

**2016-2021**

**Bureau of Revenue and Financial Service**

**Racial Equity 5 Year Plan**

	<b>Category</b>	<b>Objectives</b>	<b>Actions</b>	<b>Person or Position Responsible</b>	<b>Timeline</b>	<b>Progress Indicators</b>
	<i>Select the assessment category the action will address.</i>	<i>What is intended to change within the Bureau?</i>	<i>What activity will be accomplished within the planning period to achieve this Objective?</i>	<i>Who is responsible for completing and reporting on the action for the annual status report?</i>	<i>When will the action be completed?</i>	<i>How will progress towards change be measured? Indicators can be qualitative and/or quantitative.</i>
1	Organizational Commitment	A racial equity assessment and action plan exists for the Bureau and is updated annually, with concrete responsibilities assigned to relevant staff to ensure that annual goals are reached.	Create Racial Equity Action Plan	BRFS Division Managers	Year 1	Completed plan
2			Roll-out Equity Plan to Staff	BRFS Division Managers	Year 1	Completed roll-out and communication with all BRFS employees
3			Share Equity Plan via Division Manager communications and staff meetings	BRFS Division Managers	Year 1	Communication of final plan via BRFS Division Managers
4			Write Annual Report each year on BRFS progress towards goals	BRFS Division Managers	Years 1-5	# of Annuals reports created
5	Organizational Commitment	Staff understands how their work is connected to the broader equity vision of the Bureau's strategic plan and the Citywide	Work with outside consultants, division managers, and bureau staff to develop mission/goals/values for BRFS. Include explicit references to equity expectations in this work.	BRFS Division Managers and BRFS staff	Year 1	Completed mission/goals/values statement for BRFS
			Communicate mission/goals/values to BRFS staff	BRFS Division Managers	Year 1	Bureau-wide communication of mission/goals/values to all BRFS staff
	Organizational Commitment	Staff has an understanding of how their role is important in addressing institutional racism and can articulate this to others.	Ensure that all BRFS employees have completed the City's Equity 101 training and understand City/OMF/BRFS goals regarding eliminating institutional racism.	BRFS Division Managers and BRFS staff	Year 1	All current employees have completed Equity 101 training
			Ensure that all new BRFS employees have completed the City's Equity 101 training within 90 days of their hire date.	BRFS Division Managers and BRFS staff	Year 1-5	All new BRFS employees have completed Equity 101 training
6	Leadership and Management	Internal structures exist to address issues of institutional racism (i.e. a functioning equity committee).	Work with Division managers to develop functioning equity committees, either within each division or division groups or bureau-wide.	BRFS Division Managers	Year 1	Develop Equity Committee structure for BRFS
7			Appoint bureau staff and work collaboratively to develop framework, goals, and objectives for the Committee(s)	BRFS Division Managers	Year 1	Complete Equity Committee appointments
8			Establish periodic meeting schedule for the BRFS Equity Committee(s), with periodic reporting directly to the BRFS Managers	BRFS Division Managers	Years 1-5	Regular equity committee meetings, periodic reporting to BRFS Division Managers, integration of the BRFS racial equity plan goals into the work of the committee(s)
9	Workforce	Racial equity and cultural responsiveness knowledge, skills and practices are part of all job descriptions and or work plans.	Work with BHR to review existing job descriptions to ensure that appropriate equity/cultural responsiveness knowledge/skills/abilities, and make changes where appropriate.	BRFS Division Managers and supervisors working with BHR	Years 1-2	All existing BRFS job descriptions have been reviewed and updated as needed.

10		Performance appraisals/evaluations include progress on racial equity and cultural responsiveness goals.	Roll-out measures in performance evaluation plan documentation	BRFS Division Managers	Years 2-5	Document that performance measures for racial equity/cultural responsiveness are in effect and documentation of use is provided for Annual Reviews.
11		Professional development opportunities to build capacity to implement racial equity and cultural responsiveness goals are made available for all levels of staff.		BRFS Division Managers and supervisors	Ongoing as needed	Employee development plans are prepared for all BRFS employees and reviewed annually as part of the performance evaluation process
	Community Access and Partnership	Interpretation/translation services are used for English language learners.	Evaluate translation/interpretation needs for outward facing BRFS services, particularly Revenue Division programs. Determine gaps that exist and develop need and budget request for addressing gaps.	BRFS Division Managers and Revenue Division Managers	Years 1-2	Completed assessment of interpretation/translation needs. Advocacy for resources for these services included in the budget development process.
	Community Access and Partnership	Materials in at least 5 of the 10 most frequently spoken languages in the Portland area, other than English are available, used, and assessed for racial bias. (i.e. Spanish (& Spanish creole), Vietnamese, Chinese, Russian, Romanian, Ukrainian, Japanese, Somali, Arabic and Laotian) .	Evaluate translation needs for outward facing BRFS services, particularly Revenue Division programs. Determine gaps that exist and develop need and budget request for addressing gaps.	BRFS Division Managers and Revenue Division Managers	Years 1-2	Completed assessment of interpretation/translation needs. Advocacy for resources for these services included in the budget development process.
	Community Access and Partnership	Communication materials are assessed for racial bias and reviewed to ensure materials reflect the diversity in the community served.	Review those communication materials used by outward facing BRFS divisions, with efforts focused primarily on Procurement Services. Work with OMF to ensure that a materials are assessed in a uniform manner throughout the organization.	BRFS Division Managers and Procurement Services Managers	Year 1 and ongoing as needed	Completed review of existing materials and ongoing assessment of new and/or updated materials.
	Community Access and Partnership	Increase awareness of racial bias and equity impacts associated with new proposed City taxes and fees	Use an Equity Toolkit to evaluate new tax/revenue options being considered by City bureaus and the City Council at the point at which the proposals are sufficiently developed and in the public realm. Encourage final decision-makers to allocate the budget required to adequately complete the Equity Toolkit, including but not limited to public engagement.	BRFS Revenue Division	Year 1 and ongoing as needed	Inclusion of potential racial bias and equity impacts associated with any fee/charge that BRFS is asked to develop or evaluate
18	Contracting	Practices are in place to increase contracting opportunities for minority owned businesses.	Although BRFS contracting opportunities are limited, the Procurement Services Division is responsible for implementing the City's Social Equity Contracting Strategy. Procurement Services will provide annual reports that summarize M/W/ESB contracting results and how those results compare to Council-approved goals	Work with Division Managers to determine appropriate response for inward/outward focusing activities.	Year 1	Publish issue(s); report progress on issue(s) in AR

				Procurement Services will continue to work with City bureaus, the ECPC, and the external contracting community to improve D/M/W/ESB participation in City contracting. In addition to the ECPC, Procurement Services will work with the Fair Contracting Forum and the Minority Evaluator Program to ensure that contracting opportunities are communicated to the M/W/ESB contracting community and the RFP review includes an equity point of view.	Years 1-5	Provide annual measurement of actual contracting performance to goals established in the City's Social Equity Contracting Strategy. This information will be shared with the City Council and City bureaus, along with the ECPC, Fair Contracting Forum, and other organizations that have an interest in contracting opportunities with the City.
20	Data, Metrics & Continuous Quality Improvement	Racial , ethnic and linguistic makeup of customers and stakeholders is collected, tracked and evaluated.	BRFS is primarily an inward facing Bureau with little programmatic and service interactions with citizens and stakeholders. Data regarding stakeholders is collected/reported primarily with respect to the City's Social Equity Contracting Strategy. Procurement Services will provide annual reports that summarize M/W/ESB contracting results and how those results compare to Council-approved goals and objectives.	Work with Division Managers to determine appropriate response for inward/outward focusing activities.	Year 1 and ongoing as needed	Completed assessment of outward facing customers/stakeholders.
23				Procurement Services will continue to work with City bureaus, the ECPC, and the external contracting community to improve D/M/W/ESB participation in City contracting.	Years 1-5	Provide annual measurement of actual contracting performance to goals established in the City's Social Equity Contracting Strategy. Work with stakeholders to improve processes and practices to meet and exceed Social Equity Contracting goals.

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



Director Signature

Printed Name : Kenneth L. Rust