

**AIDS Foundation Chicago and Center for Housing & Health
Racial Equity (RE) Action Plan
December 21, 2021**

Goal 1. AFC and CHH will prioritize the work of racial equity by fostering an intentional organizational culture of inclusion and belonging for all staff and board members.

Objectives	Tasks	Timeline	Person responsible	Performance Measure	Progress Report
1A. AFC and CHH will embed racial equity practices in all aspects of employment.	1A1. Review all Human Resources (HR) policies and procedures to ensure they address social determinants of health and advance racial equity; recommend changes to HR policies and procedures.	Start Q1 2022 End Q2 2022	Sr. Director of Human Resources and Talent Management	Policy review completed.	
	1A2. Create and implement a process to review and approve the recommended changes that centers a racially diverse group of staff from multiple job levels and departments.	Start Q3 2022, complete by September 2022	Sr. Director of Human Resources and Talent Management	Recommendations for review complete and staff workgroup review complete.	
	1A3. Finalize and implement revised HR policies, incorporating approved changes.	Q4 2022, complete by December 2022	Sr. Director of Human Resources and Talent Management	Revised policies are ready for implementation.	
	1A4. Create and implement a zero-tolerance policy for harassment and discrimination and provide support to staff members who file complaints from initial claim to resolution to transformative justice.	Start Q1 2022 end Q3 2022	Sr. Director of Human Resources and Talent Management	Policy and procedures created and implemented.	
	1A5. Establish & implement recruiting and selection best practices that expand hiring of Black, Latina/o/e/x and people of color candidates; process should include training for hiring managers on topics such as unconscious bias.	Start: Q3 2022 End: Q4 2022 (Repeat trainings as needed)	Sr. Director of Human Resources and Talent Management	Create and implement best practices guide, conduct training, and establish recruitment goals.	

1B. AFC and CHH will provide all staff with equitable, competitive, and transparent compensation, including salary and benefits.	1B1. Finalize pay and benefit (including health insurance) compensation philosophy and communicate it to staff and board. Director	Start: Q1 2022 End: Q2 2022	Sr. Director of Human Resources and Talent Management	Compensation model and strategy created and shared with staff.	
	1B2. Determine if AFC and CHH's current pay and benefit compensation market survey needs to be updated for all or certain positions and conduct new survey if needed; determine and implement how often market survey should be repeated.	Start: Q4 2021 (December) End: Q1 2022 (March)	Sr. Director of Human Resources and Talent Management	Consultant retained and survey data obtained.	
	1B3. Identify positions for which salaries are not aligned with market (based on survey data and model); adjust salaries and benefits if needed and create plan to raise additional funds to pay for higher salaries. Beginning in 2023, adjust also based on specialized skills (see 1B4).	Start: Q2 2022 End: Q2 2022 Repeat annually.	Sr. Director of Human Resources and Talent Management (with CFO)	Positions identified and salary increases applied; results shared with staff while maintaining confidentiality.	
	1B4. Determine how to compensate staff for the additional skills and activities that they are sometimes asked to lead; implement changes as needed. (Examples: racial equity and other identity-related conversations, translation, specialized ability to connect with clients, or other specialized skills.)	Start: Q4 2022 End: Q4 2022	Sr. Director of Human Resources and Talent Management	Policy created and implemented and shared with staff; results shared with staff while maintaining confidentiality.	
	1B5. Annually assess staff pay to determine if there are systemic differences by race and other dimensions, and if identified, develop and implement process to eliminate.	Start: Q1 2023 End: Q2 2023	Sr. Director of Human Resources and Talent Management	Analysis conducted and plan developed and implemented if needed; results shared with staff while maintaining confidentiality.	

	1B6. In partnership with state and national nonprofit trade associations, advocate for government funding increases to grants and contracts so staff salaries can be adjusted to reflect market realities.	Start: Q1 2023 Ongoing	VP of Policy & Advocacy	TBD	
1C. AFC and CHH will increase the number of Black and Latina/o/e/x staff, leadership and board members at all levels and will implement a structured leadership development approach.	1C1. Define what AFC and CHH mean by leadership positions and benchmark racial and ethnic composition of AFC and CHH board, leadership, and staff at all levels	Start: Q3 2022 End: Q3 2022	Sr. Director of Human Resources and Talent Management	Definition created, benchmarks established, initial report presented to staff and Board (annual updates).	
	1C2. Develop and implement an equitable development process for board members to grow into Board leadership positions.	Start: Q3 2022 End: Q4 2022 (December)	President & CEO	Board development program created and implemented.	
	1C3. Develop and provide structured and informal training and development opportunities for current and new supervisors to increase and improve skills, such as performance management or conflict resolution. (See note)	Start: Q4 2022 End: Q1 2023, then ongoing	Learning & Talent Development Manager	Structured training program created and implemented; informal opportunities identified.	
	1C4. Develop and provide formal and informal trainings and career development opportunities to help all staff build hard and soft skills to promote advancement and professional growth, such as presentation skills or meeting facilitation	Start: Q4 2022 End: Q1 2023 then ongoing	Learning & Talent Development Manager	Structured training program created and implemented; informal opportunities identified.	
1D. AFC and CHH will provide staff and board members with education and training on racial equity and justice.	1D1. Develop and annually update a formal training program for all board and staff on racial equity, including topics such as microaggressions and systemic and institutional racism. Include racial equity in all trainings.	Start: Q1 2022 End: Q3 2022 Updated 1 st quarter of each year	Learning & Talent Development Manager	Racial equity training program developed and implemented, and all trainings have a race equity perspective embedded in them.	

	1D2. Ensure every current staff and board member participates in a racial equity training program; ensure all new staff and board members participate.	Start: Q4 2022 End Q4 2022 (new staff training ongoing)	Learning & Talent Development Manager	All current staff and board complete training; periodic trainings implemented for new staff & board.	
	1D3. Establish affinity groups and internal and external mentoring opportunities.	Start: Q1 2023 (ongoing)	Sr. Director of Human Resources and Talent Management	Establish two affinity groups and mentor programs.	
	1D4. Develop and annually update a resource list of readings, activities such as learning circles, webinars, or peer-to-peer exchanges to ensure staff and board's knowledge about racial equity remains comprehensive.	Start Q1 2023 End: Q2 2023 update annually	Learning & Talent Development Manager	Develop resource list, share with staff and Board and establish process to update annually.	
1E. AFC and CHH will improve communication, transparency and responsiveness to concerns raised by staff about racial equity initiatives and other critical organizational issues.	1E1. Develop and implement an oversight committee of board and staff members to jointly monitor and report publicly on implementation and progress of AFC and CHH's racial equity plan and ensure that the plan is being acted on.	Start: Q1 2022 Hold quarterly meetings.	President & CEO	Committee is formed, begins meeting quarterly and reporting to all staff.	
	1E2. Identify types and categories of critical organizational issues raised by staff or leadership to communicate about, and create feedback loop for staff to communicate back to leadership.	Start: Q3 2022 End: Q4 2022	President & CEO	Creation of document showing organization issues that will be communicated about; feedback loop established.	
	1E3. Determine frequency of communications, mode of communication (e.g., all staff emails and meetings) and archiving system for messages (e.g., intranet page); provide clear direction to all managers on what items to communicate with teams.	Start: Q4 2022 End: Q4 2022	President & CEO	Outline created of communications modes and how communications will be delivered; searchable message	

				archive created; clear direction provided to middle managers.	
	1E4. Formalize multiple feedback mechanisms, including anonymous, for any staff member (regardless of race, ethnicity, gender or level in the organization) to communicate concerns and ideas for improvement to leadership (See note)	Start: Q1 2022 End: Q1 2022	President & CEO	Feedback mechanisms established and communicated to all staff.	
	1E5. Evaluate staff member's satisfaction with timeliness and content of updates; revise plans for updates incorporating feedback.	Start: Q3 2023 and annually	President & CEO	Annual staff survey conducted.	
	1E6. Develop and communicate anti-racist expectations and policies for partners. Ensure shared understanding of expectations and refer to policy when issues arise. Progress through multiple, evaluative steps to address up to termination of partnership if needed.	Start: Q3 2022 End: Q1 2023	President/CEO	Policies developed and shared with partners/grantees.	
1F. AFC and CHH will implement racial healing circles to acknowledge and tell the truth about past wrongs created by individual and systemic racism and address the present consequences.	1F1. Identify an external facilitator, assess cost and identify funding.	Start: Q1 2023 End: Q2 2023	Sr. Director of HR & Talent Management	Facilitator and funding identified and contracted.	
	1F2. Conduct pilot sessions, gather feedback and adjust as needed.	Start: Q4 2023 End: Q1 2024	Sr. Director of HR & Talent Management	Pilot session held, feedback analyzed and implemented.	
	1F3. Hold sessions for all staff who are interested, seek feedback from staff to identify present consequences.	Start Q2 2024 End: Q3 2024	Sr. Director of HR & Talent Management	Sessions held.	

	1F4. Develop and implement a plan to address the present consequences identified by staff.	Start: Q4 2024 End: Q4 2024	Sr. Director of HR & Talent Management	Plan developed and implemented.	
1G. Create a culture of collaboration around organizational leadership and decision-making to share power more widely with AFC and CHH's staff.	1G1. Identify key categories and types of organizational decisions that should be informed by staff representing multiple perspectives, job levels, and racial and ethnic identities.	Start: Q1 2024 End: Q1 2024	President & CEO	Key organizational decisions identified.	
	1G2. Research models of shared decision-making implemented by other organizations and create with input from a staff workgroup a decision-making model for AFC and CHH.	Start: Q2 2024 End: Q2 2024	President & CEO	Research conducted with at least three organizations and model created.	
	1G3. Pilot shared decision-making process with one key organizational decision and evaluate process.	Start: Q3 2024 End: Q3 2024	President & CEO	Pilot conducted and evaluated.	
	1G4. Adjust process based on evaluation and apply to other key decisions.	Start: Q4 2024 End: Q4 2024	President & CEO	Decision-making model adjusted as needed.	

Goal 2: AFC and CHH will embed racial equity into all administrative and organizational practices.

Objectives	Tasks	Timeline	Person responsible	Performance Measure	Progress Report
2A. AFC and CHH will provide opportunities for Black and Latina/o//e/x community members to gain work experience and increase economic opportunities by creating internships, fellowships or apprenticeships.	2A1. Research, assess, create and communicate internship/fellowship structure and job descriptions.	Start: Q1 2022 End: Q3 2022	President & CEO	Policy created and communicated.	
	2A2. Define the dollar amount that determines a living wage at AFC and CHH for internships and fellowships, and identify the funding amount needed to support such a program at AFC and CHH.	Start Q4 2022 End Q4 2022	President & CEO	Living wage dollar amount determined and funding amount needed determined.	

	2A3. Identify funding for a pilot program to benefit Black and Latina/o/e/x interns/fellows.	Start: 2023 Q1 End: ongoing Include in FY 24 budget starting July 2024 (or sooner if funding identified).	Director of Corporate & Foundation Relations	Funding identified and requests for funding submitted.	
	2A4. Create curriculum framework to support Black and Latina/o/e/x community members and interns as they gain soft and hard skills for future career growth.	Start: Q1 2023 End: Q2 2023	Learning & Talent Development Manager	Curriculum created.	
	2A5. Create partnerships with diverse academic institutions and community-based organizations to develop a pipeline of Black and Latina/o/e/x participants; work with organizations to implement.	Start: Q2 2023 End: ongoing	HR Manager (TBD)	At least three partnerships created.	
	2A6. Hire Black and Latina/o/e/x interns/fellows and implement, evaluate and improve program.	Start: Q3 2023 End: ongoing	HR Manager (TBD)	Number of paid interns or fellows hired and their satisfaction with program.	
2B. AFC and CHH will increase support and funding for Black and Latina/o/e/x-led partner agencies to ensure they reflect the diverse needs of our staff, clients and stakeholders.	2B1. Establish criteria to define Black and Latina/o/e/x-led agencies; benchmark the number of agencies funded and amount of funding provided.	Start: Q1 2022 End: Q1 2022	Chief Programs Officer	Criteria, list and funding amount established.	
	2B2. Improve the rubric for selecting Black and Latina/o/e/x-led grantees through a racial equity lens by incorporating alternative sources of information when making selections.	Start: Q1 2022 End: Q2 2022	Chief Programs Officer	New process documented and alternative sources of information identified.	
	2B3. Increase community engagement with non-HIV community-based organizations to increase access to a pipeline of potential future subcontracting organizations	Start: Q3 2022 End: ongoing	Chief Programs Officer	Number of meetings and subcontracts held with potential new partners.	

	2B4. Ensure that all current agencies are funded at equitable and substantial amounts to increase sustainability, including providing unspent funds to provide more of a financial cushion.	Start: Q1 2022 End: ongoing	Chief Programs Officer	Benchmark current funding and set goal for increases.	
	2B5. Strengthen process for evaluating and providing quality improvement, capacity building and technical assistance to agencies, including around finance issues	Start: Q2 2022 End: ongoing	Chief Programs Officer	Document current process and identify and implement areas for improvement.	
	2B6. Annually report to the staff, board and community the number of Black and Latina/o/e/x-led agencies funded, dollar amount provided, and results of activities conducted under this objective.	Start: Q1 2023 (2022 annual report) End: ongoing		Information included in AFC and CHH annual reports.	
2C. AFC and CHH will develop specific mechanisms and policies to increase the number of Black and Latina/o/e/x vendors	2C1. Define what AFC and CHH mean by a vendor and benchmark the number of Black and Latina/o/e/x vendors AFC and CHH are currently using. AFC and CHH will consider assessing other dimensions of business ownership, such as women- and LGBT-owned.	Start: Q3 2022 End: Q4 2022	Vice President of Operations	Inventory of vendors currently used across all departments completed.	
	2C2. Establish a goal for the percentage of Black and Latina/o/e/x vendors AFC and CHH use; report progress annually.	Start: Q3 2022 End: Q4 2022 and ongoing	Vice President of Operations	Goal established.	
	2C3. With input from Black and Latina/o/e/x vendors, develop and implement policies and strategies for identifying and increasing the numbers of Black and Latina/o/e/x vendors throughout organization, such as an approved internal vendor list.	Start: Q2 2023 End: Q3 2023	Vice President of Operations	Policies and strategies developed and implemented.	
2D. AFC will have a diverse and inclusive development strategy.	2D1. Conduct donor survey and set goal to increase racial diversity of current donor network.	Start: Q1 2022 End: Q1 2023	Chief Officer of External Relations	Donor survey conducted.	

	2D2. Assess possibility of a database analysis to understand demographics of supporters and conduct analysis if possible.	Start: Q1 2022 End: Q2 2022	Chief Officer of External Relations	Connect with Blackbaud (database provider) to see if the demographic analysis is possible – if so, complete analysis and set benchmarks and goals.	
	2D3. Facilitate events for Learning Collaborative agencies (Black and Latina/o/e/x led orgs.) to help raise funds from individual donors and make introductions to foundations to increase revenue for Black and Latina/o/e/x - led HIV agencies	Start: Q3 – Q4 2021 End: ongoing annually	Chief Officer of External Relations	One fundraiser per year with individuals and one introduction event per year and ongoing relationship building.	
	2D4. Expand and maintain AIDS Run & Walk and Team to End AIDS Black and Latina/o/e/x-led organization beneficiaries to increase revenue opportunities for these agencies.	Start: Q4 2021 End: ongoing annually	AIDS Run & Walk: Director of Fundraising Events and Initiatives	Analysis of current number of beneficiaries to establish benchmark and establish goal for growth.	
	2D5. Partner with and promote Black- and Latina/o/e/x- owned businesses and artists (such as chocolatiers through World of Chocolate) to build awareness and increase business.	Start: Q3-4 2021 End: ongoing annually	Director of Events and Fundraising initiatives	Completing task of ensuring this is part of the partnership / promotional strategy.	
	2D6. Improve community understanding of AFC's diverse client base.	Start: Q3 2022 End: ongoing	Chief Officer of External Relations	Communications plan completed and implemented.	

2E. AFC and CHH will develop and implement a racial equity impact analysis tool to ensure all programs and major organizational decisions at AFC and CHH improve racial equity.	2E1. Conduct landscape scan of peer organizational practices and tools related to racial equity impact analysis.	Start: Q1 2023 End: Q2 2023	President/CEO	Landscape scan complete and tools reviewed.	
	2E2. Develop tool, including outlining when and how tool could be used at AFC and CHH and conduct pilot.	Start: Q3 2023 End: Q4 2023	President/CEO	Pilot conducted and evaluated.	
	2E3. Adjust tool based on pilot and implement use of tool broadly across AFC and CHH and evaluate to improve its use and impact.	Start: Q1 2024 End: Q4 2024	President/CEO	Tool implemented and evaluated annually.	
2F. Shift AFC's stock, bond and other financial investments and 401 (K) plan options to better reflect and promote racial equity and other social justice values.	2F1. Research practices that foundations and other nonprofits have implemented.	Start: Q1 2022 End: Q1 2022	Chief Financial Officer (with board finance committee members)	Research conducted and shared with full board.	
	2F2. Based on research, develop an investment strategy that promotes racial equity and other social justice values.	Start: Q3 2022 End: Q4 2022	Chief Financial Officer (with board finance committee members)	Investment strategy developed and approved by board.	
	2F3. Implement strategy, monitor return on investment and report to board and staff on results.	Start: Q1 2023 End: Q4 2023 (report annually)	Chief Financial Officer (with board finance committee members)	Investment strategy implemented; results reported to board and staff.	

Goal 3. AFC and CHH will embed racial equity within our programs, services and policy priorities, while remaining transparent and honest about our progress toward achieving racial equity.

Objectives	Tasks	Timeline	Person responsible	Performance Measure	Progress Report
<p>3A. AFC and CHH will work collaboratively with clients and the community to create programs that are driven by client-identified outcomes.</p> <p><i>(For more see notes at end of document)</i></p>	<p>3A1. Center client needs and input in program operations. 3A1a. Review and revise client assessments to ensure they add valuable information for the sake of client; ask ourselves “is this really necessary?”</p>	<p>Start: Q1 2022 End: Q3 2022</p>	<p>Manager, Quality Assurance & Improvement</p>	<p>Thorough review of assessments completed and overhauled as needed.</p>	
	<p>3A1b. Develop and implement consistent, ongoing and situational assessments of client needs.</p>	<p>Start: Q1 2022 End: Q3 2022</p>	<p>Manager, Quality Assurance & Improvement</p>	<p>Standard assessments of client-identified needs implemented across programs.</p>	
	<p>3A1c. Develop and implement procedures for monitoring and responding to emerging client needs at both individual and programmatic levels</p>	<p>Start: Q3 2022 End: Q1 2023</p>	<p>Manager, Quality Assurance & Improvement</p>	<p>Monitoring procedures implemented with clear processes for informing programmatic decisions.</p>	
	<p>3A1d. Standardize the design for all new programs based on client-identified needs, using focus groups (snowball sampling), surveys, and other client-driven methods</p>	<p>Start: Q2 2022 End: Q4 2024</p>	<p>Director of Program Development</p>	<p>Client-identified needs are embedded in program development practices.</p>	
	<p>3A2. Develop and institutionalize processes for using Community Advisory Board (CAB) input to inform programmatic decisions. 3A2a. Inventory and assess CABs across AFC and CHH Programs.</p>	<p>Start: Q1 2022 End: Q2 2022</p>	<p>Manager, Quality Assurance & Improvement</p>	<p>Inventory of CABs completed.</p>	

	3A2b. Develop an AFC and CHH standard (best practices) for CABs, including a policy for adequately compensating CAB members and other community advisors and trainings/processes to properly support CAB members to be fully engaged.	Start: Q1 2023 End: Q4 2023	Learning & Talent Development Manager	AFC and CHH standards implemented across CABs.	
	3A2c. Explore and develop opportunities for credentialing and other options to open professional pathways for CAB members.	Start: Q3 2022 End: Q2 2024	Learning & Talent Development Manager	Credentialing opportunities identified and budgeted for.	
	3A3. Advocate with funders to change scopes to more adequately reflect client-identified outcomes 3A3a. Identify non-client-identified, ineffective data/scopes requirements.	Start: Q4 2021 End: Q4 2022	Manager, Quality Assurance & Improvement	Ineffective scopes identified.	
	3A3b. Develop and implement strategy for changing AFC- and CHH-defined program scopes.	Start: Q4 2021 End: Q4 2022	Director of Program Development	Ineffective scopes removed across programs.	
	3A3c. Develop and implement strategy for advocating with funders for changing funder-mandated scopes.	Start: Q1 2022 End: Q4 2024	Director of Program Development	Advocacy strategy implemented.	
3B. AFC and CHH will reduce racial disparities in program outcomes for new and existing programs by improving program services for Black, Latina/o/e/x, and other people of color around key social determinants of health.	3B1. Analyze baseline data reports on key program outcomes with specific focus on race and ethnicity to identify and reduce racial and ethnic disparities	Start: Q1 2022 End: Q3 2022	Director, Data Services	Report findings.	
	3B2. Identify one to two key social determinants of health factors to include in all programs and set up systems to collect data on Employment/Education and Food Security	Start: Q1 2022 End: Q4 2022	Director, Data Services	Health factors identified.	
	3B3. Develop and fund robust program interventions that address ongoing client needs related to these key social determinants	Start: Q3 2022 End: Q4 2023	Director, Program Development	Proposals submitted.	

	3B4. Implement and monitor program interventions, incorporating client feedback to maintain responsiveness to evolving client needs	Start: Q4 2023 End: Q4 2024, (Ongoing)	Chief Programs Officer	Review reports generated.	
3C. AFC and CHH will ensure the availability of client materials and communications in languages other than English to increase accessibility for all communities	3C1a. Conduct a language access needs assessment across all AFC and CHH departments, analyze results and make recommendations based on the results.	Start: Q1 2022 End: Q3 2022	Chief Programs Officer	Needs assessment tool created, survey completed, survey analyzed, recommendations completed.	
	3C1b. Based on the language access needs assessment and recommendations, departments will develop an inventory (in a centralized location) of all Spanish client-facing documents and materials.	Start: Q4 2022 End: Q4 2022	Chief Programs Officer	A completed inventory for relevant departments.	
	3C1c. Departments will create and implement a plan to translate remaining and new documents as they become available.	Start: Q1 2023 End: Q3 2023	Chief Programs Officer	Department plans completed; by end of plan period, evidence of departments implementing their plans.	
	3C1d. Create and implement a plan for other languages, if appropriate, based on demographic data of Chicago and AFC and CHH client base.	Start: Q4 2023 End: Q2 2024	Chief Programs Officer	A finalized plan for other languages.	
	3C2. Include translation and interpretation service items in departmental budgets to ensure language accessibility at AFC- and CHH-hosted live in-person or virtual events and trainings.				

	a. Registration for live events and trainings will include questions about accommodation needs the person needs (give examples of “Spanish translation” and “American Sign Language interpretation) to gauge need and interest in language access.)	Start: Q1 2022 End: Q2 2022	Chief Programs Officer	Updated registration forms.	
	b. Budget for translation and interpretation for events and trainings are written into department budgets.	Start: Q1 2022 End: Q3 2022	Chief Programs Officer	Updated budgets with line items for translation.	
	c. Create steps in the material- development process/workflow for events and trainings to make a plan for if, how and when Spanish materials for the event will be created.	Start: Q1 2022 End: Q2 2022	Chief Programs Officer	Updated workplan/ workflows.	
	3C3. Develop agency-wide policies and procedures on how new Spanish materials will be developed for programs, trainings, and events. <i>See notes at end of document for more.</i>	Start: Q3 2022 End: Q1 2023	Vice President, Operations	In-house translation eligibility policy complete, workflow plan complete, and compensation policy complete; External translation contracts complete.	
	3C4. Communicate AFC and CHH’s language access initiative to relevant subcontracting partners and suggest they also translate client-facing documents.	Start: Q4 2022 End: Q4 2024	President & CEO	Language access initiative communicated, including recommendation.	

<p>3D. AFC and CHH stakeholders—clients, donors, partners, advocates, staff, board members and our digital audiences—will be consistently and transparently informed about AFC’s and CHH’s Race Equity Action Plan progress.</p>	<p>3D1: Publish Morten Group’s Report on the state of racial equity at AFC and CHH and a statement announcing the Racial Equity Plan, why it was being created, what it hopes to improve, and how AFC and CHH will keep stakeholders informed about the organizations’ progress.</p>	<p>Start: Q1 2022 End: Q2 2022 (Annual Meeting)</p>	<p>Communications and Media Relations Manager</p>	<p>Report and statement published online and distributed to various audiences via all channels. Also presented at the annual meeting and included in the annual report.</p>	
	<p>3D2: Create a publicly accessible webpage with educational resources for staff and community members and a space for updates on the Racial Equity Action Plan. <i>See notes at end of document for examples of what this can look like in practice.</i></p>	<p>Start: Q1 2022 End: Q4 2023</p>	<p>Communications and Media Relations Manager</p>	<p>Webpage created; Communications team publishes updates at least once a quarter.</p> <p>Community members are given an opportunity to provide feedback and ask questions.</p>	
<p>3E. In AFC’s policy and advocacy work, refine and operationalize a "racism is a public health crisis" framework.</p>	<p>3E1. Review the existing AFC policy priorities development process and employ updates to express and center AFC’s priority populations, which include young Black gay and bisexual men, transgender women of color, Black women in areas of high-incidence areas and Latino/e/x gay and bisexual men.</p>	<p>Start: Q1 2022 End: Q4 2022</p>	<p>Vice President, Policy & Advocacy</p>	<ul style="list-style-type: none"> ● Review completed; ● updates identified and made; and ● process written and finalized for annual development of AFC’s policy priorities. 	

	3E2. A minimum of 50% of AFC’s policy priorities address the social determinants of health that are outside of the healthcare system (e.g., housing; criminal legal system).	Start: Q1 2023 End: Q3 2023	Director of Government Relations	At least half of the policies prioritized by AFC are issue areas that are outside the healthcare system.	
	3E3. The policy and advocacy work of AFC reflects the quality, depth and impact of relationship building with AFC’s priority populations. <ul style="list-style-type: none"> ● Get a baseline understanding of the quality of our relationships with community members in 2022 through a question on post-event surveys. ● In years 2023 and 2024, decide what we want our goal to be and create a plan to get there. 	Start: Q1 2022 End: Q4 2024 (Ongoing)	Senior Director of Operations, Policy & Advocacy (and Executive Director of Pride Action Tank)	Post-event surveys question created and utilized in 2022. In 2023, gather data, analyze it and establish baseline. In 2024, decide on goal and create plan to achieve our goal.	
	3E4. Partner with the Communications team to create and disseminate written, visual, and oral communication tools that draw a clear connection between Racism and issue areas addressed in AFC’s policy & advocacy work.	Start: 2022, Q1 End: 2024, Q4 (Ongoing)	Director of Policy	A minimum of two written, visual and oral (each) communications per year are created and disseminated.	

NOTES

1C3: Can this be targeted to Black & Latinx supervisors? Need input from DirectorSr. Director of Human Resources and Talent Management when they start.

1E4: Look at multiple avenues for input (e.g., if someone raises something to leadership and there is no response where do they go? What if the issue is with the person they would ordinarily report it to?).

Goal 3A.

To ask ourselves:

How driven by client-identified outcomes are we today?

How will we do better?

How will we know that we are successful? 'We will know that we are driven by client-identified outcomes when....'

3C3. Develop agency-wide policies and procedures on how new Spanish materials will be developed for programs, trainings, and events.

For in-house translation, consider:

- i. The staff members fluency (perhaps offer a fluency test and create a pool of willing staff that can be tapped to translate documents)
- ii. The staff member's existing workload
- iii. The staff member's familiarity with the topic of the document to be translated
- iv. Compensation (perhaps all staff in the opt-in translation pool can receive a bonus check for months their translation skills are used)

For external contractors, consider:

- i. Familiarity with subject matter (government documents, health jargon, etc.)
- ii. Cultural familiarity

3D2: Create a multi-pronged communications digital innovation centering community voice, staff and education.

The platform will have publicly accessible resources to identify, define, and measure racial equity; information about employees' rights in Chicago and Illinois workplaces and how to report harm. transparent updates on AFC AND CHH's REAP progress and the opportunity for stakeholders to provide feedback.

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