

		Action 3: Create a feedback loop so that information and feedback coming from the community is documented, shared with PHB leadership team, and addressed. In turn, information about how PHB leadership will address the concerns of the community is communicated back to the community.	PHB to develop an oversight committee comprised of internal and external stakeholders and end users to collect feedback and evaluate effectiveness of community engagement program.	Internal review of goals and 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.	Community Engagement Coordinator and District Liaisons, and External partners.	TBD	End of year
Contracting: Create greater contracting opportunities for disadvantaged small business (MWESB's), and culturally specific organizations	By 2021, 30% of annual multi-family construction financing will go to certified minority-owned businesses	Strategy 1: Increase awareness of PHB project opportunities among minority business owners and connect them with established contractors.									
		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 project award process									
	Increase the percentage of PHB directly-administered resources for housing development and housing services through organizations or collaborative partnerships that have an explicitly stated mission to advance racially equitable outcomes for communities of color.	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	24% MWESB utilization for hard costs	26% MWESB utilization for hard costs	30% MWESB utilization for hard costs	MWESB Reporting through Procurement	Senior Construction Coordinators	HIPP Manager	Annually
		Strategy 1: Institutionalize PHB policy- and budget-making processes and protocols to advance strategic investments in racially equitable outcomes.									
		Action 1: PHAC adopts a policy directive to support value of culturally specific agencies in contracting and designate a quantifiable minimum allocation goal.	Adoption of tool by end of year	100% use of the adopted tool	100% use of the adopted tool	100% use of the adopted tool	100% use of the adopted tool	review of policy directives and use of adopted tool	PHB Contract Managers	PHB Contract Managers	Annually
		Action 2: Conduct annual review and assessment of % allocation to MWESB (for developers) or culturally-specific organizations (for services).	Assess current efforts regarding percentage of funding allocations.	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	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 among PHB subrecipient partners.									
		Action 1: Continue contractual requirement of submitting racial equity assessment and annual progress reporting for all PHB subrecipients.	100% submission	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 allocation based on the services type and funding sources, as applicable.	review current IGA partnership allocations	create implementation method of new budget allocation	Implement new budget allocation tool						Annually
Strategy 3: Incorporate funding allocation mechanisms aligned to PHB's investments that support our ability to fund, track and report on equity outcomes.											
Action 1: Develop direct funding allocation (DFA) formula, based on population and data on racial disparities	use DFA for 5% of new funding allocations	use DFA for 10% of new funding allocations	use DFA for 15% of new funding allocations	continue DFA use for 15% of new funding allocations	continue DFA use for 15% of new funding allocations	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.	Strategy 1: Utilize the MWESB direct contracting provision within the City's procurement process										
	Action 1: Educate PHB contract managers on the process for directly contracting with minority-owned businesses	All PHB Contract managers trained	Onboard all new contract managers within 60 days of hire date	Onboard all new contract managers within 60 days of hire date	Onboard all new contract managers within 60 days of hire date	Onboard all new contract managers within 60 days of hire date	Contract managers list/check off	PHB Contract Managers	Business Operations manager	Annually	
	Action 2: Before contracting with a non-minority owned business, PHB contract managers must certify with the Business Operations Manager that no certified minority businesses meet the criteria for their need.	Develop a list of pre-qualified 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 their MWESB certification.	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 resulting in an open and safe environment for communication.	Strategy 1: PHB exhibits organizational commitment to racial equity that is written and verbally communicated internally to staff and externally to partners.									
		Action: All written PHB materials refer to equity and have a standard message regarding PHB's commitment to racial equity (e.g., brochures, reports, website, email footer messages).	Develop standard message; include it on publications and outgoing email messages	Remind staff yearly of this language requirement; continue to check for its presence in all outgoing materials	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
		Strategy 2: Bureau has structures in place to provide all staff with safe space to communicate concerns or ideas related to equity.									
		Action 1: Managers are expected to serve as equity liaisons as needed and are evaluated with 360 feedback by employees for performance of this task	Train managers on expectations for equity liaison; add equity liaison to evaluation forms	Design and implement 360 evaluations for managers; obtain benchmark data for evaluation results	Set plan for improving managerial performance on equity; measure results against plan	Assess processes, conduct follow up or refresher trainings, continue to implement and evaluate progress on 360 reviews	Yearly assessment of 360 reviews and if managerial performance has improved according to plan set in year 3	Manager Yearly Personnel Evaluations	All Management Staff	All Staff	Annual Review
		Action 2: There is a written and followed internal process for responding to acts of racial 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	Obtain benchmark data on incident reports in past year; set goals for improvement	Evaluate improvement on number of incidents, handling of incidents, etc	Evaluate improvement on number of incidents, handling of incidents, etc	Survey staff on the zero tolerance policy; is it working, is it followed, do they feel safe here, does follow up training or steps need to be taken	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 end of FY
		Action 3: Evaluate the Portland Housing Bureau's decision making processes. Collect data on the benefits and the burdens to participation by both internal and external stakeholders and other community members.	Develop internal/external 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
Strategy 3: Bureau uses cross-cultural facilitation models unassociated with dominant cultural associations											

		Action 1: There are written ground rules in meetings that ensure that all staff have respect and opportunity to share views and participate in group decisions	Ground rules developed either team specific or bureau-wide - develop inbox or reporting system for staff to share experiences	Using data from year one, review ground rules and use an all staff meeting to discuss enforcement / changes	Continue to evaluate feedback and remind staff and leadership of the ground rules in at least one all staff meeting	Continue to evaluate feedback and remind staff and leadership of the ground rules in at least one all staff meeting	Continue to evaluate feedback and remind staff and leadership of the ground rules in at least one all staff meeting	Ground rules; Feedback form or structure	BEC	BEC, All Management staff (managers as stewards)	This strategy should be used at every PHB group session whether team meeting, cross-bureau meeting, public meeting; evaluation annually
		Action 2: Onboarding equity course (to be designed by OEHR) includes information on communication styles, facilitation techniques and group dynamics with a framework of recognizing dominant culture styles and making space for other culture styles	OEHR conduct course for all current staff; course added to onboarding series (see	Implement and report	report annually & evaluate	report annually & evaluate	report annually & evaluate	100% of new hires complete	Community Engagement coordinator	BEC	Annually
Equitable Services: Provide Equitable Services to direct and indirect recipients of Bureau programs	Increase program services to subpopulations based on racial disparities	Strategy 1: Change funding allocation formulas to make resource available at the levels needed to undo demographic disparities.									
		Action 1: Create plan to decrease and/or eliminate race-based disparities in programs funded directly or indirectly by the Portland Housing Bureau	Implement processes and programs that decrease and/or eliminate race-based disparities in programs.	Evaluate, monitor and adjust as needed, process and program implementation	Evaluate, monitor and adjust as needed, process and program implementation	Evaluate, monitor and adjust as needed, process and program implementation	Evaluate, monitor and adjust as needed, process and program implementation	TBD	Equity & Policy Team	Leadership team	Annually
		Action 2: Identify the program services PHB funds directly or indirectly, including units owned by the Bureau to determine possible demographic disparities.	Homeownership: PHB staff organizes, facilitates and attends four homebuying fairs focused on subpopulations identified in Equitable Services Plan	Homeownership: PHB staff organizes, facilitates and attends four homebuying fairs focused on subpopulations identified in Equitable Services Plan	Homeownership: PHB staff organizes, facilitates and attends four homebuying fairs focused on subpopulations identified in Equitable Services Plan	Homeownership: PHB staff organizes, facilitates and attends four homebuying fairs focused on subpopulations identified in Equitable Services Plan	Homeownership: PHB staff organizes, facilitates and attends four homebuying fairs focused on subpopulations identified in Equitable Services Plan	Equity Toolkit evaluation survey	NHP TEAM	NHP Team Manager	Annually
		Strategy 2: Require best practices by publicly funded housing that promote renter stability and protect rights.									
		Action 1: Create and identify the tools needed to identify best practices in the promotion and protection of renters rights	Create evaluation report based on outcomes of research and cataloging	Rental A: PHB staff meets with all major non-profit partners with resident services programs to discuss changes to resident services programs that would improve outcomes for racial	Rental A: Non-profit partners increase resident services spending and implement enhanced services based on racial disparities	Rental A: PHB surveys partners who have adopted race specific resident services programs to gauge results		Published report on best practices regarding race-focused resident services	HIPP TEAM	Senior Housing Policy Analyst, Equity and Policy Manager, PIO	Year end of 2021
		Strategy 3: Make homeownership resources available at levels that make homeownership possible in Portland. Rental; PHB continues funding and monitoring race-focused resident services programs and collaborates with partners to adjust as necessary.									
		Action 1: Develop plan to address each race-based program service disparity identified and associated evaluation metrics, as well as marketing strategies for nonprofit partners of City-funded rental developments.	Identify and assess what systems & structures are currently in place to address this issue	In collaboration with non-profit partners, PHB staff develops targeted strategies to decrease disparities in resident services programs	continue with year 2 & 3 performance measures	continue with year 2 & 3 performance measures	PHB publishes report on resident services best practices regarding race-focused resident services.	Written race-focused marketing and lease up plan for PHB owned units including numeric goals	HIPP TEAM	Senior Housing Policy Analyst, Equity and Policy Manager, PIO	Annually. Final reports due end of fiscal year 2021
		Action 2: Develop plan to address each race-based program service disparity identified and associated evaluation metrics, as well as marketing strategies for PHB-owned rental units	Identify and assess what systems & structures are currently in place to address this issue	For PHB-owned rental units create marketing and lease up program that addresses identified racial disparities and begin leasing up units according to this strategy	For PHB-owned rental units decrease in racial disparities among tenants by 5% compared to base	For PHB-owned rental units decrease in racial disparities among tenants by 10%	For PHB-owned rental units decrease in racial disparities among tenants by 15%	TBD	HIPP TEAM	Senior Housing Policy Analyst	Ongoing annually
Workforce: End racial disparities within the Portland Housing Bureau, so that there is fairness in hiring and promotion.	1. PHB will operationalize equitable recruitment and hiring practices to 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 cultural responsiveness goals.	Strategy 1: Use an equity lens and be data driven in/during the hiring process									
		Action 1: The Affirmative Action Plan includes analysis of disaggregated data regarding racial 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.	BHR with PHB develops a disaggregated demographic report of hiring stats for each bureau job solicitation and hiring.	The demographic report is analyzed for disparities	A plan is created to address any observed disparities	Report annually and evaluate	Report annually and evaluate	Analyze the data for closing any disparity gaps in hiring, pay, retention and other issues	Business Operations Manager and BHR REP	Leadership Team, LMC	11/30 Annually
		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.	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	Measure number of applicants from intern pool	Equity & Policy Manager	BEC	11/30 Annually
		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.	COC 30% of panel & plan outreach to community members to sit on panel	COC 30% of panel and 1 community member	COC 30% of panel and 1 community member	COC 30% of panel and 1 community member	COC 30% of panel and 1 community member	Measure and report	Business Operations Manager	Director	11/30 Annually
		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.	Develop and implement strategy	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	Can document that 100% of recruitments had a racial equity strategy	Can document that 100% of recruitments had a racial equity strategy	Can document that 100% of recruitments had a racial equity strategy	Measure number of job announcements meeting criteria. and report media, partnerships approach	Business Operations Manager, PIO	Leadership Team, LMC	11/30 Annually
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.	Develop	Implement	Analyze	Adjust	New Plan	100 % of job announcements meet criteria	Business Operations Manager, PIO	Leadership Team, LMC	11/30 Annually		
Action 5: Brief Interview panels on racial equity goals pertinent to the position. City staff attend bias training prior to sitting on panel.	Work with OEHR to develop racial equity goals for open positions; bias training approved by OEHR and PHB	100% of interview panel has had bias training and is provided racial equity goals for the position by the hiring manager	100% of interview panel has had bias training and is provided racial equity goals for the position by the	100% of interview panel has had bias training and is provided racial equity goals for the position by	100% of interview panel has had bias training and is provided racial equity goals for the position by	Document briefings happened	Operations Manager	Leadership Team, LMC	11/30 Annually		

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 part of the initial application (considerations given as per bonding requirements for individuals in financial positions, as such questions may be needed) to ensure all applicants receive equitable consideration, and offers.	Review all PHB job descriptions and adjust to the action noted	Adjust new job descriptions as needed	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	BHR	Leadership Team, LMC	11/30 Annually
Action 7: Encourage qualifications that are general so that people that have experience, but may not have formal education, can be considered.	Review all PHB job descriptions and adjust to the action noted	Adjust new job descriptions as needed	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	Business Operations Manager	Leadership Team, LMC	11/30 Annually
Action 8: Maintain regular contact with culturally specific organizations to provide forecasts of the number and type of job openings. Advertise our racial equity recruitment strategy. This will help culturally specific organizations to prepare candidates and foster trust.	Assign staff to keep regular contact with culturally specific organizations or schools that have contact with applicants of color.	Contact with 10 culturally specific organizations that serve the largest cultural groups. Survey organizations for thoughts on employment pipelines	Expand to include partner agency workforce racial equity plans	Monitor list of ongoing contractual work based off of created list	Monitor list of ongoing contractual work based off of created list	Referral records show a connection to organizational contacts.	Equity and Community Engagement Coordinator	Equity and Policy Manager	11/30 Annually	
Action 9: Create a set of equity questions for use by hiring panels.	Develop	Implement	Analyze	Adjust	Implement	Completion	Business Operations Manager and BHR REP	BEC	11/30 Annually	
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 description of info about the department's commitment to equity.	Develop	Implement	Analyze	Adjust	Implement	Completion	Business Operations Manager and BHR REP	Leadership Team, LMC	11/30 Annually	
Action 11: Include cultural competencies in job descriptions and qualifications.	Develop	Implement	Analyze	Adjust	Implement	Completion	Business Operations Manager	Leadership Team, LMC	11/30 Annually	
Action 12: Train all managers in best practices for equitable and inclusive hiring strategies.	All managers are made aware of the bureaus Affirmative Action Plan results.	100% Complete Equity 101	100% take advanced equity training	100% take advanced equity training	100% take advanced equity training	Completed action & analysis	Business Operations Manager	Director	11/30 Annually	
Strategy 1: Adopt BHR Standardized Onboarding Process										
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, bureau staff roles.	Develop standardized onboarding program	Implement and report	Report annually and evaluate	Report annually and evaluate	Report annually and evaluate	100% of new hires complete on-boarding and Equity 101	Equity and Community Engagement Coordinator	BEC	11/30 Annually	
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. Managers are also evaluated on the completion of formal professional development planning w/HR (career goals, career ladder) for their staff.		Develop measurable and professional development plans with the Director	Implement	Measure	Measure	Measure	All managers have a racial equity plan for their work product, identified roles for employees and are evaluated on completeness of plan.	Leadership Team, Director	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 completion	100% manager completion	100% manager completion	100% manager completion	100% manager completion	There is a regular schedule of classes available and 100% complete them.	Business Operations Manager	Leadership team, BEC	11/30 Annually	
Action 3: Survey staff regarding employment satisfaction with a focus on professional development, and feelings of inclusiveness.	Create survey	Implement	Analyze	Adjust	Implement	Report survey findings bi-annually	Business Operations Manager	Leadership Team, BEC	11/30 Bi-Annually	
Action 4: Every staff person has a work plan that is tied to the racial equity outcomes of the bureau and their team.	Create template	100% of the work plans created	100% Completion and Evaluation	100% of outcomes processed	Adjust/create new plans	100% of employees have a racial equity work plan by the end of year three (3)	Leadership Team	Leadership Team, BEC, LMC	11/30 Annually	
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.	Community Surveys	Report annually and evaluate	Community Surveys	Report annually and evaluate	Community Survey	3 year survey report & Affirmative Action report	Senior Housing Policy Analyst	Equity and Policy Manager	11/30 Annually	
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.	Identify list of second language speakers in bureau and implement wage differential process and practice	Implement wage differential	Identify jobs or create jobs that utilize this skill	review progress of wage differential	Report out on use of pay differential	The policy is in place and job descriptions created and implemented at least once.	Business Operations Manager, BHR	LMC	11/30 Annually	
Action 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.	Create a strategy for equity lens analysis reviewing	Each team uses the equity lens to fully evaluate program	Report seasonally and evaluate	Report seasonally and evaluate	Report seasonally and evaluate	An evaluation happens annually that influences budget allocation decisions.	Senior Housing Policy Analyst	BEC, Equity & Policy Manager	11/30 Annually	
Action 4: All staff have opportunities for formal and informal professional development in addition to regular professional development.	Develop professional development paths and training. Fund training.	Implement the paths and training	Implement the paths and training	Implement the paths and training	Implement the paths and training	Professional development resources are adequate, classes are	Leadership Team	Business Operations manager	11/30 Annually	

2. PHB will operationalize equitable retention and development practices at all levels of staff to ensure staff racial composition reflect demographics of Portland

3. All staff understand their role in undoing race based disparities in bureau employment and housing services