

Community Indicator What we hope to see in the community.	Outcomes and Actions What actions we will take and what we aim to achieve with these actions	Accountability Who is involved in the actions. Who is responsible for completion.	Timeline When we hope to see changes	Performance Measures What data we use to demonstrate if changes are working	Progress Report Quarterly check-in on actions and outcomes
<b>Goal 1: Reduce racial disparities within City government</b>					
<b>A. Workforce equity improved: Eliminate racial disparities in hiring and promotions; improve retention rates</b>					
<p>Demographics of people of color grows and unemployment and wage disparities decrease between Black and white populations.</p> <p>Baseline Data: 1216 Benefitted Employees - 89% white 11% people of color</p> <p>Executive &amp; Senior Level 90% white 10% people of color</p> <p>FY18 hired 200 employees of which 13% were people of color</p>	Evaluate people of color recruitment efforts to improve and expand outreach to underrepresented communities both local and non local.	Department Directors and Workforce Equity Action Team	October 2018	100% of Departments implementing Equity Action Plan  Defined and developed metric for improving and expanding outreach	
	Offer strategies to hiring managers for removing implicit bias from the interview, hiring and promotion processes thus increasing people of color employed at all levels of the organization.	Workforce Equity Action Team/ Office of Equity & Inclusion	June 2019  October 2018	100% of Hiring Managers in Departments attend Implicit Bias Training  Baseline employment data disaggregated by race, salary range, positions	
	Examine and document internal and external examples of recruitment and retention successes	Workforce Equity Action Team and Management Team	October 2018  February 2019	Shared resources across departments  Defined successful strategies  Documented implementation of successful strategies by departments  Developed method for sharing across departments	
	Apply recommended recruitment and retention strategies throughout COA to ultimately hire and retain more people of color	Management Team and Workforce Equity Team	December 2018  June 2019	Shared resources across departments  Documented implementation of successful strategies by departments  2% people of color hired; retained	
	Provide resources to staff to facilitate their professional growth in order to increase the pool of people of color applying for and securing supervisory and manager positions.	Workforce Equity Action Team and Human Resources	June 2019	5% of employees participate in professional development and growth opportunities  1% increase in people of color employees promoted  1% increase in people of color supervisors	
	Partner with COA HR to track wages and employment statistics to evaluate improvements for hiring and retaining	Workforce Equity Action Team and Human Resources	June 2019	1% increase in people of color employed and increase in average wages	
	<b>B. Contracting &amp; Procurement equity improved: Increase the &lt;\$30,000 contracting threshold opportunity for Black owned businesses</b>				

<p>Minority-owned businesses increase annual income</p> <p>Baseline Data: \$40K Annual income for Black Owned businesses - The State of Black Asheville, 2012</p>	<p>Community Engagement with Black owned businesses to identify barriers to conducting business with COA</p>	<p>Contracting &amp; Purchasing Interdepartmental Action Team (Neighborhood Coordinator, Minority Business Manager, CAPE)</p>	<p>November 2018</p>	<p>Document and track meeting attendance</p> <p>Document barriers to develop solutions</p> <p>Develop measure of impact</p>	
	<p>Create policy and/or change procedure for all planning for outreach and engagement include stakeholders within the community</p>	<p>Contracting &amp; Purchasing Interdepartmental Action Team, Purchasing Division, Minority Business Manager, City Manager's Office, City Council</p>	<p>February 2018</p>	<p>Ability to track outreach to all Minority Businesses</p> <p>Track Minority Businesses under \$30K</p>	
	<p>Improve COA database to indicate whether vendor or subcontractor is a minority business</p>	<p>Contracting &amp; Purchasing Interdepartmental Action Team, Information Technology Dept., Purchasing Div.</p>	<p>June 2019</p>	<p>Establish database</p> <p>Improvement of Minority Business Outreach</p> <p>Resource for COA employees to utilize</p> <p>Develop orientation/training and support for COA employees</p>	
	<p>Departments entering Minority Businesses into database</p>	<p>Contracting &amp; Purchasing Interdepartmental Action Team, Management Team</p>	<p>February 2018</p>	<p>Minority Businesses entered at department level</p>	
	<p>Create measurable minority business outreach requirements for &lt;\$30K General Services and Building Constuction contracts</p>	<p>Contracting &amp; Purchasing Interdepartmental Action Team, Minority Business Manager, Management Team</p>	<p>June 2019</p>	<p>Increase Minority Business utilization by COA</p>	
<p><b>C. Knowledge and tools used by City staff and Council to advance racial equity increases: Capacity and infrastructure in place to implement Racial Equity Action Plan</b></p>					
<p>City policies, practices and procedures support equitable and inclusive government</p>	<p>Employee Equity Survey results are used to develop strategies for increased employee understanding and work to advance initiative</p>	<p>Internal Capacity Interdepartmental Action Team, Office of Equity &amp; Inclusion</p>	<p>September 2018</p>	<p>Equity Training and Technical Assistance program developed</p>	
	<p>City employees have the understanding, core competencies, skills, tools, and resources needed to advance racial equity</p>	<p>Internal Capacity Interdepartmental Action Team, Office of Equity &amp; Inclusion</p>	<p>June 2019</p>	<p>Employee performance expectations include advancing racial equity;</p> <p>15% of employees participate in equity training</p>	
	<p>Establish annual accountability agreements between City Manager(s) and Management Team on applicable Equity &amp; Inclusion Goals</p>	<p>Executive Team, Office of Equity &amp; Inclusion, Management Team</p>	<p>August 2018</p>	<p>100% of annual Department Director accountability agreements with City Manager are written and signed;</p> <p>Agreements are tracked and reported on quarterly basis;</p> <p>Performance expectations reflect measurable standards for advancing racial equity and are tracked</p>	

	Convene a Racial Equity Strategic Leadership Team responsible for high-level accountability and oversight of implementation of Equity Action Plan.	Executive Team, Office of Equity & Inclusion, Management Team	September 2018	Racial Equity Strategic Leadership Team convened	
	Interdepartmental Action Teams guide the implementation, tracking and reporting of each Equity Action Plan Goal (ie. Workforce Equity, Contracting & Procurement, Community Engagement, Economic Inclusion and Capacity Building)	Executive Team, Office of Equity & Inclusion, Management Team	July 2018 December 2018 May 2019	Interdepartmental Action Teams convened; Oversee and track the implementation of focus area; Report progress on annual performance measures	
<b>Goal 2: Strengthen how the City equitably provides services and inclusively engages with the community</b>					
<b>A. Equitable and inclusive outreach and public engagement are improved:</b>					
All residents have access and opportunities to engage in public decision-making	The City's community engagement activities engage participants who reflect the demographics of the neighborhoods where services, improvements, changes occur and impact the most	City-wide Outreach & Public Engagement interdepartmental team	Jun 2019	Develop measure of community engagement Implement community engagement measure Track results	
	City-wide Outreach & Public Engagement interdepartmental team as a structure for coordinating inclusive outreach and public engagement across the city	Neighborhood & Community Engagement Manager, proposed Inclusive Engagement Manager (Equity Office), Community Engagement Pilot Project Team, Departments	June 2019	Establish Outreach & Public Engagement Interdepartmental Action Team Track progress of regular meeting	
	Build relationships with informal community leaders from underrepresented groups for recommendations and applicants for City boards & commissions	Neighborhood & Community Engagement Manager, proposed Inclusive Engagement Manager (Equity Office), Community Engagement Pilot Project Team, Departments, Deputy City Clerk, Boards & Commissions Staff Liaisons	December 2019 June 2019	Establish baseline (May 2018) Increase Boards & Commissions applications by people from underrepresented groups	
	Track, recruit and facilitate the appointment of racially diverse boards and commission members	Neighborhood & Community Engagement Manager, proposed Inclusive Engagement Manager (Equity Office), Community Engagement Pilot Project Team, Departments, Deputy City Clerk, Boards and Commissions Staff Liaisons	June 2019	Increase people of color on boards and commissions by 10% from May 2018 baseline	
	Provide supportive tools and resources for a culture of inclusion on boards and commissions	Neighborhood & Community Engagement Manager, proposed Inclusive Engagement Manager (Equity Office), Community Engagement Pilot Project Team, Departments, Deputy City Clerk, Boards & Commissions Staff Liaisons	June 2019	Create tools, orientation and repository of tools and resources	

	Approval of a city-wide inclusive engagement resolution by City Council	Neighborhood & Community Engagement Manager, proposed Inclusive Engagement Manager (Equity Office), Community Engagement Pilot Project Team, Departments	March 2019	Policy approved  30% of externally focused departments (CAPE, Capital Projects, CED, Parks & Rec, Public Works, Water, Transportation) include new policy in workplans	
	City-wide administrative policy	Neighborhood & Community Engagement Manager, proposed Inclusive Engagement Manager (Equity Office), Community Engagement Pilot Project Team, Departments, Equity Office and CMO, Assistant City Clerk, Boards & Commissions Staff Liaisons	January 2019	Policy adopted by Management Team and included in departments' workplans	
<b>B. Existing services are systematically reviewed and improved using racial equity best practices criteria:</b>					
All residents agree the actions and values of local government are aligned	Provide appropriate training to all employees to advance attainment of core competencies	Internal Capacity Interdepartmental Action Team, Office of Equity & Inclusion	June 2019	80% employees who attend equity training attain equity core competencies	
	Institutional barriers to racial equity within the city are identified, analyzed and acted upon using equity tools	Internal Capacity Interdepartmental Action Team	June 2019	15% employees participate in equity and inclusion training	
			December 2018	Racial Equity Toolkit training available and tools electronically accessible	
			June 2019	% of departments using Racial Equity Assessment Tools for decision-making  Policy, Procedure and Practice changes/newly adopted are tracked	
<b>Goal 3: Eliminate racial disparities in our communities</b>					
<b>A. Race-based disparities in our communities are decreased:</b>					
All residents share in Economic Inclusion (equitable opportunities in employment, income, affordable housing, wealth building and entrepreneurship)  Baseline Data: - Renting vs. Ownership (State of Black Asheville) 63% of black families vs 48% of white families rent (American Community Survey 2012). 37% of black families vs 52% of	Assess selected city-owned properties for development;  Create an opportunity to fund future City of Asheville Community Land Trust  Increase affordable housing opportunities	Development and Anti-Gentrification Equity Action Team, City-Owned Property Team	June 2019	Identify city-owned property for development; 2 properties under development  Decision-making tool finalized, approved by Management Team and adopted by City Council  Develop education materials for the community to explain the model and city owned property initiative  Asheville Community Land Trust established and incorporated	

<p>white families own (American Community Survey 2012).</p> <p>- Renting vs. Ownership (ACS FactFinder)</p> <p>71% of black families vs 49% of white families rent their homes (American Community Survey 2016).</p> <p>28% of black families vs 50% of white families own their homes (American Community Survey 2016).</p> <p>There are ten public housing communities with 3,100 residents; 71.8% are black. 1,350 families receive funding from Housing Choice Vouchers (Section 8).</p>	<p>Convene regional partners and potential collaborators in developing Economic Inclusion for Southern Cities strategy</p>	<p>Office of Equity &amp; Inclusion; WNC Diversity Engagement Coalition; Annie E. Casey Foundation; PolicyLink</p>	<p>October 2018</p> <p>June 2019</p>	<p>Plan and implement convening</p> <p>Follow-up with action-oriented meetings to develop strategic regional plan; include community engagement</p> <p>Develop Regional Action Plan</p>	
	TBD				
	TBD				
<p>City, community and public and private institutions work together to address race-based disparities that impact our communities</p>	<p>Convene regional public institutions in action-oriented collaborative to eliminate racial disparities in our communities</p>	<p>Office of Equity &amp; Inclusion, Executive Team</p>	<p>June 2019</p>	<p>Public Institutions formally adopt initiatives to eliminate racial disparities and advance racial equity;</p>	
	<p>Partner with nonprofits and private industry on eliminating racial disparities in our communities</p>	<p>Office of Equity &amp; Inclusion, Executive Team, Management Team, CED, Parks &amp; Rec</p>	<p>December 2018</p> <p>June 2019</p>	<p>Update Agreements &amp; Partnership Policy to include equity and inclusion outcomes</p> <p>All new partnership agreements include language to eliminate racial disparities and advance racial equity</p>	
	<p>Partner to support education, training, dialogue and other learning opportunities to engage community members in critical race analysis, normalizing, operationalizing and organizing to eliminate racial disparities in communities</p>	<p>Human Relations Commission, Office of Equity &amp; Inclusion</p>	<p>June 2019</p>	<p>Track # of learning and/or dialogue partnership opportunities</p> <p>Develop and track measure of impact</p>	
	<p>Develop trusting relationships with community, especially those most impacted by disparities. Assist in traditionally underrepresented community members connecting and engaging with government and feeling empowered to voice their needs, desires and demands of local government</p>	<p>HRCA, Community, Executive Team, Mayor &amp; City Council</p>	<p>Ongoing</p>	<p>Community conversations occurring</p> <p>Community and City shares power in developing citywide equity statement/vision and accountability measures</p>	