

RACIAL EQUITY PLAN

Furthering the Citywide Racial Equity Goals and Strategies

For the Period July 1, 2016 to June 30, 2021

Bureau: Development Services Director: Paul Scarlett Plan Development Lead(s): Dora Perry, Peter Maris

Bureau Equity Guiding Statement: The Bureau of Development Services uses an integrated approach to eliminate all forms of disparity, leading with race, so everyone can achieve their full potential.

CITYWIDE STRATEGIES:

1. Build organizational capacity.
2. Implement a racial equity lens.
3. Be data driven.
4. Operate with urgency and
5. Partner with other institutions and communities.



Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions*	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date
			Year 1	Year 2	Year 3	Year 4	Year 5				
BDS is a regional and national leader in governments' efforts to eliminate institutional and structural racism.	I.) BDS's leadership and organizational commitment supports a bureau infrastructure that embraces and advances racial equity as a core operating principle to achieve institutional transformation. - Outcome: BDS racial equity plan is well supported by top managers and makes future implementation of equity initiatives straightforward and seamless.	Priority Strategy: Leadership demonstrates support and ensures systems are in place to hold managers accountable for a culture that upholds racial equity, diversity and inclusion.									
		1. BDS 5-Year Racial Equity Plan is reviewed and approved annually by Senior Management.	Plan approved and published annually	Plan approved and published annually	Plan approved and published annually	Plan approved and published annually	Plan approved and published annually	Racial Equity Plan annual report (REP)	Dora Perry	Paul Scarlett/ Senior Management	July 1, annually
		2. Senior management and section managers participate fully in attending required racial equity, diversity and inclusion training.	100% of managers trained	100% of managers trained	100% of managers trained	100% of managers trained	100% of managers trained	Manager performance review	Senior Management	Dora Perry	Jan 1, annually
		3. Senior management integrate diversity, racial equity and inclusion language into the bureau's Mission, Goals, Vision (MGV), values and all pertinent documents.	Language created, MGVs adopted by Senior Management	MGVs and 50% of section work plans updated	MGVs and 100% of section work plans updated	MGVs and 100% of section work plans updated	MGVs and 100% of section work plans updated	Racial Equity Plan annual report (REP)	Equity staff	Dora Perry	Year One, July 1, 2017
		4. Section managers authorize adequate staff liaisons to support achievement of benchmarks and goals in the Racial Equity Plan.	80% work groups assigned 2 equity liaisons	100% of work groups assigned 2 equity liaisons	100% of work groups assigned 2 equity liaisons	100% of work groups assigned 2 equity liaisons	100% of work groups assigned 2 equity liaisons	Senior Mgr. 360 review.	Section Managers	Senior Management	Year One, July 1, 2017
		5. Section Managers dedicate specified hours and adjust workload for all employees to support implementation of racial equity initiatives.	Minimum 2 hrs./mo. allotted to equity, etc.	Minimum 2 hrs./mo. allotted to equity, etc.	Minimum 2 hrs./mo. allotted to equity, etc.	Minimum 2 hrs./mo. allotted to equity, etc.	Minimum 2 hrs./mo. allotted to equity, etc.	Manager performance review.	Section Managers	Senior Management	Jan 1, annually
		6. BEC members are trained and empowered to take action as leaders on racial equity work in the bureau.	90% BEC members trained to facilitate	90% BEC members trained to facilitate	90% BEC members trained to facilitate	90% BEC members trained to facilitate	Evaluate and refine BEC structure and services	Racial Equity Plan annual report (REP)	Equity Staff	BEC Exec Committee	July 1, annually
		7. Train section managers on Racial Equity and Budget Equity Tools.	75% of managers trained	95% of managers trained	95% of managers trained	95% of managers trained	95% of managers trained	Racial Equity Plan annual report (REP)	Eshad Hajiyev	Dora Perry	July 1, annually
		8. The BEC, policy team, and finance teams work with community partners and leadership to apply a racial equity tool to the bureau's base budget and at least 4 major policies or programs. Prioritize with community help.	Pilot use of RET on 2 major policies or programs.	posted online of 4 major policies or programs analyzed.	posted online of 4 major policies or programs analyzed.	posted online of 4 major policies or programs analyzed.	posted online of 4 major policies or programs analyzed.	Bureau website, (& REP)	Equity Staff	Dora Perry	July 1, annually

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Racial equity and inclusion is an integral component of the Bureau's identity and culture.	<p>II.) BDS staff understands how their work is connected to the broader racial equity vision of the Bureau's strategic plan and report they have the skills and space to address racial inequities through the Bureau's work.</p> <p>-</p> <p>Outcome: Staff understand and support racial equity best practices.</p>	Priority Strategy: Facilitate dialogues and foundational training on racial equity. (Equity in Motion, Intergroup dialog, Caucus groups, Learning Circles, Anti-racist curriculum, Staff meeting prompts., etc.)									
		1. Provide equity and anti-racism trainings at varying levels of engagement and awareness.	minimum 4 trainings complete	minimum 4 trainings complete	minimum 3 trainings complete	minimum 2 trainings complete	minimum 2 trainings complete	Racial Equity Plan annual report (REP)	Equity Staff	Dora Perry	July 1, annually
		2. Section Managers fully participate in racial equity training with support of Bureau leadership.	95% trained	95% trained	95% trained	95% trained	95% trained	Annual Training report	Dora Perry	Paul Scarlett	Jan 1, annually
		3. Train managers to integrate racial equity goals, objectives into work plans.	75% managers trained	100% managers trained	100% managers trained	100% managers trained	100% managers trained	Racial Equity Plan annual report (REP)	Equity Staff	Dora Perry	July 1, annually
		4. Review section work plans annually for racial equity objectives and progress.	25% of work plans developed	75% developed /50% reviewed	100% of work plans reviewed	100% of work plans reviewed	100% of work plans reviewed	Racial Equity Plan annual report (REP)	Equity Staff	Dora Perry	July 1, annually
		5. Develop Racial Equity Reporting Tool (RERT) to share equity best practices bureau wide.	Draft RERT	Populate, refine and collaborate with other bureaus	Compile and publish best practices	Compile and publish best practices	Compile and publish best practices	Racial Equity Plan annual report (REP)	Equity Staff	Dora Perry	July 1, annually
Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions	Bureau Performance Measures						Lead Staff	Oversight	Due Date
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End disparities in city government hiring and promotions.	<p>III. BDS has a racially diverse and inclusive workforce in an environment that uses an racial equity framework to address systemic barriers. -</p> <p>Outcome: People of color are hired and can equally advance their careers within the bureau.</p>	Priority Strategy: Hiring and workforce development practices are fully aligned with the racial equity and inclusion principles.									
		1. Track required racial equity trainings in annual performance review.	100% of Equity trainings recorded in performance reviews	100% of Equity trainings recorded in performance reviews	100% of Equity trainings recorded in performance reviews	100% of Equity trainings recorded in performance reviews	100% of Equity trainings recorded in performance reviews	Manager performance review	Section Managers	Senior Managers	Jan 1, annually
		2. Racial equity competencies are reflected in all job descriptions.	25% of all descriptions reviewed and updated	50% of all descriptions reviewed and updated	75% of all descriptions reviewed and updated	100% of all descriptions reviewed and updated	100% of all descriptions reviewed and updated.	AAP Report	Section Managers & Equity Staff	Dora Perry	semi-annual, Jan 1 and July 1
		3. Analyze and track hiring and application workflows, and language barriers for persons of color.	50% of workflows analyzed	100% of workflows analyzed	100% of workflows analyzed	100% of workflows analyzed	100% of workflows analyzed	AAP Report	TWD staff	Greg Wolley	semi-annual, Jan 1 and July 1
		4. Track and monitor number of staff of color hired and promoted.	100% tracked and publish	100% tracked and publish	100% tracked and publish	100% tracked and publish	100% tracked and publish	AAP Report	BOFS Staff	Dora Perry	semi-annual, Jan 1 and July 1
		5. Track and monitor staff of color with professional development plans.	50% staff of color have plans	75% staff of color have plans	85% staff of color have plans	85% staff of color have plans	85% staff of color have plans	AAP Report	Adrienne Edwards	Greg Wolley	semi-annual, Jan 1 and July 1

		6. Supervisors trained to conduct reviews with an racial equity lens.	90% of hiring managers receive annual equity lens training	90% of hiring managers receive annual equity lens training	90% of hiring managers receive annual equity lens training	90% of hiring managers receive annual equity lens training	90% of hiring managers receive annual equity lens training	Manager performance review	Equity Staff	Dora Perry	Jan 1, annually	
		7. Develop and review relevant racial equity interview questions.	Equity Question Bank created and shared with hiring mgrs/staff	75% of interviews utilize adopted equity specific questions	100% of interviews utilize adopted equity specific questions	100% of interviews utilize adopted equity specific questions	100% of interviews utilize adopted equity specific questions	Racial Equity Plan annual report (REP)	Equity Staff	Greg Wolley	July 1, annually	
		8. Require in depth racial bias awareness training for all interview panelists in advance of interviews. (Training once per month)	50% panelists trained in depth	75% panelists trained in depth	95% panelists trained in depth	95% panelists trained in depth	95% panelists trained in depth	AAP Report	TWD Staff	Greg Wolley	semi-annual, Jan 1 and July 1	
		9. Ensure people of color included on interview panels.	50% interviews include persons of color	75% interviews include persons of color	95% interviews include persons of color	95% interviews include persons of color	Review to avoid burnout	AAP Report	TWD Hiring Staff	Greg Wolley	semi-annual, Jan 1 and July 1	
		10. Expose staff to internal/external leadership opportunities in communities of color (Urban League Young Professionals, NFBPA, etc.).	5% of employees of color engage with 1 approved opportunity	10% of employees of color engage with 1 approved opportunity	10% of employees of color engage with 1 approved opportunity	10-15% of employees of color engage with 1 approved opportunity	10-15% of employees of color engage with 1 approved opportunity	AAP Report	TWD Staff	Greg Wolley	semi-annual, Jan 1 and July 1	
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Provide equitable City services to all residents	IV. People of color feel welcomed, receive quality customer service, and are provided required services with clear expectations.	Priority Strategy: Require race conscious strategies in customer service and core service functions, using disaggregated data to identify gaps.										
		1. Provide standardized culturally relevant customer service training to all BDS staff.	50% of BDS staff trained	70% of BDS staff trained	80% of BDS staff trained	90% of BDS staff trained	Assess effectiveness and refine	TWD annual review	TWD staff	Greg Wolley	TBD, annually	
		2. Monitor, track and disaggregate data of persons of color using BDS services; DSC permits, Online permits, Land Use Services, Engineering Services, Inspection Services -including Commercial, Residential and Enforcement.	Develop mechanism for data collection	Race data collected, tracked and monitored for 25% BDS services	Race data collected, tracked and monitored for 60% BDS services	Race data collected, tracked and monitored for 80% BDS services	Race data collected, tracked and monitored for 80% BDS services	Senior Mgr. 360 review. & REP	Division Managers	Dora Perry	TBD, annually	
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Create greater opportunities in City government contracting	V. Improve accountability and the overall contracting environment at BDS for Minorities,	1. Track, disaggregate and analyze Bureau procurement and contracting data by race.	Annually publish bureau procurement data	Annually publish bureau procurement data	Annually publish bureau procurement data	Annually publish bureau procurement data	Annually publish bureau procurement data	Racial Equity Plan annual report (REP)	Equity Staff	Dora Perry	July 1, annually	

	<p>Women and Emerging Small Business.</p> <p>-</p> <p>Outcome: MWESB Contractors are treated fairly and can easily access information and permits.</p>	<p>2. Set a clear goal to utilize MWESB contractors.</p>	<p>25% of contracts over \$5,000 have MWESB participation</p>	<p>25% of contracts over \$5,000 have MWESB participation</p>	<p>50% of contracts over \$5,000 have MWESB participation</p>	<p>50% of contracts over \$5,000 have MWESB participation</p>	<p>Assess level of MWESB participation and satisfaction</p>	<p>Budget Annual Report</p>	<p>Budget Staff</p>	<p>Elshad Hajiyev</p>	<p>Annually, Spring</p>
		<p>3. Track, disaggregate and analyze data on Portland metro contractors of color (data from State) for business registration and contracts.</p>	<p>Annually publish contractors of color data</p>	<p>Annually publish contractors of color data</p>	<p>Annually publish contractors of color data</p>	<p>Annually publish contractors of color data</p>	<p>Annually publish contractors of color data</p>	<p>Racial Equity Plan annual report (REP)</p>	<p>Budget Staff</p>	<p>Deborah Sievert-Morris</p>	<p>July 1, annually</p>
Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date
		<p>Year 1</p> <p>Year 2</p> <p>Year 3</p> <p>Year 4</p> <p>Year 5</p>									
<p>Strengthen outreach and public engagement for communities of color and immigrant and refugee communities</p>	<p>VI. Increase access and community engagement with communities of color to fully infuse equity into decision making and form partnerships between community partners, equity advocates and BDS. -</p> <p>Outcome: Communities of color are represented and needs are visible to BDS.</p>	<p>Priority Strategy: Normalize and operationalize community involvement using representation and data.</p>									
		<p>1. Design and launch outreach program targeting all communities of color.</p>	<p>Adopt finalized outreach plan. Hire dedicated outreach staff</p>	<p>Achieve 70% outreach plan goals</p>	<p>Achieve 90% outreach plan goals</p>	<p>Achieve 100% outreach plan goals</p>	<p>Review and update outreach plan</p>	<p>PIES Work plan annual review</p>	<p>PIES Staff</p>	<p>Ross Caron Dora Perry</p>	<p>TBD, annually</p>
		<p>2. Deliver Info Sessions in underserved communities.</p>	<p>n/a</p>	<p>4 Info sessions annually</p>	<p>4 Info sessions annually</p>	<p>4 Info sessions annually</p>	<p>4 Info sessions annually</p>	<p>AAP Report</p>	<p>TWD Staff</p>	<p>Greg Wolley</p>	<p>semi-annual, Jan 1 and July 1</p>
		<p>3. Consistently distribute PIAC best practices on engagement with communities of color and committee minute highlights to all staff.</p>	<p>Identify staff liaison to PIAC</p>	<p>6 monthly updates. Annual publish PIAC practices</p>	<p>6 monthly updates. Annual publish PIAC practices</p>	<p>6 monthly updates. Annual publish PIAC practices</p>	<p>6 monthly updates. Annual publish PIAC practices</p>	<p>PIES Work plan annual review</p>	<p>PIES Staff</p>	<p>Ross Caron</p>	<p>TBD, annually</p>
		<p>4. Commission goals and mission statements use racial equity, diversity, and inclusion language.</p>	<p>Inclusionary language developed and adopted</p>	<p>100% commissions use approved language</p>	<p>100% commissions use approved language</p>	<p>100% commissions use approved language</p>	<p>100% commissions use approved language</p>	<p>Racial Equity Plan annual report (REP)</p>	<p>Commission Coordinator</p>	<p>Equity Staff</p>	<p>July 1, annually</p>
		<p>5. Require underrepresented communities of color participation on Commissions and advisory groups.</p>	<p>30% of boards/ commission have 25% representatives of color</p>	<p>50% of boards/ commission have 25% representatives of color</p>	<p>70% of boards/ commission have 25% representatives of color</p>	<p>80% of boards/ commission have 25% representatives of color</p>	<p>100% of boards/ commission have 25% representatives of color</p>	<p>Racial Equity Plan annual report (REP)</p>	<p>Commission Coordinator</p>	<p>Equity Staff</p>	<p>July 1, annually</p>
		<p>6. Revive the small business liaison program/position, with an emphasis on engaging business owners of color.</p>	<p>Program reviewed for implementation</p>	<p>75% employees briefed, serve 20 small businesses</p>	<p>Serve 40 minority owned small businesses</p>	<p>Serve 80 minority owned small businesses</p>	<p>Serve 120 minority owned small businesses</p>	<p>PIES Work plan annual review</p>	<p>Ross Caron</p>	<p>Paul Scarlett</p>	<p>TBD, annually</p>

Bureau Director has reviewed and approves the plan and supports the implementation over the coming five years:

Director's Signature: 

Date: 10/27/2016

Paul L. Scarlett