularly evaluate and report to all staff on actions taken to create, promote and strengthen racial equity in the office, including data collected and equity goals achieved. Action 2: PHB will consider implementing a wage differential for staff that demonstrates a needed	created and 80% manager completion Create survey Create template Community Surveys	Implement 100% of the work plans created	Analyze 100% Completion and Evaluation Community Surveys Identify jobs or create jobs	Adjust 100% of outcomes processed Report annually and evaluate review progress of wage	completion New Plan Adjust/create new plans Community Survey Report out on use of pay	schedule of classes available and 100% complete them. Report survey findings bi-annually 100% of employees have a racial equity work plan by the end of year three (3) 3 year survey report & Affirmative Action report The policy is in place	Business Operations Manager Business Operations Manager Leadership Team Senior Housing Policy Analyst Business Operations	Leadership Team, BEC Leadership Team, BEC, LMC Equity and Policy Manager	11/30 Bi-Annually 11/30 Annually
race based disparities in employment and housing	Action 3: Survey staff regarding employment satisfaction with a focus on professional development, and feelings of inclusiveness. Action 4: Every staff person has a work plan that is tied to the racial equity outcomes of the bureau and their team. Strategy 1: Remove Institutional Barriers Action 1: Regularly evaluate and report to all staff on actions taken to create, promote and strengthen racial equity in the office, including data collected and equity goals achieved.	created and 80% manager completion Create survey Create template Community Surveys	Implement 100% of the work plans created Report annually and evaluate	Analyze 100% Completion and Evaluation Community Surveys	Adjust 100% of outcomes processed Report annually and evaluate	completion New Plan Adjust/create new plans Community Survey	schedule of classes available and 100% complete them. Report survey findings bi-annually 100% of employees have a racial equity work plan by the end of year three (3) 3 year survey report & Affirmative Action report	Business Operations Manager Business Operations Manager Leadership Team Senior Housing Policy Analyst Business Operations	Leadership Team, BEC Leadership Team, BEC, LMC Equity and Policy Manager	11/30 Bi-Annually 11/30 Annually 11/30 Annually
off understand their role in race based disparities in employment and housing	Action 3: Survey staff regarding employment satisfaction with a focus on professional development, and feelings of inclusiveness. Action 4: Every staff person has a work plan that is tied to the racial equity outcomes of the bureau and their team. Strategy 1: Remove Institutional Barriers Action 1: Regularly evaluate and report to all staff on actions taken to create, promote and strengthen racial equity in the office, including data collected and equity goals achieved. Action 2: PHB will consider implementing a wage differential for staff that demonstrates a needed competency in a second language, within the context of union labor negotiations.	created and 80% manager completion Create survey Create template Community Surveys Identify list of second language speakers in bureau	Implement 100% of the work plans created Report annually and evaluate	Analyze 100% Completion and Evaluation Community Surveys Identify jobs or create jobs	Adjust 100% of outcomes processed Report annually and evaluate review progress of wage	completion New Plan Adjust/create new plans Community Survey Report out on use of pay	schedule of classes available and 100% complete them. Report survey findings bi-annually 100% of employees have a racial equity work plan by the end of year three (3) 3 year survey report & Affirmative Action report The policy is in place and job descriptions	Business Operations Manager Business Operations Manager Leadership Team Senior Housing Policy Analyst Business Operations Manager, BHR	Leadership Team, BEC Leadership Team, BEC, LMC Equity and Policy Manager	11/30 Bi-Annually 11/30 Annually 11/30 Annually
race based disparities in employment and housing	Action 3: Survey staff regarding employment satisfaction with a focus on professional development, and feelings of inclusiveness. Action 4: Every staff person has a work plan that is tied to the racial equity outcomes of the bureau and their team. Strategy 1: Remove Institutional Barriers Action 1: Regularly evaluate and report to all staff on actions taken to create, promote and strengthen racial equity in the office, including data collected and equity goals achieved. Action 2: PHB will consider implementing a wage differential for staff that demonstrates a needed competency in a second language, within the context of union labor negotiations.	created and 80% manager completion Create survey Create template Community Surveys Identify list of second language speakers in bureau and implement wage	Implement 100% of the work plans created Report annually and evaluate	Analyze 100% Completion and Evaluation Community Surveys Identify jobs or create jobs	Adjust 100% of outcomes processed Report annually and evaluate review progress of wage	completion New Plan Adjust/create new plans Community Survey Report out on use of pay	schedule of classes available and 100% complete them. Report survey findings bi-annually 100% of employees have a racial equity work plan by the end of year three (3) 3 year survey report & Affirmative Action report The policy is in place and job descriptions created and	Business Operations Manager Business Operations Manager Leadership Team Senior Housing Policy Analyst Business Operations Manager, BHR	Leadership Team, BEC Leadership Team, BEC, LMC Equity and Policy Manager	11/30 Bi-Annually 11/30 Annually 11/30 Annually
race based disparities in employment and housing	Action 3: Survey staff regarding employment satisfaction with a focus on professional development, and feelings of inclusiveness. Action 4: Every staff person has a work plan that is tied to the racial equity outcomes of the bureau and their team. Strategy 1: Remove Institutional Barriers Action 1: Regularly evaluate and report to all staff on actions taken to create, promote and strengthen racial equity in the office, including data collected and equity goals achieved. Action 2: PHB will consider implementing a wage differential for staff that demonstrates a needed competency in a second language, within the context of union labor negotiations.	created and 80% manager completion Create survey Create template Community Surveys Identify list of second language speakers in bureau and implement wage differential process and	Implement 100% of the work plans created Report annually and evaluate	Analyze 100% Completion and Evaluation Community Surveys Identify jobs or create jobs that utilize this skill	Adjust 100% of outcomes processed Report annually and evaluate review progress of wage	completion New Plan Adjust/create new plans Community Survey Report out on use of pay	schedule of classes available and 100% complete them. Report survey findings bi-annually 100% of employees have a racial equity work plan by the end of year three (3) 3 year survey report & Affirmative Action report The policy is in place and job descriptions created and implemented at least	Business Operations Manager Business Operations Manager Leadership Team Senior Housing Policy Analyst Business Operations Manager, BHR Senior Housing	Leadership Team, BEC Leadership Team, BEC, LMC Equity and Policy Manager LMC BEC, Equity &	11/30 Bi-Annually 11/30 Annually 11/30 Annually
race based disparities in employment and housing	Action 3: Survey staff regarding employment satisfaction with a focus on professional development, and feelings of inclusiveness. Action 4: Every staff person has a work plan that is tied to the racial equity outcomes of the bureau and their team. Strategy 1: Remove Institutional Barriers Action 1: Regularly evaluate and report to all staff on actions taken to create, promote and strengthen racial equity in the office, including data collected and equity goals achieved. Action 2: PHB will consider implementing a wage differential for staff that demonstrates a needed competency in a second language, within the context of union labor negotiations. Actions 3: Evaluate bureau policy, practices and procedures as teams, using the Racial Equity Tool to assess the impact of institutional disparities and incorporate actions into team and individual work	created and 80% manager completion Create survey Create template Community Surveys Identify list of second language speakers in bureau and implement wage differential process and practice	Implement 100% of the work plans created Report annually and evaluate Implement wage differential	Analyze 100% Completion and Evaluation Community Surveys Identify jobs or create jobs that utilize this skill	Adjust 100% of outcomes processed Report annually and evaluate review progress of wage differential	Completion New Plan Adjust/create new plans Community Survey Report out on use of pay differential	schedule of classes available and 100% complete them. Report survey findings bi-annually 100% of employees have a racial equity work plan by the end of year three (3) 3 year survey report & Affirmative Action report The policy is in place and job descriptions created and implemented at least once. An evaluation happens annually that	Business Operations Manager Business Operations Manager Leadership Team Senior Housing Policy Analyst Business Operations Manager, BHR Senior Housing	Leadership Team, BEC Leadership Team, BEC, LMC Equity and Policy Manager LMC	11/30 Bi-Annually 11/30 Annually 11/30 Annually
race based disparities in employment and housing	Action 3: Survey staff regarding employment satisfaction with a focus on professional development, and feelings of inclusiveness. Action 4: Every staff person has a work plan that is tied to the racial equity outcomes of the bureau and their team. Strategy 1: Remove Institutional Barriers Action 1: Regularly evaluate and report to all staff on actions taken to create, promote and strengthen racial equity in the office, including data collected and equity goals achieved. Action 2: PHB will consider implementing a wage differential for staff that demonstrates a needed competency in a second language, within the context of union labor negotiations. Actions 3: Evaluate bureau policy, practices and procedures as teams, using the Racial Equity Tool to	created and 80% manager completion Create survey Create template Community Surveys Identify list of second language speakers in bureau and implement wage differential process and practice Create a strategy for equity	Implement 100% of the work plans created Report annually and evaluate Implement wage differential Each team uses the equity lens	Analyze 100% Completion and Evaluation Community Surveys Identify jobs or create jobs that utilize this skill Report seasonally and	Adjust 100% of outcomes processed Report annually and evaluate review progress of wage differential Report seasonally and	completion New Plan Adjust/create new plans Community Survey Report out on use of pay differential Report seasonally and	schedule of classes available and 100% complete them. Report survey findings bi-annually 100% of employees have a racial equity work plan by the end of year three (3) 3 year survey report & Affirmative Action report The policy is in place and job descriptions created and implemented at least once. An evaluation happens annually that influences budget	Business Operations Manager Business Operations Manager Leadership Team Senior Housing Policy Analyst Business Operations Manager, BHR Senior Housing	Leadership Team, BEC Leadership Team, BEC, LMC Equity and Policy Manager LMC BEC, Equity &	11/30 Bi-Annually 11/30 Annually 11/30 Annually 11/30 Annually
race based disparities in	Action 3: Survey staff regarding employment satisfaction with a focus on professional development, and feelings of inclusiveness. Action 4: Every staff person has a work plan that is tied to the racial equity outcomes of the bureau and their team. Strategy 1: Remove Institutional Barriers Action 1: Regularly evaluate and report to all staff on actions taken to create, promote and strengthen racial equity in the office, including data collected and equity goals achieved. Action 2: PHB will consider implementing a wage differential for staff that demonstrates a needed competency in a second language, within the context of union labor negotiations. Actions 3: Evaluate bureau policy, practices and procedures as teams, using the Racial Equity Tool to assess the impact of institutional disparities and incorporate actions into team and individual work	created and 80% manager completion Create survey Create template Community Surveys Identify list of second language speakers in bureau and implement wage differential process and practice Create a strategy for equity	Implement 100% of the work plans created Report annually and evaluate Implement wage differential Each team uses the equity lens	Analyze 100% Completion and Evaluation Community Surveys Identify jobs or create jobs that utilize this skill Report seasonally and	Adjust 100% of outcomes processed Report annually and evaluate review progress of wage differential Report seasonally and	completion New Plan Adjust/create new plans Community Survey Report out on use of pay differential Report seasonally and	schedule of classes available and 100% complete them. Report survey findings bi-annually 100% of employees have a racial equity work plan by the end of year three (3) 3 year survey report & Affirmative Action report The policy is in place and job descriptions created and implemented at least once. An evaluation happens annually that	Business Operations Manager Business Operations Manager Leadership Team Senior Housing Policy Analyst Business Operations Manager, BHR Senior Housing	Leadership Team, BEC Leadership Team, BEC, LMC Equity and Policy Manager LMC BEC, Equity &	11/30 Bi-Annually 11/30 Annually 11/30 Annually 11/30 Annually
race based disparities in	Action 3: Survey staff regarding employment satisfaction with a focus on professional development, and feelings of inclusiveness. Action 4: Every staff person has a work plan that is tied to the racial equity outcomes of the bureau and their team. Strategy 1: Remove Institutional Barriers Action 1: Regularly evaluate and report to all staff on actions taken to create, promote and strengthen racial equity in the office, including data collected and equity goals achieved. Action 2: PHB will consider implementing a wage differential for staff that demonstrates a needed competency in a second language, within the context of union labor negotiations. Actions 3: Evaluate bureau policy, practices and procedures as teams, using the Racial Equity Tool to assess the impact of institutional disparities and incorporate actions into team and individual work plans.	created and 80% manager completion Create survey Create template Community Surveys Identify list of second language speakers in bureau and implement wage differential process and practice Create a strategy for equity lens analysis reviewing	Implement 100% of the work plans created Report annually and evaluate Implement wage differential Each team uses the equity lens to fully evaluate program	Analyze 100% Completion and Evaluation Community Surveys Identify jobs or create jobs that utilize this skill Report seasonally and evaluate	Adjust 100% of outcomes processed Report annually and evaluate review progress of wage differential Report seasonally and evaluate	Completion New Plan Adjust/create new plans Community Survey Report out on use of pay differential Report seasonally and evaluate	schedule of classes available and 100% complete them. Report survey findings bi-annually 100% of employees have a racial equity work plan by the end of year three (3) 3 year survey report & Affirmative Action report The policy is in place and job descriptions created and implemented at least once. An evaluation happens annually that influences budget allocation decisions.	Business Operations Manager Business Operations Manager Leadership Team Senior Housing Policy Analyst Business Operations Manager, BHR Senior Housing Policy Analyst	Leadership Team, BEC Leadership Team, BEC, LMC Equity and Policy Manager LMC BEC, Equity & Policy Manager	11/30 Bi-Annually 11/30 Annually 11/30 Annually 11/30 Annually
race based disparities in employment and housing	Action 3: Survey staff regarding employment satisfaction with a focus on professional development, and feelings of inclusiveness. Action 4: Every staff person has a work plan that is tied to the racial equity outcomes of the bureau and their team. Strategy 1: Remove Institutional Barriers Action 1: Regularly evaluate and report to all staff on actions taken to create, promote and strengthen racial equity in the office, including data collected and equity goals achieved. Action 2: PHB will consider implementing a wage differential for staff that demonstrates a needed competency in a second language, within the context of union labor negotiations. Actions 3: Evaluate bureau policy, practices and procedures as teams, using the Racial Equity Tool to assess the impact of institutional disparities and incorporate actions into team and individual work plans. Action 4: All staff have opportunities for formal and informal professional development in addition to	created and 80% manager completion Create survey Create template Community Surveys Identify list of second language speakers in bureau and implement wage differential process and practice Create a strategy for equity lens analysis reviewing Develop professional	Implement 100% of the work plans created Report annually and evaluate Implement wage differential Each team uses the equity lens to fully evaluate program Implement the paths and	Analyze 100% Completion and Evaluation Community Surveys Identify jobs or create jobs that utilize this skill Report seasonally and evaluate Implement the paths and	Adjust 100% of outcomes processed Report annually and evaluate review progress of wage differential Report seasonally and evaluate Implement the paths and	Completion New Plan Adjust/create new plans Community Survey Report out on use of pay differential Report seasonally and evaluate Implement the paths and	schedule of classes available and 100% complete them. Report survey findings bi-annually 100% of employees have a racial equity work plan by the end of year three (3) 3 year survey report & Affirmative Action report The policy is in place and job descriptions created and implemented at least once. An evaluation happens annually that influences budget allocation decisions.	Business Operations Manager Business Operations Manager Leadership Team Senior Housing Policy Analyst Business Operations Manager, BHR Senior Housing	Leadership Team, BEC Leadership Team, BEC, LMC Equity and Policy Manager LMC BEC, Equity & Policy Manager	11/30 Bi-Annually 11/30 Annually 11/30 Annually
race based disparities in employment and housing	Action 3: Survey staff regarding employment satisfaction with a focus on professional development, and feelings of inclusiveness. Action 4: Every staff person has a work plan that is tied to the racial equity outcomes of the bureau and their team. Strategy 1: Remove Institutional Barriers Action 1: Regularly evaluate and report to all staff on actions taken to create, promote and strengthen racial equity in the office, including data collected and equity goals achieved. Action 2: PHB will consider implementing a wage differential for staff that demonstrates a needed competency in a second language, within the context of union labor negotiations. Actions 3: Evaluate bureau policy, practices and procedures as teams, using the Racial Equity Tool to assess the impact of institutional disparities and incorporate actions into team and individual work plans. Action 4: All staff have opportunities for formal and informal professional development in addition to regular professional development.	created and 80% manager completion Create survey Create template Community Surveys Identify list of second language speakers in bureau and implement wage differential process and practice Create a strategy for equity lens analysis reviewing	Implement 100% of the work plans created Report annually and evaluate Implement wage differential Each team uses the equity lens to fully evaluate program	Analyze 100% Completion and Evaluation Community Surveys Identify jobs or create jobs that utilize this skill Report seasonally and evaluate	Adjust 100% of outcomes processed Report annually and evaluate review progress of wage differential Report seasonally and evaluate	Completion New Plan Adjust/create new plans Community Survey Report out on use of pay differential Report seasonally and evaluate	schedule of classes available and 100% complete them. Report survey findings bi-annually 100% of employees have a racial equity work plan by the end of year three (3) 3 year survey report & Affirmative Action report The policy is in place and job descriptions created and implemented at least once. An evaluation happens annually that influences budget allocation decisions.	Business Operations Manager Business Operations Manager Leadership Team Senior Housing Policy Analyst Business Operations Manager, BHR Senior Housing Policy Analyst	Leadership Team, BEC Leadership Team, BEC, LMC Equity and Policy Manager LMC BEC, Equity & Policy Manager	11/30 Bi-Annually 11/30 Annually 11/30 Annually 11/30 Annually