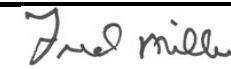




		Action(s): Provide informational resources related to racial equity through an OMF Equity Committee webpage and regular all-staff emails including information on articles, training opportunities, community events, and research findings.	Webpage created and operating	6 all-staff emails annually	6 all-staff emails annually	6 all-staff emails annually	6 all-staff emails annually	Bureau webpage and all-staff email	OMF Equity Committee, BEC Co-Chairs	OMF Leadership Team	6/30 annually
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				
End disparities in staff hiring, development, and retention	Support bureaus' efforts to eliminate racial and ethnic inequities	Strategy: Build organizational capacity									
		Action(s): Require onboarding training for all new employees to ensure every employee has a basic understanding of the City, its resources, and equity strategies.	Baseline of new employees complete onboarding documented	Increase from baseline annually	50% of new employees take onboarding training within first year of employment	75% of new employees take onboarding training within first year of employment	100% of new employees take onboarding training within first year of employment	CityLearner Report	Managers	OMF Leadership Team	Ongoing
		Strategy: Implement a racial equity lens									
		Action(s): Require bias awareness training for interview panels.	Materials developed and communicated	90% of panelists receive training	100% of panelists receive training	100% of panelists receive training	100% of panelists receive training	Bias Awareness Training Report	Managers	OMF Leadership Team	Ongoing
		Action(s): Incorporate racial equity goals and objectives into all employee job descriptions and recruitment postings. Interview questions should include and actively address equity and inclusion core competencies.	20% of positions will include equity component, equity interview questions developed	40% of positions will include equity component, 100% of interviews include equity questions	60% of positions will include equity component, 100% of interviews include equity questions	80% of positions will include equity component, 100% of interviews include equity questions	100% of positions which include equity component, 100% of interviews include equity questions	Job descriptions	Managers	OMF Leadership Team	6/30 annually
		Strategy: Be data driven									
		Action(s): Bureaus conduct exit interviews and evaluate trends along race, age, gender, and assess other factors that may contribute to why employees leave the City.			Create and implement a pilot program of exit interviews	10% of voluntary separation employees leaving the City participate in program	20% of voluntary separation employees leaving the City participate in program	Exit interview summary	Managers	OMF Leadership Team	3/31/2019
		Strategy: Partner with institutions and communities									
		Action(s): Support implementation of Employer of Choice resolution to attract, develop and retain a diverse and culturally competent workforce.	Resolution approved by Council.	Support OMF Path to Leadership and Citywide training and development opportunities with and equity focus	Support OMF Path to Leadership and Citywide training and development opportunities with and equity focus	Support OMF Path to Leadership and Citywide training and development opportunities with and equity focus	Support OMF Path to Leadership and Citywide training and development opportunities with and equity focus	Development opportunities offered	Managers	OMF Leadership Team	3/31 annually
		Action(s): Create more entry level jobs and apprentice jobs to increase diversity across culture, race, disability, gender and age.			Establish baseline of number of entry level jobs and apprentice jobs	Increase number from baseline	Increase from previous year	Affirmative Action Plan	Managers	OMF Leadership Team	6/30 annually
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				
Provide equitable City services to all employees and residents	Racial equity considerations guide all policy, programs, and procedures	Strategy: Build organizational capacity									
		Action(s): Equity 101 Training mandated for all City of Portland Employees.		80% of employees attended training	90% of employees attended training	100% of employees attended training	100% of employees attended training	Report from Training & Development	OEHR	OMF Leadership Team	3/31 annually
		Strategy: Be data driven									
		Action(s): Advocate for resources to improve data collection and analysis for employee and contracting data.		Develop and submit proposals	Develop and submit proposals	Develop and submit proposals	Develop and submit proposals	Requested Budget	Managers	OMF Leadership Team	1/30/2018
		Strategy: Partner with other institutions and communities									

		Action(s): Representatives from communities of color participate in development of OMF programs, policy, or services that impact them.	Identify and provide opportunities for involvement	Identify and provide opportunities for involvement	Identify and provide opportunities for involvement	Identify and provide opportunities for involvement	Identify and provide opportunities for involvement	Identify and provide opportunities for involvement	Opportunities provided	Managers	OMF Leadership Team	Ongoing
Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date	
Strengthen outreach and public engagement for communities of color, immigrant and refugee communities, disabled communities and women	Communities of color and immigrants and refugees have equitable access to OMF services	Strategy: Implement a racial equity lens										
		Action(s): Communication materials are free from racial bias and follow Federal Plain Language Guidelines.	Follow guidelines and review documents with an equity lens	Follow guidelines and review documents with an equity lens	Follow guidelines and review documents with an equity lens	Follow guidelines and review documents with an equity lens	Follow guidelines and review documents with an equity lens	Communication materials	Communicators and Managers	OMF Leadership Team	Ongoing	
		Strategy: Partner with other institutions and communities										
		Action(s): Provide interpretation/translation services for critical or applicable public materials in languages other than English.			Determine critical services and materials that need to be translated	Plan for translation and respond to requests for interpretation services	Implement plan and respond to requests for interpretation services	Applicable materials translated	Managers and Program Staff	OMF Leadership Team	Ongoing	
		Action(s): Citywide recruitments use the Focused Outreach Program.		100% recruitments use program	100% recruitments use program	100% recruitments use program	100% recruitments use program	TBD	Hiring Managers	OMF Leadership Team	TBD	
		Action(s): Organize and participate in We Are Better Together events.	Participate in at least 30 events annually.	Participate in at least 30 events annually.	Participate in at least 30 events annually.	Participate in at least 30 events annually.	Participate in at least 30 events annually.	Number of events	Minority Evaluator Program Manager	OMF Leadership Team	6/30 annually	
Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date	
			Year 1 2016-17	Year 2 2017-18	Year 3 2018-19	Year 4 2019-20	Year 5 2020-21					
Create greater opportunities for MWESB firms in City government contracting	Practices are in place to increase contracting opportunities for minority-owned businesses at or above the City target rate of 20%	Strategy: Reduce institutional barriers to contracting										
		Action(s): Develop new methods for steering Professional and Technical Expertise contracts less than \$50,000 (sole-sourced, direct contracts) to state-certified MWESB firms.	Methods instituted	Methods instituted	Increase in annual reporting	Increase in annual reporting	Increase in annual reporting	Annual MWESB report	Contract project managers	Procurement	Annual ongoing	
		Action(s): Implement Portland Building Reconstruction project Diversity, Inclusion, and Equity Plan.	Meet plan goals	Meet plan goals	Meet plan goals	Meet plan goals	Meet plan goals	Report to Portland Building Community Oversight Committee	Project managers	OMF Leadership Team	Quarterly for duration of the project	
		Strategy: Partner with other institutions and communities										
		Action(s): Support MWESB networks, help minority-owned firms become state-certified.	Participate in applicable contracting outreach opportunities	Participate in applicable contracting outreach opportunities	Participate in applicable contracting outreach opportunities	Participate in applicable contracting outreach opportunities	Participate in applicable contracting outreach opportunities	Staff report	Contract project managers	OMF Leadership Team	Ongoing	

Bureau Director has reviewed and approve the structural improvements and supports the implementation for these changes over the coming five years.

Director Signature  Date 21 November 2016

Printed Name Fred Miller