

BES Equity Plan

2016-2021

Equity Vision

All Portlanders deserve access to a healthy and safe environment. Access to Bureau services is not limited by a person's race, gender, sexual orientation, disability, age, income, where you were born or where you live. BES promotes equity in our community, in our business practices, and within our Bureau.

Equity Goals

1. **Equity Literacy:** Each BES employee understands his or her role in equity.
2. **Equitable Service Delivery and Business Practices:** Portlanders share the benefits and burdens of BES work equitably.
3. **Workforce Equity:** A diverse BES staff reflects the demographics of the region.

Bureau Director has reviewed and approved the plan and supports the implementation of these changes over the coming five years

Director Signature



Date

September 7, 2016

Priority action for all goals

Action			0-1 yr	1-3 yrs	3-5 yrs	Lead	Metrics
Hire an Equity Specialist.				X	X	Bureau Director, CED	An Equity Specialist is hired to address equity, inclusion, and diversity strategy, implementation, and tracking at BES.

Goal 1 Equity Literacy: Each BES employee understands his or her role in equity.							
	Action		0-1 yr	1-3 yrs	3-5 yrs	Lead	Metrics
Skill Building	1a. Provide each BES employee 8 hours a year to support disability and racial equity activities in addition to required trainings.		X			Lynne Casey	A tracking number is created for employee hours related to disability and racial equity activities (trainings, mentorship, etc.)
			X			CED	CED develops a list of sample qualifying activities
			X			Individual managers	In year 1, 25% of employees track 4 or more hours of disability and racial equity activities.
				X		Individual managers	In year 3, 50% of employees track 4 or more hours of disability and racial equity activities.
					X	Individual managers	In year 5, 75% of employees track 4 or more hours of equity activities.
	1b. Support the current Committee for Equity and Diversity budget to provide equity focus groups, tracking measures, trainings, and other opportunities.		X			Director's Office	A \$10,000 budget is established for the Committee for Equity and Diversity.
	1c. Management commits to working with Committee for Equity and Diversity to effectively implement the Bureau's Equity Work Plan.		X			CED	The Equity Plan is introduced at BES Management Team Meeting.
			X			Equity Specialist, managers	All managers introduce their teams to the Equity Plan.
				X	X	BLT	BLT is engaged twice per year on Equity Plan implementation: updates are provided to and from BLT on progress, and input is provided to and from BLT on direction.
				X	X	managers, Equity Specialist	All managers have a disability or racial equity item at regular team meetings.
1d. Train all employees on how to apply an equity lens to their work.		X			BLT	BLT selects one BES group to pilot development of a group-specific disability and racial equity lens, with participation from all divisions.	
			X		BLT, Equity Specialist	The disability and racial equity lens pilot is assessed for effectiveness and evaluated for implementation across all groups.	
Accountability	1e. Add a section on the Employee Annual Performance Review form that addresses equity and diversity.			X		Equity Specialist, Shane Davis	The next Employee Annual Performance Review form has a section that addresses disability and racial equity and diversity.
	1f. Publish an annual bureau-wide Equity and Diversity Report that clearly conveys our equity and diversity goals, and tracks equity metrics and challenges.			X	X	Equity Specialist	A BES Equity and Diversity Report is published annually, tracking progress and metrics.
	1g. Create an equity database to track metrics in this plan and other equity information.			X		Equity Specialist	An equity database is created.
				X	X	Equity Specialist	The database is used regularly to track the metrics in this report.

Goal 2 Equitable Service Delivery and Business Practices: Portlanders share the benefits and burdens of BES work equitably.

	Action		0-1 yr	1-3 yrs	3-5 yrs		Metrics
Purchasing	2a. Increase participation in training for managers and staff on the different types of contracts available for underutilized firms.		X			Contracts Manager, Equity Specialist, Lynne Casey	In year 1, 50% of staff who administer contracts have taken Social Equity in Contracting class.
				X		Contracts Manager, Equity Specialist, Lynne Casey	In year 3, 100% of staff who administer contracts have taken Social Equity in Contracting class.
	2b. Work with Procurement to develop improved reporting processes for MWESB utilization.		X			Director or Deputy Director, Andi Gresh	In year 1, BES Director or Deputy Director advances a request to Procurement for increased access to MWESB utilization data.
				X		Director or Deputy Director, Andi Gresh	In years 1-2, BES Director or Deputy Director meets with Procurement to develop a plan for how BES and Procurement can coordinate on improved reporting processes.
	2c. Increase BES Project Manager participation in existing outreach activities for underutilized firms, presented by Business Services.			X	X	Andi Gresh, Group managers	Ten BES project managers participate in each meet-and-greet hosted by Business Services for underutilized firms.
	2d. Evaluate opportunities in construction for projects that could increase MWESB utilization.				X	Deputy Dir, Construction Div Mgr, Chief Engineer, Design Division Mgr, Andi Gresh, Equity Specialist	A plan is developed for steps at the predesign, 30%, and 60% stages to increase MWESB utilization on construction projects.
						X	Construction Division Mgr, Chief Engineer, Design Division Mgr, Andi Gresh, Equity Specialist

Impact on Communities	2e. In the next Strategic Plan update, identify opportunities to improve disability and racial equity within and outside the bureau, and track internal data to use in service delivery.		X			Director's Office	The new Strategic Plan explicitly addresses opportunities to improve disability and racial equity.	
			X			Director's Office	The new Strategic Plan explicitly addresses opportunities to track data for service delivery.	
	2f. Increase public involvement interactions with communities of color and the disabled community.				X	X	Megan Callahan	BES attends or staffs culturally specific or disability focused events annually.
						X	Megan Callahan Bill Ryan	A policy is created and funds are used to hold meetings at local cultural community centers or small businesses owned and operated by people of color and persons with disabilities, when possible.
				X			Karen Martinek	The Green Sheet is updated to include options for translation.
	2g. Collect demographic data including race/ethnicity and disability status of individuals served in the outreach process (attendance at open houses, end of construction surveys, etc.)					X	Megan Callahan	Data is disaggregated by race/ethnicity and disability, and it is reported where disparities exist to ensure that services are provided proportionately and successfully to historically underserved communities.
	2h. Examine bureau policies, practices, and procedures to assess the impact of institutionalized disparities on communities of color and the disabled community.					X	Equity Specialist	Data is disaggregated on customer, participant, and stakeholder satisfaction is collected, tracked, and evaluated.
						X	Equity Specialist	Data is reviewed annually and service discrepancies are identified and addressed.
	2i. Equity Specialist and/or senior bureau leadership meets regularly with organizations that support and represent historically underserved communities, such as the Coalition of Communities of Color, Urban League, and disabled organizations to request input on BES programs and policies.				X	X	Equity Specialist	Equity Specialist and/or senior bureau leadership members have a total of at least ten in-person meetings with community organizations or representatives each year.
					X	X	Equity Specialist	Meeting discussion topics, community input, and follow-up from meetings are documented.

Goal 3 Workforce Equity: A diverse BES staff reflects the demographics of the region.

	Action	0-1 yr	1-3 yrs	3-5 yrs	Lead	Metrics	
Hiring	3a. Train management on how to address disability and racial equity and diversity in recruitment and hiring.	X			Lynne Casey, Shane Davis	Six presentations per year are offered on recruitment and hiring best practices to incorporate disability and racial equity.	
		X	X	X	Managers, Lynne Casey, Shane Davis	All managers complete training on hiring equity before hiring. <i>Exceptions can be made for a manager to meet this requirement one-on-one if the regularly scheduled presentation is not available.</i>	
		X			Equity Specialist	At least one question about equity is a required part of all interviews.	
		X			CED	CED will make available a list of sample disability and racial equity hiring questions.	
	3b. Partner with regional high schools and colleges to expand internships and other learning opportunities for student populations underrepresented at the bureau.			X	X	Director's Office	A high school internship program is implement for students from disadvantaged communities.
					X	Equity Specialist	A new short-term job shadow opportunity is created for high school students to interact with different areas of the bureau.
	X	X	X	Megan Hanson, Andi Gresh, Lynne Casey, Ron Lilienthal	Track and annually increase the number of student contacts made through events like career fairs and facility tours.		

Retention and Promotion	3c. Utilize tools to train staff on equity literacy, diversity, respectful communication, acknowledging individuals' contributions and workstyle in order to create a supportive work environment and inclusive workforce.	X			Equity Specialist	A disability and racial equity training matrix is created for bureau employees with required and optional topics, timeline, and local and online providers.	
		X			Equity Specialist	Staff are alerted of upcoming learning opportunities through bureau-wide communication at least once per month.	
	3d. Network and partner with other agencies and bureaus to learn best practices to recruit, develop and retain people of color and persons with disabilities.			X		Lynne Casey, Equity Specialist	A recruitment and retention plan with a focus on disability and racial equity is developed.
		X			Lynne Casey	Exit interviews, either online or in person, are instituted.	
		X			Lynne Casey, Equity Specialist	A pipeline plan is developed for prospective employees with disabilities and of color, including communications with historically black colleges and other local and national diverse institutions.	
	3e. Starting with the next Annual Workplace Environment survey, add disability and racial equity and bureau workplace culture questions.	X			CWE, Equity Specialist	The Annual Workplace Environment survey has at least 3 questions on disability and racial equity and bureau workplace culture.	
	3f. Provide leadership development opportunities for existing staff to prepare a diverse group of internal staff for promotion.			X	X	Director's Office, BLT, Equity Specialist	A program for mentorship and leadership training is instituted based on best practices for diverse internal leadership development.
	3g. Improve onboarding to create an inclusive workplace for staff.	X			Lynne Casey, Equity Specialist	An orientation is conducted for all new employees to the Bureau's strategic plan, Equity Plan, and affinity groups.	
X				Deputy Director, Equity Specialist	A quarterly new employee orientations is implemented to cover topics including the strategic plan, our various bureau locations, and groups and resources that support an inclusive and supportive workplace.		