



EQUITY EVERYWHERE:
**500 WAYS THE BIDEN-
HARRIS ADMINISTRATION
INFUSED DEI INTO THE
FEDERAL GOVERNMENT**

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INTRODUCTION

The Biden-Harris Administration has taken steps to ensure that DEI infiltrates every nook and cranny of the federal government, from healthcare agencies to national security. On day one of his administration, President Biden issued Executive Order 13985, entitled “Advancing Racial Equity and Support for Underserved Communities Through the Federal Government.”

The administration continued with Executive Order 14091, “Further Advancing Racial Equity and Support for Underserved Communities Through the Federal Government.” Pursuant to these executive orders, nearly every single federal agency and entity was required to submit so-called “Equity Action Plans” to detail the ways they have furthered DEI’s takeover of the federal government. These plans are generally posted online.¹

A comprehensive review of the federal government discovered that over 80 federal entities submitted “Equity Action Plans,” revealing more than 500 DEI actions that those entities either took or planned to take.

¹ See <https://www.performance.gov/equity/#:~:text=Equity%20Action%20Plans%20are%20a,which%20Government%20serves%20its%20people>.

FEDERAL AGENCY AND ENTITY DEI ACTIONS

Department	# Actions
Health	
Department of Health and Human Services	2
Department of Veterans Affairs	12
Occupational Safety and Health Review Commission	6
Office of National Drug Control Policy	14
Federal Mine Safety and Health Review Commission	1
Chemical Safety and Hazard Investigation Board	1
Security	
Department of Defense	4
Department of Homeland Security	13
Central Intelligence Agency	6
Office of the Director of National Intelligence	9
Finance, Labor, and Commerce	
Department of the Treasury	7
Department of Commerce	4
Department of Housing and Urban Development	5
Department of Labor	12
U.S. Merit Systems Protection Board	5
Federal Mediation and Conciliation Service	2
Federal Trade Commission	7
U.S. Equal Employment Opportunity Commission	1
Administrative Conference of the United States	3
Consumer Protection Finance Bureau	3
Social Security Administration	20
Council of Economic Advisors	10

Department	# Actions
Consumer Product Safety Commission	8
Small Business Administration	4
National Labor Relations Board	2
Federal Retirement Thrift Investment Board	1
Export-Import Bank of the US	4
Pension Benefit Guaranty Corporation	3
Federal Financial Institutions Examination Council – Appraisal Subcommittee	5
Office of the U.S. Trade Representative	9
Foreign Affairs	
Department of State	2
U.S. Agency for Global Media	3
Japan-US Friendship Commission	5
Inter-American Foundation	4
Northern Border Regional Commission	1
U.S. Trade and Development Agency	7
United States Agency for International Development	7
U.S. International Development Finance Corporation	2
Peace Corps	12
Millennium Challenge Corporation	4
Law	
Department of Justice	2
U.S. Office of Government Ethics	4
Commission on Civil Rights	1
Pretrial Services Agency for the District of Columbia	2

FEDERAL AGENCY AND ENTITY DEI ACTIONS

Department	# Actions
Privacy and Civil Liberties Oversight Board	6
Public Defender Service for the District of Columbia	4
Science and Nature	
Department of Energy	17
Federal Energy Regulatory Commission	1
Environmental Protection Agency	22
National Aeronautics and Space Administration	26
U.S. Nuclear Waste Technical Review Board	2
Gulf Coast Ecosystem Restoration Council	2
Office of Science and Technology Policy	5
Marine Mammal Commission	3
National Science Foundation	4
Federal Maritime Commission	2
Department of the Interior	3
Presidio Trust	4
Udall Foundation	4
Transportation	
Department of Transportation	21
National Transportation Safety Board	3
Surface Transportation Board	4
Preservation	
Institute of American Indian Arts	2
National Endowment for the Arts	3
Institute of Museum and Library Services	8

Department	# Actions
Advisory Council of Historic Preservation	4
American Battle Monuments Commission	6
National Archives	3
Smithsonian Institution	5
U.S. Holocaust Memorial Museum	5
National Endowment for the Humanities	9
Federal-State Partnerships	
Appalachian Regional Commission	1
Delta Region Authority	5
Tennessee Valley Authority	12
Other	
National Capital Planning Commission	2
Office of Personnel Management	19
General Services Administration	6
Department of Agriculture	11
Department of Education	6
Federal Communications Commission	2
Federal Emergency Management Agency	9
U.S. Access Board	3
Corporation for National and Community Service	3
U.S. Interagency Council on Homelessness	9

CODING SYSTEM AND CATEGORY TOTALS

Symbol	# of Actions	Category
	114	Research and data Conducting or financing research or data collection.
	71	Labor market transformation Includes DEI-related staffing expansion (e.g. hiring a chief diversity officer), pledges to focus recruitment on certain demographic groups, and demographically targeted internship programs.
	102	Procurement and contracts DEI-focused efforts in grant-writing, procurement, and contracts. That includes for example increasing grant awards to HBCUs and efforts to increase the number of minority-owned businesses used in procurement.
	58	Outreach Outreach or public relations with minority communities.
	45	Training DEI-focused training (e.g. implicit bias training).
	115	Other Not a fit for any other categories.

1. DEPARTMENT OF THE TREASURY



1). "Treasury has **established the Equity Hub within the Office of Diversity, Equity, Inclusion, and Accessibility** to lead research and policy analysis that supports the Department in its effort to drive toward a more fair and equitable economy." *2023 Equity Action Plan*, U.S. Dep't of the Treasury 6 (2023), <https://bit.ly/3NzPQo3>.



2). "In December 2022, the **Department held the first TACRE [Treasury Advisory Committee on Racial Equity] meeting**, with subsequent meetings in March, June, and September 2023. Since their first convening, the Committee established cross-cutting principles and priorities and has submitted 13 recommendations to Treasury." *Id.* at 6.



3). "Treasury **launched a blog series detailing the origins of racial economic disparities** and the implications for the national economy." *Id.* at 7.



4). "**\$125 million was transferred to the Minority Business Development Agency** for the Capital Readiness Program, which builds a nationwide network of 43 technical assistance providers to support underserved entrepreneurs in launching or scaling businesses and accessing SSBCI and other government capital programs for small businesses." *Id.* at 8.



5). "**Finalize the development of the Treasury Sexual Orientation and Gender Identity Action Plan** to better identify the LGBTQIA+ population and to ultimately better understand the impact of Treasury policies on this community." *Id.* at 15.



6). "**Incorporate equity considerations into acquisition planning oversight processes** including the Major Acquisition Review process where bureaus refine acquisition strategy through discussions with Treasury leaders." *Id.* at 20.



7). "**Continue participation in conferences and initiatives focusing on minority groups and underrepresented businesses** to discuss issues such as access to capital, how to respond to Requests for Information (RFIs)/Requests for Proposal (RFPs), access to procurement opportunities, and language barriers." *Id.* at 20.

2. DEPARTMENT OF THE INTERIOR



8). "**Increase opportunities for Indian-owned economic enterprises.** The Department will continue to monitor performance against annually established ISBEE goals to ensure that benefits previously described are being realized. Additionally, the Department will seek opportunities to collaborate with other Federal partners such as SBA and HHS to **increase opportunities for Indian-owned businesses in Federal procurement.**" *2023 Equity Action Plan*, U.S. Dep't of the Interior 14 (2023), <https://bit.ly/3Ug3twp>.



9). "Near to Mid-term indicators: "**Percentage of total contract dollars awarded to ISBEEs for the Department.**" *Id.* at 15.



10). "**Increase equity considerations in LWCF implementation**" *Id.* at 16.

3. DEPARTMENT OF AGRICULTURE



11). "In FY 2022, USDA's Natural Resources Conservation Service (NRCS) invested **\$50 million in Racial Justice and Equity Conservation Cooperative** Agreements. 118 partners were selected for two-year projects that support underserved farmers and ranchers with **climate-smart agriculture** and forestry by expanding the delivery of conservation assistance. In February 2023, NRCS opened up a second round of cooperative agreement funding, of up to **\$70 million**, seeking applications for two-year projects that encourage participation in NRCS programs, especially in underserved communities and among urban and small-scale producers." *2023 Equity Action Plan*, U.S. Dep't of Agriculture 8 (2023), <https://bit.ly/4dQqfC0>.



12). "RMA [Risk Management Agency] also began an innovative new service to assist **underserved organizations with formulating proposals for grant applications** and with project management to ensure they meet all obligations. Assistance is available to agriculture-related non-profits and **Minority Serving Institutions of higher education.**" *Id.* at 8.



13). "In November 2022, the Secretary launched this USDA-wide initiative to **reimagine many of our food and agricultural programs from an indigenous perspective.** The first year of the initiative delivered **dozens of recipes and videos demonstrating how to add indigenous and foraged foods** to foods available through USDA's Food Distribution Program on Indian Reservations (FDPIR), created **a manual to help interested cattle producers transition to bison, and created several regional indigenous seed saving hubs.**" *Id.* at 12.



14). "The work highlighted in this plan increasing small-business access to USDA contracts also includes a **focus on women-owned business.** In FY 2022, the Department's **contracting goal of 5% for women-owned small businesses (with a future proposed goal of 7%) was met and surpassed by the yearend result of 9.99%.**" *Id.* at 15.



15). "From Learning to Leading: Cultivating the Next Generation of Diverse Food and Agriculture Professionals (NextGen) Program **is enabling minority-serving institutions** to engage, recruit, retain, train, and support students to build and sustain the next generation of the food, agriculture, natural resources, and human sciences workforce..." *Id.* at 16.



16). "Forest Service's Urban and Community Forestry Program is now supporting projects across the country through **\$1 billion in grants** made available the IRA to expand access to urban nature, combat the climate crisis, and **advance environmental justice...**The Forest Service established a **new agreement with the African American Mayors Association (AAMA) to provide communications and stakeholder engagement support of underserved communities.**" *Id.* at 17-18.



17). "RD [Rural Development] will contribute to the government-wide effort to bring more **equity to property appraisals.**" *Id.* at 24.



18). “USDA will **advance environmental justice...[by] increasing the diversity and inclusiveness of the Collaborative Forest Landscape Restoration Program Advisory Committees...updating proposal evaluation criteria to value proposal benefits to disadvantaged communities... [and conduct] enhanced engagement with tribes and other underserved and disadvantaged communities** during planning processes.” *Id.* at 31.



19). “FNS and AMS have created a pilot project using FDPIR **procurement processes—which solely serve tribal communities**—to test the flexibilities of existing procurement authorities to better incorporate bison, a key tribally identified indigenous food.” *Id.* at 36.



20). “USDA will **pursue development and expansion of indigenous animal processing capacity**, in support of the government-to-government relationship with Indian tribes and their self-governance goals of maintaining and improving food and agriculture supply chain resiliency.” *Id.* at 36.



21). “FNS **will increase the availability of indigenous food options** in the NSLP to better recognize cultural practice and the needs of traditional diets. NRCS will add program **flexibility in circumstances where conservation practices and programs do not align with tribal priorities** relating to resources and land stewardship. *Id.* at 37.

4. DEPARTMENT OF STATE



22). “Embed racial equity and justice across the Department by **providing technical assistance for bureau-specific Racial Equity and Justice Frameworks** through the internal SRREJ Community of Practice.” *2023 Equity Action Plan*, U.S. Dep’t of State 23 (2023), <https://bit.ly/3UhFNrE>.



23). “Strengthen **integration of gender equality in the Department’s efforts** to counter corruption and racially or ethnically motivated violent extremism.” *Id.* at 31.

5. DEPARTMENT OF JUSTICE



24). “Second, the Department is working to **ensure that the needs of historically marginalized and underserved communities are considered in the grantmaking process**. In so doing, DOJ administers several grant programs that aim to ensure that population-specific organizations and the communities they serve have **more equitable access to funding and that such funding is tailored to their needs**.” *2023 Equity Action Plan*, U.S. Dep’t of Justice 9 (2023), <https://bit.ly/4fa8NcG>.



25). “The FBI is **strengthening ties between the FBI and the Black community through its Beacon Project**. This program includes hosting national and regional conferences comprised of Historically Black Colleges and Universities (HBCU) leadership and FBI executives to build long-term relationships and address the difficult history between the FBI and the Black community. The FBI also hosts HBCU Campus Tours to bring FBI staff to campuses for classroom and faculty presentations, mock interviews, and resume workshops. These efforts reflect FBI’s understanding of and commitment to creating trust, cultivating mutual understanding, and to building a workforce that better reflects and serves the American public.” *Id.* at 14.

6. DEPARTMENT OF COMMERCE



26). “The Minority Business Development Agency (MBDA) has increased investments in its national network of programs to include an expansion of 35 Business Centers to 41 and provided \$2.62 million in Federal Procurement Supplemental awards to 26 existing Business Centers to support the President “Investing in America” agenda to expand contracting opportunities to **minority business enterprises**. MBDA also launched the Capital Readiness Program (CRP) on December 17, 2022. With \$125 million, CRP will fund business incubators or accelerators designed to **prepare underserved entrepreneurs and business owners to secure capital** from the \$10 billion State Small Business Credit Initiative and other capital sources.” *2023 Equity Action Plan*, U.S. Dep’t of Commerce 9 (2023), <https://bit.ly/4f4d1Tm>.



27). “NTIA is implementing the **Connecting Minority Communities Pilot Program (CMC)**, which **provides \$268 million in grant funding to Historically Black Colleges and Universities (HBCUs), Tribal Colleges and Universities (TCUs), Hispanic-Serving Institutions (HSIs), and Minority-Serving Institutions (MSIs)** to purchase broadband internet service and eligible equipment or to hire and train information technology personnel, to upgrade classroom technology, and to increase digital literacy skills.” *Id.* at 9.



28). “CHIPS Incentives applicants are **expected to describe how they will collect and report demographically disaggregated data on workforce efforts**.” *Id.* at 13.



29). “Secretary Raimondo announced a public goal **to double the number of women working in the construction industry** over the next ten years. To achieve this goal, the Department is **promoting the goal through large implementation programs**, working with other agencies to do the same, and highlighting commitments from Labor and the private sector to launch complementary efforts. In July 2023, the **Secretary hired a Senior Advisor for Women in Construction** to oversee this initiative.” *Id.* at 21.

7. DEPARTMENT OF LABOR



30). “In FY 2022, WHD developed a **prototype equity index**, a tool to identify **underserved communities by geography**, and in FY 2023 WHD piloted an application of the index as part of identifying where to strategically use its limited enforcement resources for maximum impact for the protection of the low-wage vulnerable workers that need it most.” *2023 Equity Action Plan*, U.S. Dep’t of Labor 5 (2023), <https://bit.ly/4h7Qyqd>.



31). "The Department released its first ever, **online training for Equitable Access in UI** [unemployment insurance]." *Id.* at 6.



32). "In the 2022 HVRP Funding Opportunity Announcement (FOA), **VETS [Veterans Employment and Training Services] required applicants to propose strategies to achieve economic opportunity and address historical inequities**. A full **10% of applicants' scores were based on ability to serve historically underserved communities** and how they will serve communities not currently being served by an HVRP grant." *Id.* at 7.



33). "The Department of Labor's Phase One Scorecard identifies DOL's proposed and accomplished initiatives towards this effort, including **\$1.8 billion in funding made available from Justice40 covered programs...**" *Id.* at 7.



34). "The Department is currently working towards or has completed the following actions to **embed environmental justice into all aspects of its work...**DOL has revamped its Funding Opportunity Announcements (FOA) under four Justice covered programs to support the development and implementation of sustainable construction and building practices and clean energy technologies, including reference to EPA's Climate & Economic Justice Screening Tool; as of April 2023, **DOL has awarded over \$140 million in 30+ States through these funding vehicles.**" *Id.* at 8.



35). "DOL has developed an **agency-specific plan outlining over 50 action items to reduce occupational segregation for women workers, increase equity in pay and hiring**, increase access to benefits and knowledge of worker rights, **and increase older women's employment and economic security.**" *Id.* at 8.



36). "The Good Jobs Initiative (GJI) provides critical information to workers, employers, and government agencies as they work to improve job quality and create access to good jobs, free from discrimination and harassment for all working people (**with emphasis on underserved communities, including BIPOC individuals, LGBTQ+ individuals, women, immigrants, veterans, individuals with disabilities, individuals in rural communities, individuals without a college degree, individuals with or recovering from a substance use disorder, justice-involved individuals, and opportunity youth**)." *Id.* at 9.



37). "DOL will support...**Embedding equity provisions in federal Investing in America (IIA) investments**, such as the Good Jobs in Federal Investments: A Toolkit for Employers, Workers, and Government, the MOU between the U.S. Department of Housing and Urban Development and DOL, and the MOU between the U.S. General Services Administration and DOL, requiring, preferencing, or encouraging funding applicants to provide supportive services on their projects...**Securing equity commitments from localities implementing IIA investments**, through place-based strategies...**Encouraging DOL grant applicants to develop projects that specifically address each of the Good Jobs Principles, which envision equitable pathways** to family-sustaining wages, to promote development of new workforce development models that can be applied to other federal investments...**Directing DOL grant applicants to provide more robust and detailed supportive services strategies** to develop frameworks that can be applied to other federal investments. *Id.* at 13.



38). “**Embed Gender Equity** through the **disruption of occupational segregation to improve wages and working conditions in key, female-dominated sectors, reduce caregiving penalties for women** and low paid workers, and eliminate **gender-based discrimination in the workplace to include transwomen.**” *Id.* at 14.



39). “The Employment and Training Administration’s (ETA) Office of Apprenticeship (OA), WB, ODEP, and Veterans Employment and Training Service (VETS) will collaborate to **increase female participation in pre-apprenticeships and registered apprenticeships**, including **leveraging the recently launched RA Academy to add training resources for program sponsors** and State Apprenticeship Agencies on EEO and DEIA in apprenticeship; **design a Federal Apprenticeship Accelerator with DEIA Focus**; and **award new contracts and grants like WB’s Tradeswomen Building Infrastructure and WANTO grants** and through initiatives like ODEP’s Partnership on Inclusive Apprenticeship, as well as support ongoing evaluations of RA grants.” *Id.* at 15-16.



40). “WB will continue working with HHS to elevate ways to **build equity in wages and job quality in female dominated sectors through the DOL-HHS workgroup**, and technical assistance to agencies for support services.” *Id.* at 16.



41). “DOL will...Explore options to **collect expanded demographic categories for contractors**, as permitted by and in accordance with Federal procurement regulations and other laws... Review relevant and available data and develop a strategic outreach plan to **improve engagement with underrepresented groups, remove internal barriers to engagement as applicable, and encourage expanded participation in contracting opportunities.**” *Id.* at 20.

8. DEPARTMENT OF DEFENSE



42). “The DoD worked closely with the Domestic Policy Council and the Office of Management and Budget and selected the following Strategies for the 2023 EAP Update...**Advance economic equity and rectify past harms for communities around military installations and bases...advance women’s participation in democracy, representation, and decision-making in peace and security processes.**” *2023 Equity Action Plan*, U.S. Dep’t of Defense 3 (2023), <https://bit.ly/4ebLNcB>.



43). “Announced the establishment of four new research centers of excellence at MIs (minority-serving institutions), of higher education, as part of its **Historically Black Colleges and Universities and Minority serving Institutions and Education program.**” *Id.* at 9.



44). “Expand the understanding, consideration, and **application of gender and sociocultural considerations** and their impacts across the Department’s plans, operations, activities, and investments in support of national security decision making. **a.** Incorporate **definitions and define gender analysis** in DoD policy guidance. **b.** Train the **gender advisory workforce and DoD personnel on steps for conducting gender analyses**, as appropriate. **c.** Conduct **gender analysis to inform security cooperation**, Theater Campaign Plans, training for U.S. personnel, military exercises, and DoD support to the development of Integrated Country Strategies.” *Id.* at 21.



45). “Metrics for Action #3... Annual increase in **enrollment and participation of women in U.S. professional military education institutions and courses.**” *Id.* at 22.

9. DEPARTMENT OF HEALTH AND HUMAN SERVICES



46). “Build a competent and **diverse workforce** for maternal care pre- and post-birth, including midwives, doulas, promotoras and other non-OB (non-stigmatizing) community-based settings.” *2023 Equity Action Plan*, U.S. Dep’t of Health and Human Services 16 (2023), <https://bit.ly/3BWNn4E>.



47). “**Engage a more diverse set of populations in informing our efforts and participating in clinical research**, respecting tribal sovereignty and data ownership, so that we can innovate to improve health and well-being outcomes.” *Id.* at 22.

10. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT



48). “To fortify support for fair housing, rental assistance, and civil rights, we have... **encouraged work to better serve lesbian, gay, bisexual, transgender, queer, intersex, and asexual (LGBTQIA+) youth experiencing homelessness and housing instability.**” *2023 Equity Action Plan*, U.S. Dep’t of Housing and Urban Development 1 (2023), <https://bit.ly/40iPWYV>.



49). “HUD awarded \$5 million of Technical Assistance (TA) awards through competitive applications in March 2023 to support local governments and help ensure housing needs are considered as part of their larger infrastructure investment plans. **The TA awards will also support equitable development in historically disadvantaged communities** to include projects that focus on community engagement, coordination among agencies and funding sources, preservation of affordable housing and avoiding displacement, and using vacant or otherwise available land for affordable housing.” *Id.* at 11.



50). “A March 2023 report analyzed available data on the ownership of real estate firms and estimated that **only 0.4 percent of real estate developers in the U.S. are Black and only 0.2 percent are Hispanic. Structural inequities** in our financial systems have had long-term impacts on where investments are made and who can access public and private capital. **HUD has launched a series 12 of summits which aim to address this stark representational crisis within the real estate development industry**” *Id.* at 11-12.



51). “**HUD awarded \$5.5 million in grants to Historically Black Colleges and Universities (HBCUs) and \$10.5 million in grant awards to four Hispanic Serving Institutions (HSIs)** to establish research Centers of Excellence (COEs) to conduct housing and community development research. The awarded COEs will conduct innovative research addressing housing, economic development, and the built environment in underserved communities.” *Id.* at 15.



52). “Through HUD’s new partnership with the National Association of Real Estate Brokers (NAREB), **the Agency will work to increase education and outreach, and take a bold step toward remedying appraisal discrimination, closing the wealth gap, and advancing racial equity.**” *Id.* at 15.

11. DEPARTMENT OF TRANSPORTATION



53). “November 2022: Federal Motor Carrier Safety Administration (FMCSA) held the first meeting of **the Women of Trucking Advisory Board**, whose work **will support women pursuing careers in trucking, expand scholarship opportunities for women in the trucking industry, and enhance trucking training, mentorship, education, and outreach programs for women.**” *2023 Equity Action Plan*, U.S. Dep’t of Transportation 5 (2023), <https://bit.ly/4fabJWK>.



54). “December 2022: FHWA surveyed State Departments of Transportation (DOTs) and Metropolitan Planning Organizations (MPOs) on **their inclusion of quantitative equity screenings** and meaningful and representative public participation in their Statewide and Metropolitan Transportation Improvement Programs (S/TIPs) in order to help develop a baseline and work toward achieving the related Key Performance Indicator (KPI).” *Id.* at 6.



55). “March 2022: DOT established **equity** as one of the Department’s fiscal year (FY) 2022–2026 **Strategic Goals.**” *Id.* at 9.



56). “May 2022: **DOT reestablished the Advisory Committee on Transportation Equity** to provide independent advice on DOT equity programs.” *Id.* at 9.



57). “December 2022: Issued a Department-wide Secretarial Order **formalizing the Equity Council** via DOT Order 1000.17 to **institutionalize equity in DOT’s policies and programs.**” *Id.* at 9.



58). “June 2023: DOT hosted a **Department-wide equity summit** for DOT employees, organized by the DOT Equity Community of Practice to share best practices to advance equity.” *Id.* at 9.



59). “Justice40: The government-wide Justice40 Initiative establishes the goal that **40% of the overall benefits of certain federal investments flow to disadvantaged communities.** At DOT, Justice40 is an opportunity for both the agency and our stakeholders to understand the burdens that result from the lack of affordable, safe multimodal transportation options and how to identify transportation investments that will create benefits that will reverse or mitigate those burdens, inclusive of a meaningful public engagement process that spans a project’s lifecycle.” *Id.* at 12.



60). “DOT has identified **Gender Justice priorities** in response to EO 14020. These priorities include strategies to advance gender diversity in certain segments of the transportation sector, **address gender disparities in transportation safety**, combat human trafficking, improve DOT utilization of **small disadvantaged businesses that are both women- and minority-owned, and, increase gender diversity within the DOT workforce.**” *Id.* at 12.



61). “**Asian American, Native Hawai’ian, and Pacific Islander Action Plan**: DOT’s plan, created as part of a government-wide initiative, **focuses on assessing perceptions of public transportation; promoting Title VI awareness**; improving competitiveness of businesses for federal contracts; and increasing workforce participation rates.” *Id.* at 12.



62). “Promote best practices, case studies, and other resources to **diversify the transportation sector construction workforce**. – December 2023” *Id.* at 15.



63). “Strengthen **partnerships with historically Black colleges and universities (HBCUs) and MSIs** through the Pathways to Entrepreneurship **and Women in Transportation Internship** to prepare for specific industries such as trucking. – September 2024” *Id.* at 15.



64). “Release **Guide on Equity Screening** in the Transportation Planning Process, with accompanying training and support for digitizing S/TIPs. – June 2024” *Id.* at 17.



65). “Implement at least three public engagement workshops to promote practices for effective and **equitable public engagement** in the transportation process. – September 2024.” *Id.* at 17.



66). “**Increase the total federal transit grant** dollars announced or allocated for rural or **Tribal areas**.” *Id.* at 18.



67). “Provide hands-on technical assistance and planning grants to **enable disadvantaged and under-resourced communities to advance infrastructure projects** that will help them thrive. – Ongoing” *Id.* at 19.



68). “Promote safety strategies targeted to **reducing gender disparities in the transit space**, including launching a study on the travel needs of women on public transit. – April 2024” *Id.* at 21.



69). “All DOT OAs have **well-resourced Equity Teams led by career members of the Senior Executive Service who champion, coordinate, resource, and implement the OA’s equity mission** by 2024.” *Id.* at 22.



70). “DOT staff in key job functions, including and outside civil rights offices, have the core **competencies and executive sponsorship to incorporate equity into their daily work** by 2024.” *Id.* at 22.



71). “Kick off annual **Equity Action Plan update** process in consultation with the public. – March 2024” *Id.* at 23.



72). “Ensure DOT supervisory and executive employees are **meaningfully trained on equity** and civil rights. – July 2024” *Id.* at 23.



73). “Receive public recommendations from the **Advisory Committee on Transportation Equity (ACTE) on the Department’s equity work**. – June 2024” *Id.* at 23.

12. DEPARTMENT OF ENERGY



74). "Establish a DOE-wide **CBP framework that builds trust and improves outcomes for underserved communities**, which in turn supports successful and support successful Deployment & Demonstration and R&D projects that advance an equitable clean energy transition." *2023 Equity Action Plan*, U.S. Dep't of Energy 4 (2023), <https://bit.ly/3C42R6D>.



75). "Increase **and improve access to procurement opportunities** (acquisition and financial assistance) for new entrants, small, and **historically disadvantaged businesses**." *Id.* at 4.



76). "**Integrate and track justice considerations through a metrics framework for the Department's R&D strategy** by providing consistent communication of expectations and efficient coordination and implementation of reporting requirements across the Department." *Id.* at 4.



77). "**Develop an agency-wide framework to effectively work with Tribal and disadvantaged communities to reimagine their clean energy future through real investments** and technical assistance and ensure..." *Id.* at 4.



78). "OAM implemented an agency-wide BIL funding opportunity announcement (FOA) template for BIL and IRA actions to **further the Administration's goals to advance equity, provide support for disadvantaged communities, and leverage federal resources to achieve these objectives**. The FOA template includes a Community Benefits Plan requirement, along with **requirements to collect equity and justice-focused data**." *Id.* at 7.



79). "OAM, the Office of Small and Disadvantaged Business Utilization (OSDBU), and the National Nuclear Safety Administration are co-leading an Acquisition Forecast Improvement Working Group to establish a centralized, web-based platform capturing all contracting, subcontracting and financial assistance opportunities at DOE and **better reach underrepresented businesses in DOE procurement opportunities**." *Id.* at 7.



80). "...the Innovative Funding Mechanisms Working Group with the Office of General Counsel... has focused on Partnership Intermediary Agreements (PIAs) and Other Transactions (OT) Authority as possible **pathways to reach underrepresented entities and communities**." *Id.* at 7.



81). "OAM undertook an initiative in the Office of Headquarters Procurement Services to utilize market research tools...to **increase procurement awards to small business and other disadvantaged socioeconomic categories**. In FY 2023, these robust market research techniques resulted in awards valued at approximately \$70.5 million (M) for **Women Owned Small Businesses**; \$55.6M for Veteran Owned Small Businesses; \$38.5M for **Tribal-Owned and Native American Owned Small Businesses**; and \$3.8M for **HUBZone Businesses**." *Id.* at 7-8.



82). "SC launched the Funding for Accelerated, **Inclusive Research Initiative** to build research capacity, infrastructure, and expertise at non-R1 institutions and support mutually beneficial relationships between **MSIs** [Minority Serving Institutions] and Emerging Research Institutions and partner institutions." *Id.* at 8.



83). "In FY 2023, SC established a **requirement** that all research proposals submitted to SC include a plan for **Promoting Inclusive and Equitable Research** (PIER). PIER Plans describe the strategies and activities the applicants will incorporate into their research projects to promote opportunity, inclusion, and access to STEM research and training for individuals from all backgrounds." *Id.* at 9.



84). "FECM is collaborating with National Energy Technology Laboratory (NETL) acquisition professionals to **embed societal and community impact criteria into FOAs**...that expand the pool of new entrants (e.g., MSIs) participating in program procurement, acquisition, and development activities." *Id.* at 9.



85). "In FY 2023, DOE **sponsored the Capital Pride Festival, Lesbians Who Tech conference, and attended the Out in STEM conference** to engage with the LGBTQI+ community on employment and federal and DOE opportunities. DOE also works in **close partnership with its Energy PRIDE Employee Resource Group** (ERG) for Pride Month, including raising the Progress Pride Flag for the third year in a row with the Energy Secretary." *Id.* at 15.



86). "Update the DOE Merit Review Program to **improve equitable outcomes for DOE awards**." *Id.* at 21.



87). "Work with Privacy Act Officers and the Office of the General Counsel to update systems **to include demographic data** with reviewer registration, which can help the agency analyze how **merit review board composition may impact selection outcomes**." *Id.* at 21.



88). "Create a **guidance document for resume screeners to mitigate implicit bias** within merit review board selection and **increase opportunities for underrepresented individuals to serve on merit review boards**." *Id.* at 21.



89). "Identify additional DOE Tribal Consultation and Tribal and disadvantaged community engagement positions, by type (federal, temporary, permanent) needed across the department and **seek applicants with appropriate cultural competence and experience**." *Id.* at 30.



90). "Support **capacity building in Tribal Nations and disadvantaged communities through funding**, grant-writing and other technical assistance, equitable communication, and improved application processes." *Id.* at 31.

13. DEPARTMENT OF EDUCATION



91). “This moment demands that we reject complacency and **embrace equity at all levels**” *2023 Equity Action Plan*, U.S. Dep’t of Education 2 (2023), <https://bit.ly/40cBHo8>.



92). “This plan highlights and builds upon the Department’s programs that foster educational equity such as...the use of the Secretary’s supplemental priorities for discretionary grants, including priorities to promote educational equity and adequacy in resources and opportunity for underserved students and support for entities, such as **Historically Black Colleges and Universities (HBCUs), Tribal Colleges and Universities (TCUs), Hispanic Serving Institutions (HSIs) and Minority-Serving Institutions (MSIs)**.” *Id.* at 3.



93). “The Department aims to address barriers to college access, affordability, and completion by supporting colleges to enroll more students from underserved groups, including **students of color**, students from low-income backgrounds, students who are English learners, and others to raise graduation rates” *Id.* at 4.



94). “The Department aims to ensure that school districts serving historically underserved student groups, including **students of color**, students from low-income backgrounds, students who are English learners, students experiencing homelessness, and others have the resources they need to support learning recovery. This includes the allocation of **\$122 billion in ARP** funds for Title I schools, and **the ARP’s Maintenance of Equity** requirements to protect high poverty schools from reductions in State and local education funding.” *Id.* at 4.



95). “Address inequities faced by **justice-impacted individuals** by expanding access to postsecondary learning opportunities...” *Id.* at 4.



96). “OCR also released a **Press Release** reminding schools of their legal obligations to address discrimination, a **Resource Document** on **confronting racial discrimination in student discipline**, and **Guiding Principles** for **creating safe, inclusive, supportive, and fair school climates**. Additionally, the Department released a **Toolkit for creating inclusive and nondiscriminatory school environments for LGBTQI+ students**.” *Id.* at 8.

14. DEPARTMENT OF VETERANS AFFAIRS



97). “VA established **the Inclusion, Diversity, Equity and Access (I*DEA) Council**, which serves as the **Agency Equity Team** (pursuant to President Biden’s Executive Order (EO) 14091)” *2023 Equity Action Plan*, U.S. Dep’t of Veterans Affairs IV (2023), <https://bit.ly/3YwRzkl>.



98). “VA provided \$718,000 to 20 medical centers **to implement and/or advance equity**, quality improvement (QI) and performance monitoring projects and initiatives. These efforts focus on a range of health equity-related topics...” *Id.* at 5.



99). “Medical centers submitted QI project proposals that specified **focusing on diverse equity characteristics, including age, sex/gender, race and ethnicity, sexual orientation and rurality**.” *Id.* at 5.



100). “The VA I*DEA Council was chartered on June 22, 2023, by the VA Operations Board, which is chaired by the Deputy Secretary. **The I*DEA Council serves as the Agency Equity Team...** The Council is the oversight body for Veteran and employee-facing I*DEA programs, policies and initiatives.” *Id.* at 8.



101). “The proposed revision of 38 C.F.R. § 3.12, Update and Clarify Regulatory Bars to Benefits Based on Character of Discharge, addresses disparities related to Veteran status and eligibility determination that are a major issue for homeless Veterans **as well as LGBTQ+ and other minority Veterans.**” *Id.* at 8.



102). “VA will staff the **newly established VBA Office of Equity Assurance** to: Establish initiatives and track actions to **ensure equity action plans and goals** are achieved.” *Id.* at 11.



103). “VA will address **health equity** by: Increasing and standardizing the collection and use of **equity data** (age, **race, ethnicity, sex, gender identity**, religion, disability, **sexual orientation**, geographic location, language preference and other factors across VHA programs...**Expanding the use of equity** to guide quality improvement approaches and **integrating equity into existing VA quality improvement** and performance monitoring processes, thereby creating more efficient and streamlined pathways for addressing health care disparities.” *Id.* at 15.



104). “Launching the “I AM Campaign” in collaboration with internal and external stakeholders **to increase women Veterans self-identifying as Veterans** through empowerment and build a welcoming environment in VA.” *Id.* at 18.



105). “**Increasing collaborative outreach, education and networking opportunities to reach SDB, Women, LGBTQ+, 8(a) and HUBZone firms.** VA will identify and work with industry associations, other Federal agencies, SBA and APEX accelerators to co-host virtual and in-person education seminars. This will allow VA to reach underserved populations across socio-economic categories.” *Id.* at 23.



106). “Implementing a more robust, data-rich Forecast of Contracting Opportunities to provide small and **underserved businesses with advanced information to market their capabilities to relevant program offices.**” *Id.* at 23.



107). “Issuing guidance to VA contracting personnel with the authority **to make procurement decisions on how to improve opportunities to award SDB, WOSB and HUBZones.**” *Id.* at 23.



108). “Continuing to identify and measure new entrants for VA contract awards using VA Pathfinder, OMB and the **Budget Procurement Equity Portal.**” *Id.* at 23.

15. DEPARTMENT OF HOMELAND SECURITY



109). "DHS will implement Department-wide policy guidance **regarding the equitable use and implementation of AI technology.**" *2023 Equity Action Plan*, U.S. Dep't of Homeland Security 4 (2023), <https://bit.ly/3C2tNDL>.



110). "DHS will **develop training to enhance knowledge and cultural competency** of the Transportation Security Administration (TSA) frontline workforce" *Id.* at 5.



111). "DHS will conduct **a review of contract opportunities and grant funding opportunity announcements** prior to release **to determine how equitable access** for tribes can be furthered..." *Id.* at 6.



112). "In March 2023, USCIS updated Policy Manual guidance to **allow individuals requesting immigration benefits to self-select their gender marker ("Male" or "Female") without the need to provide proof of their gender identity or to match the gender listed on their supporting documentation...**" *Id.* at 7.



113). "TSA deployed new Advanced Imaging Technology (AIT) software for screening systems at airports across the country. **This update eliminates the need for Transportation Security Officers to determine a passenger's gender prior to AIT screening** and is **projected to reduce the instances of enhanced screening for transgender persons** and members of other underserved communities." *Id.* at 10.



114). "TSA **updated the PreCheck® application process by allowing individuals to select their gender marker** based on self-attestation, regardless of sex assigned at birth. **The application was updated to include additional gender marker options to better serve non-binary and gender non-conforming travelers.**" *Id.* at 10.



115). "In FY 2023, **FEMA advanced considerations of equity in awarding NSGP grant funding** by adding up to 15 additional points to the scores of organizations that demonstrate how they serve an underserved community or population or that are located within an underserved community." *Id.* at 11.



116). "One characteristic is "**Addressing Equity in Floodplain Management**," which considers how states plan, prioritize, and track floodplain management activities for underserved communities and populations." *Id.* at 14.



117). "S&T's Coastal Resilience Center (CRC), a DHS Center of Excellence led by the University of North Carolina at Chapel Hill, leads projects to advance equity in resilience, emergency planning, and response and recovery. **Ongoing CRC projects examine how social vulnerability indicators are incorporated into emergency planning to promote social equity as a component of building national resilience against natural disasters.**" *Id.* at 15.



118). “S&T’s **Minority Serving Institution Program** serves to foster and cultivate diverse, university-based research capacity building and workforce development opportunities. These opportunities prepare motivated students and faculty at **Minority Service Institutions** to grow and develop through research contributions to the homeland security enterprise. In 2023, S&T **awarded approximately \$9.7 million dollars to 20 Minority Serving Institutions** to support these goals.” *Id.* at 16.



119). “...Advance meaningful language access for Indigenous migrant communities through the following... **Facilitate development of Indigenous cultural awareness and competency education materials, such as training and/or job aids.**” *Id.* at 28.



120). “**ICE Enforcement and Removal Operations (ERO)** participated in several listening sessions held with **national and community-based Indigenous organizations**. ICE ERO has continued to consult one of these organizations on materials and initiatives.” *Id.* at 29.



121). “Collaborate with community groups to develop **training modules to enhance knowledge and cultural competency** of frontline workforce.” *Id.* at 30.

16. CONSUMER PROTECTION FINANCE BUREAU



122). “On January 20, 2021, Acting Director Uejio announced **racial and economic equity as a Bureau priority and established the cross-agency REE Taskforce** to develop a framework for advancing REE.” *2022 Equity Action Plan*, U.S. Consumer Protection Finance Bureau 3 (2022), <https://bit.ly/4f96wOX>.



123). “In March 2021, the Bureau launched its first dynamic **Supplier Diversity Registry** for **Minority- and Women-owned Businesses (MWOBs)**” *Id.* at 3.



124). “OMWI is working with the Office of Strategy to establish metrics at the Bureau and division levels to ensure accountability for the implementation of the Bureau’s **REE** priority. In addition, the Bureau is working to incorporate this priority into the Bureau divisions’ **Bi-annual Performance Review (BPR)** process. The Bureau’s Office of Strategy and the OMWI Office are collaborating to integrate **the Bureau’s REE principles** into the development of the Bureau’s next strategic plan and DEIA Strategic plan, which are both currently under development. In addition, OMWI has worked with Bureau divisions to incorporate the REE principles into their annual divisional D&I 6 strategic action plans. OMWI has also developed a guidance tool to assist Bureau divisions in interpreting **the REE [racial and economic equality]** definition adopted by the Bureau in April.” *Id.* at 4.

17. FEDERAL COMMUNICATIONS COMMISSION



125). [In 2021] the FCC established a new strategic goal to **Promote Diversity, Equity, Inclusion and Accessibility**...the Commission began including an **equity and inclusion inquiry within its notices of proposed rulemaking** seeking specific comments on how its proposals may promote or inhibit advances **in diversity, equity, inclusion, and accessibility**. *2022 Equity Action Plan*, U.S. Federal Communications Commission 3 (2022), <https://bit.ly/3BV234c>.



126). “The Commission re-chartered its Advisory Committee for Diversity and Digital Empowerment under a new name – the **Communications Equity and Diversity Council**. The Council’s mission has expanded from its initial focus on the media ecosystem to review more broadly **critical diversity and equity issues across the tech sector**.” *Id.* at 3.

18. FEDERAL TRADE COMMISSION



127). “In March 2021, Executive Director David Robbins designated Deputy Executive Director Monique Fortenberry to lead a cross-agency team to **implement EO 13985** and develop a roadmap **for programmatic equity analysis**. The cross-agency team worked together **throughout the year to develop this Plan**.” *2022 Equity Action Plan*, U.S. Federal Trade Commission 2 (2022), <https://bit.ly/3YcYjm8>.



128). “In October 2021, the FTC released ‘**Serving Communities of Color**: A Staff Report on the Federal Trade Commission’s Efforts to Address Fraud and Consumer Issues Affecting Communities of Color.’” *Id.* at 2.



129). “...the FTC’s draft Strategic Plan includes objectives for its Bureau of Competition (BC) and Bureau of Consumer Protection (BCP) that are **devoted exclusively to advancing equity** and support for communities that have been adversely affected by economic inequality or otherwise bear disproportionate economic burdens.” *Id.* at 2.



130). “To **promote equity and inclusion in antitrust enforcement**, BC must have the necessary information and a process for incorporating that information into agency decision-making. Therefore, BC plans to update two aspects of BC’s competition processes. First, BC will update its case selection and evaluation process by systematically collecting available information regarding the impact of proposed mergers and alleged **anticompetitive conduct on underserved communities**.” *Id.* at 6.



131). “...the Commission plans to **hire a Chief Diversity Officer (CDO)** in 2022. This position will bring additional **equity expertise to the agency**, support a **broad array of equity related initiatives and strategic objectives**, and, among other things, **develop recommendations to make additional infrastructure investments to support equity** in the FTC’s programs and operations.” *Id.* at 8.



132). “The Commission plans **to procure training that supports a broader understanding of how equity principles apply** to agency programs.” *Id.* at 8.



133). “The FTC intends to (1) procure training for its skilled acquisition workforce to increase awareness of opportunities to **embed equity analysis in contracting operations** and (2) collect and analyze data that will enable the FTC to better support the small business community, including **historically disadvantaged and underrepresented entrepreneurs**.” *Id.* at 10.

19. FEDERAL ENERGY REGULATORY COMMISSION



134). “FERC will identify or develop and offer **staff training on equity and environmental justice. Training will address foundational equity and environmental justice concepts, so that staff can have a shared understanding of core issues.** Training will address how equity and environmental justice involves removing barriers underserved communities may face in the context of the Commission’s practices, processes, and policies. Training also will address how, consistent with FERC’s mission and statutory duties, the Commission considers the impact of its actions on such communities. More specific trainings geared toward the responsibilities of different program offices and issue areas also may be identified or developed and offered.” *2022 Equity Action Plan*, U.S. Federal Energy Regulatory Commission 12 (2022), <https://bit.ly/3Yxf504>.

20. SOCIAL SECURITY ADMINISTRATION



135). “In June 2022, we resumed publication of statistics on OASDI benefits in current **payment status by race** as Appendix E in the Annual Statistical Supplement.” *2023 Equity Action Plan*, U.S. Social Security Administration 5 (2023), <https://bit.ly/3BMh7Rp>.



136). “In August 2022, we added **race and ethnicity questions to the online SSN application process (oSSNAP)** used to obtain an SSN card, resulting in an increase, from August 2022 to August 2023, for voluntary reporting of race information from 46 percent to 52 percent, and of ethnicity information from 54 percent to 59 percent.” *Id.* at 5.



137). “In FY 2023, we created the **Race and Ethnicity Voluntary Reporting Tracking Dashboard** to inform our collection strategies.” *Id.* at 5.



138). “In June 2023, we provided public information materials in English and Spanish to encourage voluntary **reporting of race and ethnicity data** during new and replacement SSN card applications...” *Id.* at 5.



139). “In September 2023, we added **race and ethnicity questions to the internet SSN replacement application process (iSSNRC)** used to obtain a replacement SSN card through the my Social Security (mySSA) portal.” *Id.* at 5.



140). “In September 2023, we completed our campaign of **letters to Governors to encourage the voluntary collection of race and ethnicity data from State natality records.** The campaign resulted in nine States/territories agreeing to collect race and ethnicity data voluntarily through the EAB process and eight States expressing interest in discussing the initiative further. To date, one State is under contract to include race and ethnicity voluntary collection capability through EAB.” *Id.* at 5.



141). “On October 4, 2022, we established the **Office of Native American Partnerships...**The office’s mission is to elevate and centralize efforts to administer comprehensive programs and policies related to American Indians and Alaska Natives” *Id.* at 6.



142). "On September 23, 2022, we published sub-regulatory guidance on **self-attestation for change of sex designation** for the SSN card application process." *Id.* at 8.



143). "On April 20, 2023, we updated quality review instructions and subsequently **updated 300+ policies with gender-neutral language** in FY 2023." *Id.* at 8.



144). "In FY 2023, we conducted product discovery to **add an "X" Gender Marker** to the NUMIDENT and identify all downstream impacts." *Id.* at 8.



145). "In Spring 2023, we **trained our employees on unconscious bias and gender-based discrimination** with a 98 percent employee completion rate." *Id.* at 8.



146). "We are very proud to have achieved and exceeded our overall Small Business Goal along with three of the four socio-economic goals: **Small Disadvantaged Business (SDB), Women Owned Small Business (WOSB)**, and Service-Disabled Veteran Owned Small Business." *Id.* at 8.



147). "In January 2023, we created a strategic outreach campaign using an agency-wide listserv of **HBCUs, ISSCs, and professional organizations with diverse membership** to encourage them to apply to our research funding opportunities." *Id.* at 8.



148). "In Summer 2023, we completed the Retirement and Disability Research Consortium (RDRC) recompetition for the five-year agreements (i.e., research grants) covering activities for FY 2024 – FY 2028. Six centers were selected to receive the awards. **Five out of six centers include HBCUs or ISSCs as partners, with HBCU and ISSC staff leading the centers as directors or co-directors.**" *Id.* at 8.



149). "Our new **Office of Native American Partnerships** accomplished the following actions... Received valuable feedback from Tribal Nations and Urban Indian Organizations highlighting a barrier to services and a business need for SSA to provide **training support** to new Tribal Benefit Coordinators working in Urban Indian Centers and Indian Health Services in underserved communities." *Id.* at 9.



150). "Evaluate data dashboard to **identify demographic information of customers** most affected by underpayments by September 30, 2024." *Id.* at 17.



151). “To address barriers to accessing survivors benefits, we will...Audit existing public information, including webpages, and revise materials using plain language to make the eligibility requirements clear and inclusive for women, **same-sex couples** and families; **people from underserved communities**; and others who access public benefits... Develop and enact a stakeholder outreach strategy to increase public understanding of survivors benefits, including among **Black, Latino, and American Indian and Alaska Native communities** that are disproportionately represented in higher mortality rates...Revise and publish online information on criteria for benefit entitlement to **incorporate cultural nuance** and reduce technical jargon...Design a **culturally sensitive Tribal-focused Benefits Guide** and training for the Indian Health Service (IHS) Tribal Benefit Coordinators...Provide a face-to-face presentation at the **National Indian Council on Aging Elders Conference** educating nearly 2,000 Tribal elders annually.” *Id.* at 19.



152). “Track **beneficiaries by demographic characteristics** (e.g., **gender, race, income**) by end of FY 2024.” *Id.* at 19.



153). “Identify additional third parties to provide annual SSA benefits **training by working with the IHS, and navigators in Black, Latino, and LGBTQIA+ communities.**” *Id.* at 19.



154). “Increase voluntary data collection through the SSN Application (SS-5) to further identify, monitor, and address service inequities to the populations we serve...Track the voluntary **collection of race and ethnicity data** in the Demographic Tracking Dashboard to inform collection strategies.” *Id.* at 21.

21. ENVIRONMENTAL PROTECTION AGENCY



155). “Issued **Legal Tools to Advance Environmental Justice**: Cumulative Impacts Addendum, an assessment of EPA’s legal authorities to consider and address cumulative impacts.” *2023 Equity Action Plan*, U.S. Environmental Protection Agency 5(2023), <https://bit.ly/407S9WV>.



156). “**Awarded \$21.4M in research grant funding to 16 institutions** for community-based research on how climate change may compound adverse environmental conditions and health stressors in **communities with environmental justice concerns.**” *Id.* at 5.



157). “Incorporated community, Tribal, and academic input to cumulative impacts strategy through **engagement with National Environmental Justice Advisory Council**, Local Government Advisory Committee and Science Advisory Board on cumulative impacts.” *Id.* at 5.



158). “In FY 2023 **established an Environmental Justice Thriving Community Technical Assistance Center** (EJ TCTAC) program with thirteen regional technical assistance centers across the country in addition to three nation-wide centers providing capacity-constrained communities and other environmental justice stakeholders – free of charge and without the need for any application technical assistance on basic capacity needs such as **grant proposal writing**, grant management, effective implementation of projects and grant resources, reporting, etc.” *Id.* at 5.



159). “Designed and **completed the Environmental Justice Thriving Communities Grantmaking Program** (EJ TCG). The EJ TCG program is establishing a national **network of Grantmakers that will make subgrants to communities** in their regional coverage areas in amounts between \$100-350K.” *Id.* at 6.



160). “Announced **\$128M for Environmental Justice Projects** across the Country through the Thriving Communities EJ Collaborative Problem Solving and Government to Government Grant programs launched in FY 2023 which support communities, and their governmental partners establish strong collaborative efforts to identify solutions to **priority equity and justice challenges** facing the community.” *Id.* at 6.



161). “Launched **new Office of Environmental Justice and External Civil Rights (OEJEER)**.” *Id.* at 6.



162). “Significantly increased OEJEER staffing support with a majority of full-time employees deployed in EPA’s 10 regions to **advance environmental justice and integrate equity in the implementation of Agency programs** and to collaborate with governmental partners on the ground in support of **community environmental justice and civil rights priorities.**” *Id.* at 6.



163). “Engaged in **training and capacity building** activities across EPA programs and regions on the fundamentals of **integrating equity and justice** into the **agency’s mission** delivery...” *Id.* at 6.



164). “In August 2022, EPA issued “**Interim Environmental Justice and Civil Rights in Permitting FAQs,**” which gathered existing guidance, technical assistance, and other resources to assist permit writers and reviewers with **integrating environmental justice and civil rights into decision-making.**” *Id.* at 7.



165). “Implemented four policy initiatives to increase small business utilization and **reduce the burden of proposal submission by socially disadvantaged and minority serving institutions.**” *Id.* at 7.



166). “Conducted Agency outreach to **provide socially and economically disadvantaged small businesses and minority-serving institutions the opportunity to learn more about EPA’s operations...**” *Id.* at 7.



167). “Led process of integrating **EPA organizational culture change** efforts that **enhance vendor diversification, procurement equity, and inclusion.** A webinar was hosted during Small Business Week to amplify the use of small and **socioeconomic businesses.** Over **1,000 EPA personnel attended** this webinar.” *Id.* at 8.



168). “High level highlights of EPA’s EJ Scorecard include 28 open Title VI investigation(s) or compliance review(s), the **unprecedented inclusion of the goal to advance environmental justice** and civil rights compliance in EPA’s FY 2022–2026 Strategic Plan, and approximately **70 programs covered under Justice40**, including the following six EPA Justice40 pilot programs: o Drinking Water State Revolving Fund o Clean Water State Revolving Fund o Reducing Lead in Drinking Water o Brownfields o Superfund o Diesel Emissions Reductions Act Program (DERA)” *Id.* at 8.



169). “Committed in EPA’s Strategic Plan to increase inspections at facilities that affect communities with **potential environmental justice concerns from a baseline of 27% to 45% in FY 2022, 50% in FYs 2023–2024, and 55% in FYs 2025–2026...**” *Id.* at 8.



170). “Since FY 2021, issued over 133 orders to address drinking water violations in communities, **particularly in communities with environmental justice concerns**, such as Cahokia Heights, Illinois, Clarksburg, West Virginia and Jackson, Mississippi and in Tribal areas.” *Id.* at 8.



171). “Issued **principles for addressing environmental justice concerns** in air permitting and conducted outreach to state and Tribal partners.” (EPA EAP p. 10).



172). “Through the IRA, EPA is investing directly to reduce pollution in frontline communities. This includes, for example, **Environmental and Climate Justice Grants** to support community-led projects in communities with environmental justice concerns.” *Id.* at 11.



173). “Establish and **operationalize a National Network of EJ Thriving Community Grantmakers** (EJ TCGM).” *Id.* at 13.



174). “Launched a **new \$2B Environment and Climate Justice Community Change Grant** program with a focus **on re-envisioning the application process to ensure equity**. In FY 2024, EPA will compete these new Community Change Grants, which will be the **vehicle through which approximately \$2B in IRA funding will flow.**” *Id.* at 14.



175). “Create forums to explore emerging tools and methodologies, innovative ideas, and promising practices. The workgroup will use multiple venues, such **as focus groups, webinars, and workshops**, to advance understanding of topics related to cumulative impacts. These include but are not limited to quantitative and qualitative methods, community engagement, community participatory science, **disproportionate burden, historical drivers, intersectional issues**, significant projects, and emerging practice. *Id.* at 17.



176). “**Develop equity evaluation guidelines for conducting EPA program evaluations** supported by equitable data approaches.” *Id.* at 34.

22. NATIONAL AERONAUTICS AND SPACE ADMINISTRATION



177). "NASA hosted an **Equity Stakeholder Town Hall** on September 28, 2022, to share ideas and gain insights on potential barriers to participation in NASA programs and equitable access to agency data and information..." *2023 Equity Action Plan*, U.S. National Aeronautics and Space Administration 7(2023), <https://bit.ly/3zYvLV0>.



178). "Expanded the posting of Notice of Funding Opportunities (NOFO) to the Agency's **Minority Serving Institutions' Exchange newsletter** to enhance accessibility." *Id.* at 7.



179). "**Increased the grant award amount to HBCUs** between FY 2021 and FY 2022 by 39.9 percent, or \$1.36 million." *Id.* at 7.



180). "Launched the Bridge Program **to increase diversity in NASA's STEM workforce and build capacity at HBCUs and minority serving institutions.**" *Id.* at 7.



181). "NASA awarded **39 environmental justice proposals totaling \$6.9 million** for up to three years." *Id.* at 8.



182). "As part of **NASA's Minority University Research and Education Project (MUREP) Data Equity Access program**, the Agency awarded eight proposals **totaling \$11 million** over three years to **HBCUs** to build data science networks with Earth science data." *Id.* at 8.

183). "NASA's Community Action and Climate & Resilience programs were added to the **Justice40 initiative**. These programs help NASA **ensure underserved communities have access to resources to combat the effects of climate change...**" *Id.* at 8.



184). "Demonstrating an increased focus in **EJ [environmental justice]**, NASA's accomplishments in FY 2022 include: tools and resources to advance EJ; 39 new investigator teams working on **EJ** through research grants..." *Id.* at 8.



185). "NASA's Office of Procurement held **its first virtual LGBTQI+ Vendor Equity Forum**, connecting more than 220 industry stakeholders and businesses with Federal procurement experts. The Agency also collaborated with Google Arts & Culture to **showcase contributions of LGBTQI+ employees.**" *Id.* at 9.



186). "NASA's Artemis missions will launch the **first woman and first person of color to orbit the Moon**. In 2022, NASA Astronaut and U.S. Marine Corps Col. Nicole Mann became the **first Indigenous woman to go to space**, while NASA Astronaut Dr. Jessica Watkins became the **first Black woman to serve a long-duration mission** aboard the orbiting laboratory. NASA also produced and released a documentary *The Color of Space*, which features a conversation between seven current and former Black NASA astronauts." *Id.* at 9.



187). "NASA held its **inaugural Tribal Nations Forum** open to all 574 federally recognized tribes as part of our Tribal Consultation Plan. NASA continues to conduct STEM events with Tribal youth, including the First Nations Launch and a partnership with the Choctaw Nation to support science education." *Id.* at 9.



188). "NASA expanded the use of Dual Anonymous Peer Review to minimize the impact of **implicit or unconscious bias in the evaluation of proposals.**" *Id.* at 9.



189). "As NASA implements specific legislative requirements, we **are embedding equity throughout key processes and points of access**, including areas of NOFOs." *Id.* at 9.



190). "NASA will continue its commitment to a **minimum of four grant-related outreach events to underserved communities** per calendar year." *Id.* at 15.



191). "Addressing **and dismantling identified barriers to underserved communities in the award application and administration process**...NASA will continue to collect feedback through our two-way outreach and training sessions and evaluate post-event survey feedback offering participants additional opportunities to inform us of barriers faced as they engage with NASA grants." *Id.* at 15.



192). "To **mitigate unconscious bias**, names, and identities of reviewers and proposers are kept hidden in select competitions. **DAPR increases equity in NASA's solicitation process by decreasing barriers caused by hidden bias.**" *Id.* at 16.



193). "The SMD Bridge Program's primary goal is to **promote participation of traditionally underrepresented groups** in NASA's workforce and STEM disciplines through investment in science and engineering research at **Under-Resourced Institutions (URIs).**" *Id.* at 16.



194). "NASA will target **a two percent increase in the number of selected proposals submitted by institutions from underserved communities** and the success of new recipient's selected proposals in remaining compliant with federal and NASA regulations through continued partnership throughout the award's lifecycle." *Id.* at 16.



195). "a new DAPR process was piloted to include a **more comprehensive evaluation of the applicant's background**, research, and accomplishments, **thus creating equity** in the solicitation process" *Id.* at 16.



196). "Achieving Success: **Year-over-year increase in awards being issued to underserved communities** as well as the compliance rate of award administration." *Id.* at 17.



197). "Continue to contribute to **the Justice40 Initiative through the Community Action and Climate & Resilience programs to reach disadvantaged communities disproportionately impacted by underinvestment.** Community Action includes **EEJ, Indigenous Peoples Initiative**, and Prizes & Challenges." *Id.* at 18.



198). “**The Indigenous People’s Initiative** will conduct three remote sensing trainings, seven outreach presentations, and **two learning (Indigenous yarning) sessions with Indigenous communities.**” *Id.* at 20.



199). “NASA will design a citizen science challenge focused on **underserved women in emerging economy countries.** It will also solicit projects under **Equity and Environmental Justice and Climate & Resilience,** all oriented towards engaging the communities they impact.” *Id.* at 21.



200). “NASA uses internships to build a **diverse pool of top talent for the future STEM workforce...** The program increased mentor training to assist mentors in understanding the significance of mentorship, **awareness of unconscious bias, and considerations of cultural differences.**” *Id.* at 27.



201). “MUREP INCLUDES facilitates the formation of **MSI-led coalitions** to enhance student participation in engineering-related disciplines and fields.” *Id.* at 27.



202). “Provide STEM **engagement opportunities** to higher education students for both virtual and in-person STEM engagement activities: **(1) racially or (2) ethnically underrepresented students (Hispanics and Latinos, African Americans, American Indians, Alaska Natives, Native Hawaiians and Pacific Islanders), (3) women, and (4) students across all institutional categories and levels** (as defined by the U.S. Department of Education).” *Id.* at 28.

23. CENTRAL INTELLIGENCE AGENCY



203). “The CIA’s STEAM [Science, Technology, Engineering, Art, Math] community outreach program **prioritizes:** 1. “**Historically Black colleges and universities [HBCUs] and other minority serving institutions [MSIs],** as described in section 371(a) of the Higher Education Act of 1965,” *2022 Equity Action Plan, U.S. Central Intelligence Agency 4 (2022), <https://bit.ly/3YfrTr9>.*



204). And 2. “**Educational institutions serving women, members of minority groups, and other groups of individuals** who traditionally are involved in the science, technology, engineering, arts, and mathematics professions in disproportionately low numbers.” *Id.* at 4.



205). “CIA conducted the following activities among the three target groups: ... Sponsored two Summer Robotics Camps for middle school **students from underserved communities,** impacting 44 students. Sponsored Summer Camp cyber activities for approximately 440 middle and high schools students with a **focus on increasing diversity in engineering.**” *Id.* at 5.



206). “The CIA will employ metrics to determine whether Agency actions reduced barriers to diversity candidates collaborating with and working for the CIA over the next two to four years...Those metrics may include: Diversity demographics: The number of students **from underrepresented groups and underserved communities impacted by STEAM activities**. The number of students from **underrepresented groups enrolled in the DST’s Summer Co-op and Student Programs**. The number of viable applicants for **CIA Staff positions from underrepresented groups**.” *Id.* at 6.



207). “The Agency recognized **developing stronger relationships with minority organizations** and providing them with a clear understanding of our mission and on-boarding process is necessary to promote equity and diversify our populations and minority associations.” *Id.* at 7.



208). “CIA’s Office of Public Affairs continues to work closely with media outlets to encourage coverage of CIA’s efforts to welcome and include individuals from communities that have been historically underserved. Of special note, since 20 January, OPA ran three “Humans of CIA” spotlights, **all highlighting members of communities that have been historically underserved or subject to discrimination**.” *Id.* at 9-10.

24. OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE



209). “Leveraging the Intelligence Science and Technology Partnership (In-STeP) – This initiative is designed to inform the IC’s science and technology investment decisions by including a **broad range of diverse inputs** potentially leading to contract awards from geographically diverse companies, **women-owned small businesses, and Historically Underutilized Business Zones**.” *2022 Equity Action Plan*, U.S. Office of the Director of National Intelligence 1(2022), <https://bit.ly/3YzxJok>.



210). “Identifying and Mitigating Intelligence **Officer Bias on Issues of Equity** – We will use this initiative to define, identify, evaluate, and mitigate potential equity-related bias in IC production.” *Id.* at 1.



211). “STG will augment the In-STeP program by **collecting demographic information on potential IC vendors** to inform future procurement policy and outreach efforts. Some other actions listed in the document (in the Accountability section) are: · Through the In-STeP program, STG will facilitate meetings with respondents according to established procedures while working to **ensure increasingly diverse and equitable representation**. · Lastly, STG will use information derived from its RFIs to drive future targeted outreach activities to industry consortia that are **underrepresented** in the above categories.” *Id.* at 5.



212). “To **track equity progress**, STG will **capture annual demographic information of respondents to all RFIs** and monitor the ratio of entities that satisfy one or more of the above categories compared to companies historically doing business with the IC. As STG monitors this ratio, it will increase its efforts to promote the program if sufficient representation from the above groups is not being achieved.” *Id.* at 6.



213). "PSP will identify trade associations representing the interests of **minority-, women-, and LGBTQ-owned and operated businesses** and include them on the list of invites for upcoming TAP meetings." *Id.* at 7.



214). "Examine current strategies and best practices for ensuring objectivity and defining, identifying, and **reducing equity-related bias** in all aspects of the intelligence production process, including collection and reporting, constructing a program of analysis, conceptualizing analysis, drafting analysis, and editing analytical product." *Id.* at 8.



215). "Develop **lexicons for areas of identified types or areas of collection and analysis to encourage consistent usage of non-biased terms** across Departments and Agencies. Successful implementation should lead to reduced concerns over how certain groups are characterized." *Id.* at 9.



216). "Raise awareness of the ways **equity issues are impacted by foreign policy decisions** and, subject to Presidential Intelligence Priorities, encourage intelligence officers to consider equity issues in their work, while avoiding advocacy and maintaining analytic objectivity standards." *Id.* at 9.



217). "Engage with IC **training programs to discuss potential for including or maturing discussion of bias and equity** in training courses and take steps to fill any gaps identified. Because revising curriculum takes time, this likely will extend as a medium-term activity" *Id.* at 9.

25. U.S. TRADE AND DEVELOPMENT AGENCY



218). "Continuing to advance **minority participation in USTDA's small business procurement program**. Office of Acquisition Management will continue its **advocacy for small-disadvantaged businesses with the goal of providing maximum practicable opportunities** for small-disadvantaged business, including **minority-owned and women-owned small businesses**." *2022 Equity Action Plan*, U.S. Trade and Development Agency 2 (2022), <https://bit.ly/3YH0zSp>.



219). "Continuing to **prioritize outreach to Tribal Nations** in accordance with President Biden's January 26, 2021, Presidential Memorandum on Tribal Consultation and Strengthening Nation-to-Nation Relationships and Executive Order 13175 of November 6, 2000 (Consultation and Coordination With Indian Tribal Governments)." *Id.* at 2.



220). "Below is a **breakout of procurement dollars going to minority-owned and woman-owned small business** during FY2021: Minority-Owned Small Business = \$9,693,144.54 (42% of Total Procurement Value) –Asian-Pacific American Owned = \$2,707,709.40 –Black American Owned = \$3,303,735.66 –Hispanic American Owned = \$971,783.53 –Subcontinental Asian (Asian-Indian) = \$2,610,163.03 –Other Minority Owned = \$99,752.89 Woman-Owned Small Business = \$5,671,240.71 (**24% of Total Procurement Value**)" *Id.* at 3.



221). "The agency will reduce this barrier with robust outreach to **increase representation of underserved/underrepresented groups through increasing contractor diversity**." *Id.* at 5.



222). “Full success will be achieved with 50 percent or more of our total small business procurement dollars going to small-disadvantaged businesses **owned by socially disadvantaged groups.**” *Id.* at 6.



223). “Long-term success will be reached with **increased participation of Tribal Nations contractors in agency funded activities.**” *Id.* at 8.



224). “Long-term success will be reached with **increased participation of small-disadvantaged businesses in USTDA grant-funded activities.**” *Id.* at 10.

26. COUNCIL OF ECONOMIC ADVISORS



225). “CEA has published **several equity-related posts**, including...Exclusionary Zoning: Its Effect **on Racial Discrimination in the Housing Market**...The Economic Benefits of Extending Permanent Legal Status to Unauthorized Immigrants...The Benefits of Increasing **Equity in Federal Contracting.**” *2022 Equity Action Plan*, U.S. Council of Economic Advisors 1 (2022), <https://bit.ly/3UiD94y>.



226). “CEA members are active in several interagency initiatives that involve issues of equity, including the **Equitable Data** Working Group, the Council on Economic Mobility, the **Gender Policy Interagency** Policy Committee (IPC), the IPC on Employment of Formerly Incarcerated People, **the ARP Equity Learning** Agenda, a **DEIA Training** committee, and the IPC on Urban **Equitable Development.**” *Id.* at 1.



227). “The Chair was a keynote speaker at a Georgetown **University Juneteenth event** focusing on **Black and Brown banks** in the financial technologies sector.” *Id.* at 1.



228). “On Black Women’s Equal Pay Day, **the Chair participated in interviews with several Black publications** and joined an Instagram Live video on the topic from the White House’s account.” *Id.* at 2.



229). “CEA economists will author materials—both internal memos and public-facing products—that **highlight the economic consequences of institutionalized racism and discrimination.** Our staff will continue to produce research on topics such as **financial inclusion**, urban **equitable development**, employment of formerly incarcerated people, and equal opportunity in education and the labor market, as some examples. The 2022 Economic Report of the President, an annual CEA publication, will include a chapter that discusses how persistent inequality affects economic efficiency and growth and why **addressing structural racism and discrimination is critical to strengthening the U.S. economy.**” *Id.* at 3.



230). “CEA will track progress on this commitment by monitoring the number of **equity-related products** that we publish. We will formalize this process by **adding an equity component to our product development checklist.** This step will help to ensure we do not overlook opportunities to acknowledge the effect of **systemic racism in economic research.**” *Id.* at 3.



231). "...we will examine all our publications to ensure we have **incorporated issues of equity across a number of broad topics** as appropriate (such as employment and inflation, for example)" *Id.* at 3.



232). "CEA plans to offer **diversity, equity, inclusion, and accessibility (DEIA) training** for staff." *Id.* at 4.



233). "CEA will convene experts from academia, civil society, and government to discuss opportunities to apply **an equity lens in the agency's economic research**. Potential topics of discussion include **racial and ethnic equity in labor markets** and **intersectional economic disparities**, particularly related to disability. These conversations will equip our staff to apply a **racial equity lens to research and Administration policy processes**." *Id.* at 4.



234). "To ensure that staff are **considering racial and ethnic equity** in research when possible, CEA will incorporate an **equity component in our weekly project reporting** process." *Id.* at 4.

27. FEDERAL EMERGENCY MANAGEMENT AGENCY



235). "Create a FEMA-wide **definition of equity and framework for implementing equity into agency programs**, in line with FEMA's core values: compassion, fairness, integrity, and respect" *2022 Equity Action Plan*, U.S. Federal Emergency Management Agency 2 (2022), <https://bit.ly/4f9uWYA>.



236). "Review and recommend revisions to FEMA-wide policies, procedures, plans and guidance, in collaboration with FEMA's Enterprise Governance Boards, as appropriate, to ensure the **integration of equity considerations to drive equitable outcomes**." *Id.* at 2.



237). "OCCPO has processes in place intended to improve outcomes for the public that are conducted in compliance with the FAR, which provides the procurement framework for executive agencies. The Small Business Program directs OCCPO to set aside certain procurements for participation by small business concerns, **including women-owned and minority businesses** (WOSB), in accordance with provisions of the Small Business Act: *Id.* at 4.



238). "OCCPO's Industry Liaison Program (ILP) works diligently with its internal and external stakeholders to ensure we provide procurement opportunities for **members of underserved communities to access procurement opportunities to the maximum extent** practical by providing outreach, training, and other resources on how to do business with the federal government, before, during and after disasters." *Id.* at 4.



239). "Engage more organizations which focus **solely on minority and under-served communities such as Minority Business Development Agency** (MBDA)" *Id.* at 5.



240). "OCCPO ILP has a goal that requires the program to reach out to the **minority business councils in every region and territory** under FEMA's purview to host how to do business with FEMA events for those **underserved communities** prior to the start of the hurricane season." *Id.* at 5.



241). "FEMA will identify opportunities to **diversify the populations of applicants**. As a result, the program will more effectively address the security needs **of underserved and marginalized communities**." *Id.* at 12.



242). "The **Administration's Justice40 Initiative** is an opportunity to help address these challenges. The Justice40 Initiative sets a goal **that 40 percent of the overall benefits of investments flow to underserved communities**. HMA's BRIC and FMA programs are participating as pilot program as part of the Justice40 Initiative" *Id.* at 14.



243). "Conduct outreach and engagement **with underserved communities** and leverage partnerships with organizations to understand specific needs and concerns and increase access to and awareness of mitigation planning and **grant opportunities**." *Id.* at 15.

28. CONSUMER PRODUCT SAFETY COMMISSION



244). "CPSC contracts with an **outside public relations (PR) agency to receive guidance on cultural sensitivities** concerning CPSC safety campaign outreach efforts for the agency's existing and new safety campaigns." *2022 Equity Action Plan, U.S. Consumer Product Safety Commission 2 (2022)*, <https://bit.ly/3C2tHfq>.



245). "CPSC awarded 28 percent of its contract dollars for research and services to **small, disadvantaged businesses (SDB)** in FY 2021, **exceeding the 15 percent OMB target**." *Id.* at 3.



246). "Our year-round CO-Hurricane & Severe Weather Safety Campaign **targets minority communities** in areas that are prone to severe weather and/or severe power outages, through media, organic digital/Web, and social media." *Id.* at 4.



247). "Pool Safely, a year-round safety education campaign, **targets minority communities** through earned media, digital/web, social media, events, and grassroots outreach via a network of more than 1,200 campaign collaborators in communities across the country. Community outreach, via regional and national collaborations, will be expanded **to focus on Black, Hispanic, and Native American communities**." *Id.* at 4.



248). "Additional CPSC news releases and targeted social media will highlight this issue [of residential fires] and **reach out to Black Americans**." *Id.* at 5.



249). "The Office of Hazard Identification and Reduction (EXHR) is **hiring a Diversity Risk Manager to lead analysis of underserved communities**, and we will also **hire two new statisticians** in the Division of Epidemiology. CPSC is **considering other roles and positions in the agency to facilitate agency actions to eliminate racial disparities** in injury rates." *Id.* at 7.



250). “Additionally, EXHR contracted with a data analytics firm to explore advanced statistical methods to account for **unreported race data, or to “impute” the missing data.**” *Id.* at 7.



251). “Success would be a statistically **significant decrease in racial or other demographic disparities.**” *Id.* at 8.

29. FEDERAL MARITIME COMMISSION



252). “The **FMC Equity team** will review each category and annually report to the FMC Chairman on its progress...Long term success would include **additional language competencies in FMC staff.**” *2022 Equity Action Plan, U.S. Federal Maritime Commission 3 (2022), <https://bit.ly/3Y7tjUg>.*



253). “In FY 2022, Commission staff will conduct **a review of equity** in its **contracting activities.** The review will consider: 1) current equity activities; 2) federal opportunities the Commission is not currently leveraging, if any; and 3) what, if any, changes the FMC should consider implementing to **achieve equity for underserved or under privileges communities.**” *Id.* at 6.

30. NATIONAL TRANSPORTATION SAFETY BOARD



254). “The office of Equal Employment Opportunity, Diversity, & Inclusion has been **conducting New IQ Training with staff.** It has a focus **on increasing DEIA in the workplace** and encourages agency divisions to engage with new stakeholders.” *2022 Equity Action Plan, U.S. National Transportation Safety Board 2 (2022), <https://bit.ly/4hdGvQe>.*



255). “The NTSB has conducted **six virtual roundtables** that focus on the Safe System Approach to improving road safety. Nearly all of these sessions included discussions on the need for **greater equity in highway safety programs and policies.** The sessions also discussed the role that safety organizations have in engaging with **underserved communities and organizations...**” *Id.* at 2.



256). “To improve its activities and interactions with historically underserved communities, the agency will add a module to **this training program** that will **enhance the cultural awareness and sensitivity** of its investigative personnel.” *Id.* at 5.

31. OFFICE OF PERSONNEL MANAGEMENT



257). “OPM hosted a **virtual DEIA National Engagement** for Federal and Non-Federal employees. The focus of the national virtual event was to share publicly available documents as exemplars to both the private and public sectors that **promote promising practices and DEIA in the workforce,** as well as **highlight the 2023 Gender Inclusion Guidance Document, the DEIA Annual Report, and the Government-wide Strategic Plan for DEIA in the Federal Workforce.**” *2023 Equity Action Plan, U.S. Office of Personnel Management 7-8 (2023), <https://bit.ly/4f3RU3o>.*



258). “Employee Resource Group (ERG) and **Affinity Group Summit**: OPM convened the first-ever government-wide Employee Resource Group (ERG) and Affinity Group Summit in April 2022. It was held again in May 2023. This **ongoing and annual event** is designed to equip Federal employees in ERGs and **affinity groups to better support agency efforts to strategically advance DEIA...**” *Id.* at 8.



259). “Since July 2021, OPM has led a **DEIA Learning Community** to support all Federal agencies with implementing **promising practices**, and worked with agencies as they self-assessed **the strengths and challenges related to DEIA practices within their own organizations**. Learning community offerings are open to all Federal employees and include webinars, newsletters, office hours, and 24-hour access to online resources, videos, and templates.” *Id.* at 8.



260). “In February 2023, OPM released **Government-wide DEIA: Our Progress and Path Forward to Building a Better Workforce for the American People**, the inaugural annual report providing a **government-wide perspective of DEIA progress.**” *Id.* at 8.



261). “In September 2022, OPM established the **Chief Diversity Officers Executive Council** as a coordinated effort to **embed DEIA principles across the Federal government.**” *Id.* at 8.



262). “OPM **published Gender Identity Guidance to all agencies on Transgender Day of Visibility** on March 31, 2023.” *Id.* at 8.



263). “Through the FEHB Program, OPM continues to emphasize the importance of equitable **healthcare coverage for LGBTQI+ employees**, beneficiaries and eligible dependents, including advancing **comprehensive coverage of gender-affirming care and services.**” *Id.* at 8.



264). “OPM convened an open dialogue and exchange of ideas on how Federal agencies can create or support pathways, pipelines, or curriculums to sustain Federal employment for students of **HBCUs...**” *Id.* at 9.



265). “For the first time, OPM hosted the **American Indian Science and Engineering Society (AISES) Government Relations Council meeting to support recruitment of Native Science, Technology, Engineering, and Math (STEM) talent** to the Federal workforce and strengthen the agency’s relationship with Native communities.” *Id.* at 10.



266). “Pay Equity: In May 2023, OPM released proposed regulations that would **prohibit the use of salary history when setting pay for Federal jobs**—an important step to help address **gender and racial pay gaps.**” *Id.* at 11.



267). "OPM will...Conduct outreach events for high school and college students from **underserved communities, HBCUs, and other MSIs** detailing the availability of Federal jobs and providing guidance on how to apply for them...Conduct a qualitative research study and engage with focus groups that **include under-represented candidate audiences**. OPM will conduct this study to better understand the motives behind seeking government work, job seeker behavior, applicant needs, and barriers to entry (e.g., distrust, fatigue, clearance debt, incarceration, citizenship issues)." *Id.* at 14.



268). "Create an agency-facing microsite to support Federal agencies seeking to hire **applicants from Minority Serving Institutions (MSIs)**, Persons with Disabilities, and Formerly Incarcerated Individuals." *Id.* at 15.



269). "Create government-wide technical assistance to support Federal agencies who are engaging with **MSIs**." *Id.* at 15.



270). "Encourage Federal agencies to increase their use of paid internships by making them **more accessible to early career talent from underrepresented group**." *Id.* at 15.



271). "Leveraging **the Chief Diversity Officers Executive Council** and Chief Human Capital Officers to work closely with other Federal agencies to prioritize and assist them with their efforts to recruit, hire, and retain qualified individuals from **underserved communities**" *Id.* at 15.



272). "Promote Federal Hiring opportunities by, as appropriate, partnering with nonprofit service organizations that **specialize in recruiting and supporting students from underrepresented groups** with paid internship opportunities." *Id.* at 15.



273). "Adopt the Hear Her™ campaign to educate providers on how best to support **pregnant people of color**. Adopt in this action means to provide funding for this **provider education campaign** for the medical providers in the FEHB plan provider networks." *Id.* at 20.



274). "Work with FEHB Carriers to improve the **collection of maternal race and ethnicity data**." *Id.* at 21.



275). "Leverage existing data including payroll data (use of leaves and use of paid parental leave by type of qualifying event), employee personnel status data (for example, retention status and base pay), employee performance data (for example, award hours and award pay), FEVS and FEBS data, and **employee demographic data (for example, gender, race and ethnicity, age, work schedule, and agency)** to assess use and equity of use by demographics." *Id.* at 23.

32. SMALL BUSINESS ADMINISTRATION



276). "On June 1, 2023, SBA opened a window for new applications for SBLC licenses. The application window remained open until July 31, 2023. SBLCs are a category of lenders that are directly regulated by SBA to provide SBA 7(a) loans nationally. The new SBLCs will help target critical market gaps in SBA lending to **underserved small businesses**. These institutions have historically lent to businesses that have less access to capital, including to **Black, Latino, Native, and rural entrepreneurs**, at higher rates." *2023 Equity Action Plan*, U.S. Small Business Administration 5 (2023), <https://bit.ly/48fd0ti>.



277). "For the first time in over 40 years, SBA will increase the number of licensed SBLCs, and for the first time, is evaluating SBLC applicants for their demonstrated potential to fill gaps in the credit markets, including small dollar lending and **lending to underserved populations**." *Id.* at 10.



278). "Strengthen small business **services for underserved entrepreneurs** by partnering with more **HBCUs, Tribal Colleges and Universities (TCUs)**, and **MSIs** - through SBA Resource Partner grant agreements and Agency strategic alliances." *Id.* at 18.



279). "Increased number of underserved small businesses receiving services through SBA Resource Partners located at **HBCUs, TCUs, and MSIs and/or number of strategic alliances created**." *Id.* at 19.

33. UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT



280). "Implement the **Minority-Serving Institution (MSI) Partnership Initiative**: The aim of the MSI Partnership Initiative is to match interested institutions with USAID Bureaus, Missions, and Independent Offices to increase MSI community members' access to programs and initiatives in that particular Bureau or Office. Through this initiative USAID seeks to increase MSI engagement in the following ways: 1) **Demonstrate commitment to inclusivity and affirmatively advancing equity, civil rights, racial justice, and equal opportunity**; 2) Increase MSI knowledge of, and access to, USAID programs and initiatives; 3) Identify opportunities for students and faculty to engage in U.S. Foreign Assistance; 4) Share career and internship opportunities; 5) Increase student engagement with USAID; and 6) Support increased participation of **MSIs** in USAID's research initiatives. This initiative **diversifies the partnership base**, expanding partnerships beyond traditional actors." *2023 Equity Action Plan*, U.S. Agency for International Development 18 (2023), <https://bit.ly/4eS1gj5>.



281). "Hire additional staff and manage, fund, and expand at least two new support mechanisms to assist Missions and OUs **to effectively advance gender equality and inclusive development objectives** through informed, evidence-based programming" *Id.* at 21.



282). "**Increase the number of Inclusive Development Advisors** at USAID Missions." *Id.* at 21.



283). “**Increase the number of positions identified/created/filled** at USAID Missions devoted to **advancing inclusive development and gender equality**, including both FSOs and FSNs” *Id.* at 21.



284). “Develop new technical guidance on how to **advance racial and ethnic equity among underserved communities in the policy and the program cycle**” *Id.* at 23.



285). “Analyze up to 10 Performance Plan and Report (PPR) Key Issue Narratives and identify new opportunities for **advancing racial and ethnic equity and support for underserved communities in programming.**” *Id.* at 23.



286). “Strengthen USAID’s ability to **incorporate local and Indigenous knowledge**, particularly from **racial and ethnic underserved communities**, into evidence collection and use. A new four-year, **\$5.1 million** Local Evaluation and Evidence Support mechanism will provide technical and advisory services to strengthen the organizational and evaluation capacity of local evaluation and research organizations, starting with selected countries in Africa. Through this process, local and indigenous knowledge will be incorporated into evaluations” *Id.* at 23.

34. GENERAL SERVICES ADMINISTRATION



287). “In FY 2022, **\$2.8 billion of GSA contracting** obligations went to small businesses, including **21.4% to small disadvantaged businesses** (SDBs); In FY 2023, GSA **increased its small business contracting obligations to \$3.3 billion**, representing over 50% of the agency’s eligible spending.” *2023 Equity Action Plan*, U.S. General Services Administration 6 (2023), <https://bit.ly/48c04Tj>.



288). “Established new contracting pools in the growing Federal marketplace of Information Technology services and solutions to **bolster participation of Women-Owned Small Business**, Service-Disabled Veteran- Owned Small Business, and **small businesses located in Historically Underutilized Business Zones**. The 8(a) STARS III contracts have been awarded to 1,111 SDB. 290 “rising stars” have received their first awards exceeding \$925 million in obligations.” *Id.* at 6.



289). “Expanded tools to **support Minority Serving Institutions** with training and technical assistance to achieve success in the Federal contracting marketplace” *Id.* At 6.



290). “GSA will know if we are achieving measurable results for the small business communities we serve by tracking quarterly and annual progress against key metrics, including: **increased number and percentage of disadvantaged and socioeconomic small businesses** active in core GSA marketplaces; increased total dollars **and percentage obligated to SDBs** and SESBs relative to GSA’s overall eligible annual spending; downward trends in number and percentage of SDBs and SESBs with no or low sales; **upward trends in SDBs and SESBs average dollar value of awards and percentage of market share**; upward trends in SDBs and SESBs overall new entrants and increased participation in high-growth and emerging market segments.” *Id.* at 11.



291). “**Increase the number of Federal agencies and programs initiating equity evaluations...** GSA will increase its capacity for new evaluation agreements and work to recruit additional Federal agencies and programs to the service. Additionally, GSA will partner with the White House and interagency councils to bolster Federal agency capacity and readiness to undertake evaluations.” *Id.* at 17.



292). “**Increase the number of eligible HBCUs and MSIs** on the GSA Multiple Award Schedule. The MAS is a long-term contract with commercial entities that provides Federal agencies with **billions of dollars** in annual access to common products and services needed by the government. GSA plans to conduct outreach to eligible institutions currently without MAS contracts, conduct training and provide technical assistance on how to get on the MAS, and host HBCU-focused industry days, matchmaking events and other strategic engagements to raise awareness and help better position HBCUs and MSIs to successfully do business with the Federal Government.” *Id.* at 19.

35. SURFACE TRANSPORTATION BOARD



293). “The Board’s Office of the Managing Director was directed to take the necessary steps to **remove from any agency contracts the specific language** from § 4 of [President Trump’s] Executive Order 13950 ...[that] **barr[ed] the teaching or promotion of the [certain DEI] concepts** [e.g. DEI trainings].” *2022 Equity Action Plan*, U.S. Surface Transportation Board 2 (2022), <https://bit.ly/4hh9bYA>.



294). “Explore legal avenues for **collecting data** on an annual basis from the [STB] committees. Data could include **company demographics and metrics to assess progress towards improving equity**. • Utilize **committee meetings to advance the goal of equity in the transportation sector** through engagement of committee members. Specifically, showing how diversity at an executive level benefits business.” *Id.* at 4.



295). Formation of an “**equity team**” *Id.* at 4.



296). “The agency is currently in the process of updating its Strategic Plan and plans to enhance the integration of **equity-related goals** in that plan. This will likely include bringing **equity concepts more front-and-center** in the agency’s mission/vision, as well as adding new specific strategic goals and objectives that are focused on **increasing equity and integrating DEIA concepts**.” *Id.* at 10.

36. NATIONAL SCIENCE FOUNDATION



297). “Based on market research results and engagement with potential offerors, the NSF Acquisition Function and OSDBU will establish small business participation goals for specific awards to allow for small business inclusion in that industry. This will also enable **MSIs [Minority Serving Institutions]** and small businesses to offer services and supplies while building experience and capacity to perform as prime contractors for federal awards.” *2023 Equity Action Plan*, U.S. National Science Foundation 19(2023), <https://bit.ly/4e0i9ek>.



298). “Test prototype questions to **collect sexual orientation and gender identity (SOGI) data from PIs and reviewers in program monitoring and assessment surveys and systems**” *Id.* at 22.



299). “Strengthen educational institutions through collaborative programs and partnerships by augmenting leadership development and advancement opportunities for faculty at **minority serving institutions** and other emerging research institutions to foster PI and institutional success through initiatives such as **Growing Research Access for Nationally Transformative Equity and Diversity** (GRANTED) and other directorate-specific activities.” *Id.* at 31.



300). “Near- to Medium-Term (Likely to be mainly outputs): These metrics will be measured against the FY 2023 baseline as part of the Agency Priority Goal: (1) **Increase the proportion of proposal submissions from minority-serving institutions (MSI)** (2) **Increase the proportion of proposal submissions from diverse PIs**” *Id.* at 31.

37. U.S. ACCESS BOARD



301). “Thus far, the Board has...Created a contact list of professional organizations specifically serving professionals who identify as **racial and ethnic minorities** in the fields of architecture, design, engineering, and construction...Made presentations to officials at **Inter-Tribal organizations** and executives at non-profit organizations, as well as participated in a national stakeholder meeting on advancing inclusive planning in Tribal communities... Developed a project to translate ABA and ADA Standards and Guidelines and agency technical assistance materials into Spanish...Identified and initiated contact with potential federal agency partners who can assist in efforts to increase accessibility in federal buildings within **underserved communities** that are likely to have a high percentage of individuals with disabilities...[and] Continued internal policy assessment and changes, such as revision of reimbursement policy for travel expenses for trainings, **to provide more equity to training requesters.**” *2022 Equity Action Plan, U.S. Access Board 2 (2022), <https://bit.ly/3Y9kMAm>.*



302). “The Board will develop and implement an outreach campaign to provide information on its services and programs to **underserved communities** with high rates of disability and professionals serving those communities [through]... Continued research into professional organizations that comprise professionals and/or serve those who identify **as racial and ethnic minorities** in the fields of architecture, design, engineering, and construction... Presentations to **minority-led organizations** at conferences and stakeholder meetings... Translation of Access Board public documents into Spanish; and...A social media strategy that...includes circulation of newly-translated Spanish language documents.” *Id.* at 4.



303). “The Board will track its progress by gathering and analyzing data analytics across several platforms (social media, surveys) to determine the level of engagement from individuals in **underserved communities and professionals serving underserved communities**. Additionally, the Board will document the services Board staff provided to **design professionals serving or those in underserved communities.**” *Id.* at 4.

38. U.S. AGENCY FOR GLOBAL MEDIA



304). “A primary goal included in USAGM’s draft 2022–2026 strategic plan is to ‘reach **and engage underserved audiences, including women, youth, and marginalized populations.**’ The agency strives to serve the information needs of marginalized populations, including but not limited to **women**, refugees, religious and **ethnic minorities**, diaspora communities, people with disabilities, **and sexual minorities**. One tool to achieve this objective is to **ensure underserved communities are well-represented in USAGM broadcasts** – to ensure USAGM programming includes coverage and representation of and about underserved communities in the target region. In FY 2022, USAGM will work with network leadership and research staff to finalize definitions of **key underserved communities on a market-by-market basis**, and **establish metrics for a baseline assessment for engaging underserved demographics.**” *2022 Equity Action Plan*, U.S. Agency for Global Media 2–3 (2022), <https://bit.ly/3YxYUjF>.



305). “USAGM will develop related **performance goals and measures to gauge reach to, and impact on, those local, traditionally underserved community targets.** For example, potential targets could include: **Increase representation of women in programming, measured by tracking percentage of discretionary guests who are women...**” *Id.* at 3.



306). “During annual language service reviews, USAGM will **assess the proportion of programming designed to represent or involve underserved communities.** We will track representation of women – and other underserved communities – included as experts or guests on its newscasts and in other recurring informational programs.” *Id.* at 4.

39. U.S. INTERNATIONAL DEVELOPMENT FINANCE CORPORATION



307). Key potential social impacts and risks, including identification and a description of impacts on any Project Affected People and **disadvantaged or Vulnerable Groups, as well as gender-related risks and impacts including discrimination, exclusion, and harm** (including GBVH [Gender-Based Violence or Harassment]).” (Investment Guidelines p. 14) *2024 Environmental and Social Policy and Procedures*, U.S. International Development Finance Corporation 14 (2024), <https://bit.ly/4f93ev0>.

a. “**Vulnerable Groups** – Individuals or groups who, by virtue of, for example, their age, **gender, race, ethnicity, religion**, disability, social, civic or health status, **sexual orientation, gender identity, gender expression, sex characteristics**, economic disadvantages or **indigenous status, human rights defender or environmental defender status**, refugee status, head of household status, and/or dependence on unique natural resources, may be more likely to be adversely affected by the project impacts and/or more limited than others in their ability to take advantage of a Project’s benefits” *Id.* at 39.

40. U.S. MERIT SYSTEMS PROTECTION BOARD



308). “Originally, MSPB planned to perform **statistical analyses to measure equity regarding the rates of persons from potentially underserved communities requesting adjudication** of adverse personnel actions and thereby assess baseline equity measures in adjudication outcomes. The goal of such analyses would be to ensure that certain groups are not consistently opting out of the appeals process, abandoning it at rates higher than other groups, or prevailing in their appeals at rates that fall below statistically probable levels” *2022 Equity Action Plan*, U.S. Merit Systems Protection Board 3 (2022), <https://bit.ly/3YiAARk>.



309). “To mitigate potential, attitudinal barriers to equity, MSPB is **adding a requirement for periodic unconscious bias, cultural sensitivity, and disability etiquette training** for administrative judges, general attorneys, and paralegals involved in adjudication processes. Moreover, this training is open to all MSPB employees.” *Id.* at 5.



310). “For example, we will consider how our outreach efforts on MSPB’s mission and processes could be extended to **tribal communities and to include tribal consultation**” *Id.* at 6.



311). “EEOC Management Directive (MD) 715 reports indicate that MSPB is employing persons in EEOC’s **defined demographic groups** in numbers approximating their employment availability in our country. However, the goal of EO 13985 goes **beyond ensuring that agencies are not potentially violating civil rights laws**; it promotes the goal of **having agencies more closely resemble American society overall**. MSPB’s initiatives incorporate elements of EO 14035, “Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce,” so that the agency’s compliance efforts for both EOs complement one another wherever possible.” *Id.* at 8.



312). “MSPB is committing to advertising vacancies with **minority bar associations** more effectively, to ensure that appellants will have the opportunity to engage with a diverse cohort of administrative judges and to build trust in the adjudication process and outcomes.” *Id.* at 8.

41. U.S. NUCLEAR WASTE TECHNICAL REVIEW BOARD



313). “During December 2021 and January 2022, NWTRB reached out to **Tribal representatives and included additional Tribal contacts** in the Board’s email distribution list” *2022 Equity Action Plan*, U.S. Nuclear Waste Technical Review Board 2 (2022), <https://bit.ly/48gxTnU>.



314). “NWTRB’s minimal procurement opportunities are conducted through the GSA Multiple Award Schedule and focus on small businesses, including **disadvantaged, women-owned, HubZone**, veteran-owned, and service-disabled veteran-owned small businesses, whenever possible. NWTRB intends to continue operating in this manner” *Id.* at 2.

42. FEDERAL RETIREMENT THRIFT INVESTMENT BOARD



315). "Action #2: Partner with the U.S. Office of Personnel Management (OPM) to **receive de-identified gender and racial/ethnic data** on civilian workforce" *2022 Equity Action Plan*, U.S. Federal Retirement Thrift Investment Board 2 (2022), <https://bit.ly/408ADBS>.

43. GULF COAST ECOSYSTEM RESTORATION COUNCIL



316). "Addressing language barriers for communities impacted by the Deepwater Horizon oil spill; Providing live and recorded American Sign Language translation of stakeholder engagement; Funding environmental job training (including tribal youth and youth from other underserved communities); **Broadening funding eligibility** to projects benefiting **federally-recognized Tribes**; Investing in economically disadvantaged areas; and Providing individualized and **targeted outreach to specific underserved communities and areas.**" *2022 Equity Action Plan*, U.S. Gulf Coast Ecosystem Restoration Council 2 (2022), <https://bit.ly/4fegMp2>.



317). "One tool the Council will examine is EJSCREEN, a mapping and screening tool created by the EPA that combines and **displays environmental and demographic information** for an area, including **environmental justice indicators.**" *Id.* at 3.

44. INSTITUTE OF AMERICAN INDIAN ARTS



318). "The best way to learn if we are cultivating an environment that **values diversity, equity, and inclusion** will be to ask our students, faculty, and staff. We will continue to gather feedback from our stakeholders through our annual student **satisfaction surveys, our campus sponsored Talking Circle, employee satisfaction surveys, and focus groups.**" *2022 Equity Action Plan*, U.S. Institute of American Indian Arts 6 (2022), <https://bit.ly/3NFZ4ip>.



319). "a standing "**Indigenizing Student Success**" committee has been deployed and has begun meeting to define Indigenous student success, develop metrics that will track the initiatives progress towards its goals, and develop and **implement culturally relevant programming and a decision-making framework.**" *Id.* at 8.

45. INSTITUTE OF MUSEUM AND LIBRARY SERVICES



320). "In the summer and fall of 2021, IMLS hosted interviews with each of its offices to better understand staff perceptions of **equity barriers** and opportunities **within its operations and grantmaking** activities to make equity-driven strides." *2022 Equity Action Plan*, U.S. Institute of Museum and Library Services 2 (2022), <https://bit.ly/3UklgCv>.



321). "IMLS will design and implement a continuous **equity-centered data collection** and evaluation strategy to address gaps in its current data-gathering practices and, in turn, **inform equity-based decision making** across all aspects of its programs, policy, and research with the primary goal of closing gaps by eliminating barriers to participation for **historically underserved and underrepresented communities** in agency programs." *Id.* at 4.



322). “IMLS has developed and applies **equity baseline and benchmarks for grantmaking**, policy development, technical assistance outreach practices, and related decision making; and **Equity lens** is applied to annual performance reporting to stakeholders.” *Id.* at 4.



323). “Write **performance targets** applying **an equity breakdown of our agency work** (e.g., institutions reached through our **grantmaking** or technical assistance) and report on our accomplishments and any amplification that result from our ongoing **equity assessment work in our Annual Performance Reports (APR)**.” *Id.* at 6.



324). “Increase in the **# of paid, equity-focused internship opportunities** in museums and libraries.” *Id.* at 8.



325). “Develop and launch a **virtual Equity** and Civil Rights **Resource Center** located on the IMLS website, which provides: Civil Rights Enforcement Training and Civil Rights Compliance Best Practices and Support (comprehensively addressing discrimination and accessibility programming);; as well as **equity-focused best practices and proactive engagement initiatives** across IMLS programs fostering and enhancing potential grantee capacity to approach community engagement and program development efforts with **a robust Equity and Civil Rights lens**.” *Id.* at 9.



326). “Develop Outreach and Technical Assistance Partnering and Support Programming whereby **the Equity** and Civil Rights **Engagement Officer convenes in-person and virtual outreach**, listening session town halls, as well as workshops and **trainings**... IMLS envisions this outreach as also including grantee pipeline development initiatives, translation services support, and cyclical grant awards monitoring as a means of measuring success and gathering evidence of additional best practice models **furthering equity** and Civil Rights **priorities**.” *Id.* at 10.



327). “IMLS intends to seek additional resources to **expand its market research and acquisition process to target SDVOSB and HUBZone businesses**.” *Id.* at 12.

46. INTER-AMERICAN FOUNDATION



328). “Continued convening of the **IAF’s DEIA Team**, led by the **CEO** and comprising Directors of all IAF offices to (1) enable agency leadership to identify and discuss specific areas in which the agency needs to **focus its DEIA efforts**, (2) determine how best to engage with all levels of **staff on DEIA efforts** and measures (this includes staff feedback), and (3) set specific actionable goals with respect to **external DEIA efforts** that are measurable and impactful.” *2022 Equity Action Plan*, U.S. Inter-American Foundation 2 (2022), <https://bit.ly/4dVqjAj>.



329). “Analyzed initial **DEIA-related grant data** to better understand the extent to which grantees have worked with different underserved populations over time” *Id.* at 2.



330). “Going forward, this tool will provide the agency with disaggregated participant-level data by **women, LGBTQ+ people, youth, African descendants, Indigenous people**, and persons with disabilities that will allow for population-level and **intersectional** analysis” *Id.* at 4.



331). “The IAF will develop a **demographic assessment** of IAF’s in-country **contracts** and service providers that will provide the information needed to determine how **well they reflect the diversity of the United States** and the communities in which the agency works. This data will provide a baseline that will allow the agency to better assess whether **DEIA-related gaps** in its overseas procurement and contracting practices exist and, if so, develop strategies to address barriers as needed.” *Id.* at 9.

47. JAPAN-US FRIENDSHIP COMMISSION



332). “JUSFC is comprised of a **highly diverse staff** of four full-time employees. The agency is led by an **African American female, and the staff includes one Indian-American female, one Caucasian female and one disabled veteran Filipino-American male**. The expertise and experiences of JUSFC’s diverse staff and commissioners inform the agency’s approach to promote equity within the agency and within the U.S.- Japan community.” *2022 Equity Action Plan, Japan-US Friendship Commission 1(2022)*, <https://bit.ly/48gCV3M>.



333). “Beginning summer 2020, JUSFC convened a series of eight two-hour internal deliberations to understand why certain areas of academia, business and society lack diversity, and what **obstacles marginalized groups** seeking access to certain fields experience. Sessions focused on best practices to motivate and support underrepresented populations in a variety of fields. They resulted in the conceptualization of priority outcomes, barriers to those outcomes and recommended actions to address those barriers. JUSFC also invited Japan Studies practitioners, whose efforts would help the agency promote equity and create a more **diverse and equitable Japan community in the United States.**” *Id.* at 2.



334). “It is anticipated that more precise DEI prompts and specific equity-related prompts will increase opportunities for underrepresented participants and raise awareness about the value of diversity in the U.S.- Japan community. JUSFC’s ongoing **outreach effort will include the LGBTQ+ community, and institutions with projects pertaining to LGBTQ+ issues** – a sorely underrepresented group thus far. In the Japanese context, efforts towards diversity tend to exclude the LGBTQ+ community; therefore, such representation supported by JUSFC could have a positive impact on equity and visibility in both the U.S. and Japanese sides of the field.” *Id.* at 4.



335). “JUSFC will annually monitor its pool of applicants to determine the extent to which responses result in **more diverse grantees and program participants.**” *Id.* at 4.



336). “JUSFC will track progress by monitoring NichiBei Connect analytics to determine **the percentage of underrepresented students interviewed for the Mentorship section**. JUSFC will also explore the possibility of designing a survey of students of color to determine their awareness of the site and usage.” *Id.* at 5.

48. MARINE MAMMAL COMMISSION



337). “Additional weight was given to proposals that increased the inclusion or representation of people from **underrepresented groups in marine mammal research**, management, or conservation. We funded eight projects, six of which self-identified that their projects **increased the inclusion or representation of people from underrepresented groups** in marine mammal research, management, or conservation.” *2022 Equity Action Plan*, U.S. Marine Mammal Commission 2 (2022), <https://bit.ly/3UgXU0a>.



338). “Participating in career life-balance workshops geared towards **women in marine mammal science** at Society for Marine Mammalogy conferences and other venues as available” *Id.* at 3.



339). “The Commission will provide **training opportunities for staff on the importance of workforce diversity**. Such training will include training related to **unconscious or implicit bias**, which may be particularly relevant to those **engaged in recruitment and hiring decisions**.” *Id.* at 8.

49. MILLENNIUM CHALLENGE CORPORATION

340). “Design programs that **alleviate the barriers** that poor people and **other excluded groups** face in benefitting from MCC investments, including expanding the use of digital finance or digital solutions to deliver more cost-effective services;” *2022 Equity Action Plan*, U.S. Millennium Challenge Commission 3 (2022), <https://bit.ly/4eV5dnc>.



341). “Update procurement guidance to **increase women’s participation in non-traditional jobs**.” *Id.* at 3.



342). “Identify critical policy, legal, administrative, and regulatory **constraints to equity, equality and inclusion**, and support partner countries **to dismantle systemic barriers that limit the ability of women and excluded groups** to be equal economic actors and would inhibit equitable participation in MCC-funded programs” *Id.* at 3.



343). “**Refining Cost Benefit Analysis** and Beneficiary Analysis to more consistently account for said benefit streams and costs, including issues of **intergenerational equity**” *Id.* at 5.

50. NATIONAL ARCHIVES



344). “Engage and collaborate with **underserved and underrepresented communities** to identify **harmful terms**.” *2022 Equity Action Plan*, U.S. National Archives 3 (2022), <https://bit.ly/48eLzzW>.



345). “Collaborate with **underserved and underrepresented professionals** and organizations to make **necessary adjustments** to and better promote our program offerings and to expand the community of professionals from underserved communities who will benefit from them.” *Id.* at 6.



346). “We will develop means to **track the number and proportion of funded applications from underserved and underrepresented institutions**, by grant year.” *Id.* at 9.

51. NATIONAL CAPITAL PLANNING COMMISSION



347). “Identify and contact **underrepresented groups**. Coordinate with federal applicant agencies and regional agencies to identify specific **equity concerns**.” *2022 Equity Action Plan*, U.S. National Capital Planning Commission 6 (2022), <https://bit.ly/3BX5VB0>.



348). “NCPC will also amend its Submission Guidelines to include an **equity screening tool** that consists of information **applicants must provide** related to equity concerns. These include positive and negative impacts on land use patterns, transportation networks and services, environmental assets, access to existing amenities, employment opportunities, and economic development. NCPC will use this same tool to evaluate the plan or project for equity considerations and public outreach in its staff reports presented to the Commission.” *Id.* at 10-11.

52. NATIONAL LABOR RELATIONS BOARD



349). “Gathering and analyzing **meaningful demographic information** about the individuals the Agency serves, assuming proper legal and privacy measures are in place, will help the Agency determine whether we are adequately serving **under-represented communities**, and, if not, help us develop strategies to expand access to them.” *2022 Equity Action Plan*, U.S. National Labor Relations Board 5 (2022), <https://bit.ly/4dVE6XL>.



350). “Notwithstanding the challenges just discussed, the Agency selected this area for review because the collection of **demographic data is a significant untapped opportunity**. We cannot assess **our equity practice** until we learn all we can about who the Agency is currently serving and how well our service is reaching **vulnerable workers and underserved communities**. The key challenges in **enhancing equity** are to learn about underserved communities’ needs for our services, the difficulties they face in accessing those services, and how we can eliminate the access barriers.” *Id.* at 5.

53. NORTHERN BORDER REGIONAL COMMISSION



351). “Three of our staff, including the **Executive Director, serve on our in-house DEIA Committee**.” *2022 Equity Action Plan*, U.S. Northern Border Regional Commission 3 (2022), <https://bit.ly/3YyCKxq>.

54. OCCUPATIONAL SAFETY AND HEALTH REVIEW COMMISSION



352). “Developed and issued to all agency personnel an **Equity and Access Policy Statement** to demonstrate our leadership’s commitment to ensuring that current agency programs and policies and all future agency endeavors are implemented equitably.” *2022 Equity Action Plan*, U.S. Occupational Safety and Health Review Commission 2 (2022), <https://bit.ly/40fqdR6>.



353). “Updated the agency’s strategic plan for fiscal years 2022 to 2026, to include goals and measures for promoting **diversity, equity, inclusion**, accessibility, and organizational excellence, including a culture of professionalism, mutual respect, and organizational pride, and ensuring that staff members are **adequately trained** and developed in these areas.” *Id.* at 2.



354). “Revised several agency directives (e.g., telework; hours of work; recruitment, relocation, and retention incentives; occupant emergency plan; professional liability insurance; phased retirement; smoking, vaping, and using smokeless tobacco; attorney-advisor hiring) to **remove gendered language** and, where applicable, **recognize all types of family structure**.” *Id.* at 2.



355). “Revised the agency’s equal employment opportunity statement to demonstrate the **agency’s commitment to diversity, equity, inclusion**, and accessibility in all respects, including **hiring**.” *Id.* at 2.



356). “Began **collecting demographic data from job applicants** to measure how our recruiting efforts are available and accessible to the broadest pool of applicants.” *Id.* at 2.



357). “...all Review Commission employees and contractors completed a **training course** titled, **Diversity, Equity, Inclusion**, and Accessibility: Implementing Executive Order 14035 in the Federal Workplace.” *Id.* at 4.

55. EXPORT-IMPORT BANK OF THE U.S.



358). “The **Minority and Women-Owned Business Division** (MWOB) collaborated with internal staff on a mass update to EXIM’s Export Credit Insurance and Working Capital Loan Guarantee applications to facilitate an **enhanced approach to diversity, equity and inclusion** in the data-capturing of underserved businesses; the updated application proposal is currently with OMB for approval, with an anticipated decision date by calendar-year end 2021.” *2022 Equity Action Plan*, Export-Import Bank of the U.S. 4 (2022), <https://bit.ly/48ePjBu>.



359). “A measure of success is **at least a 20% increase in the number of undeserved businesses in our portfolio**” *Id.* at 6.



360). “Provide small, **disadvantaged vendors more time and guidance** to prepare and present competitive proposals.” *Id.* at 10.



361). “Improving outreach efforts, expanding on, and refining EXIM’s measurements and **metrics on equity data** with the goal of developing targeted product and service offerings for **underserved groups**.” *Id.* at 12.

56. PENSION BENEFIT GUARANTY CORPORATION



362). “PBGC will develop relationships with community colleges in order to facilitate a pipeline of prospective applicants (many of whom are from **underserved communities**) for the Pathways Internship Program.” *2022 Equity Action Plan*, U.S. Pension Benefit Guaranty Corporation 3 (2022), <https://bit.ly/3zXuLRp>.



363). “PBGC will continue to track the awareness of small and **disadvantaged businesses**. This is accomplished from hosting Industry Days and establishing an **Office of Small and Disadvantaged Business Utilization** (OSDBU). The OSDBU is headed by a manager who is responsible for championing discussions and strategies to enhance the inclusion and performance of small and disadvantaged businesses across PBGC’s **procurement** efforts. We will continue to monitor how our small and disadvantaged business performance aligns with our small and disadvantaged business goals, and if we have met our **performance objectives**.” *Id.* at 6.



364). “After 5 to 8 years have passed, we should have a **diverse population of interns that represent a diverse workforce**. We will continue to educate hiring officials to explore the benefits of hiring from a more diverse application pool.” *Id.* at 9.

57. PRETRIAL SERVICES AGENCY FOR THE DISTRICT OF COLUMBIA



365). “PSA formed an **Equity Team** that met regularly to outline the Agency’s processes and tools in preparation of the 200-day report and implementation of action steps.” *2022 Equity Action Plan*, U.S. Pretrial Services Agency for the District of Columbia 1 (2022), <https://bit.ly/4heGdbN>.



366). “In support of the equity assessment, the Director requested a review of all **procurement and acquisition activities to ensure that PSA is maximizing its use of small and minority-owned businesses**. Additionally, PSA is exploring ways to **increase** our **outreach** to underserved procurement and vendor communities.” *Id.* at 2.

58. PRIVACY AND CIVIL LIBERTIES OVERSIGHT BOARD



367). “Since the issuance of Executive Order (EO) 13985...PCLOB **formed the agency’s Equity Team**. The Equity Team will provide oversight of and maintain accountability for **new agency equity initiatives**. The Team is comprised of the following individuals: Acting **Executive Director** (Lead), Acting General Counsel, Chief Financial Officer/Senior Procurement Executive, Chief Human Capital Officer, Legislative and Public Affairs Officer, Accountant, and Attorney-Advisor.” *2022 Equity Action Plan*, U.S. Privacy and Civil Liberties Oversight Board 2 (2022), <https://bit.ly/3Um6PxR>.



368). “To further **promote equity goals**, the PCLOB will increase its **efforts to market contract service opportunities to disadvantaged businesses**. The agency prioritizes the expansion of procurement and contracting opportunities for disadvantaged businesses because procurement activities represent the agency’s primary interaction with the public.” *Id.* at 3.



369). “The PCLOB Office of the Chief Financial Officer (OCFO) monitors the number of **contracts awarded to disadvantaged businesses to routinely evaluate successes realized** (or not realized), with the goal of achieving a **higher percentage** awarded to disadvantaged businesses whenever feasible.” *Id.* at 3.



370). “To reduce access barriers to attending PCLOB public events, the agency will consider partnerships with entities (e.g., colleges and universities, law schools, and professional associations) that serve **historically underserved communities** to expand PCLOB’s reach through enhanced awareness of the agency’s mission and events.” *Id.* at 7.



371). “The Board will proactively **consider equity issues in its current and future advice and oversight projects**, as appropriate...considering equity in the exercise of its official mandate is the most direct way the PCLOB can ensure advancing equity is a **core part of agency operations**.” *Id.* at 8.



372). “...PCLOB will consider **notifying agencies** subject to PCLOB’s oversight that PCLOB may evaluate **equity considerations** in its current and future advice and oversight projects, when appropriate. This may also **secondarily potentially prompt those agencies to consider equity issues in the development and implementation of their own counterterrorism efforts**.” *Id.* at 9.

59. PUBLIC DEFENDER SERVICE FOR THE DISTRICT OF COLUMBIA



373). “PDS undertook steps to improve its representation of clients who are **LGBTQIA+, including engaging in cultural competence training and legal strategy training**. On June 2, 2021, PDS held a 2-hour training for all staff on LGBTQIA+ issues. Although attending the training was voluntary, more than half of all PDS staff attended.” *2022 Equity Action Plan*, U.S. Public Defender Service for the District of Columbia 2 (2022), <https://bit.ly/3A90W08>.



374). “In addition, the PDS Training Director organized a training for the attorneys and social workers to improve representation and litigation on behalf of clients who are **transgender**. For example, the training addressed the possible need for jury voir dire questions designed to **identify bias, including implicit bias**, against LGBTQIA+ persons and provided a sample jury instruction that includes language referencing the D.C. Human Rights Act...” *Id.* at 2.



375). “PDS is taking action to meet a target of having the group of mental health experts PDS staff actively considers retaining for cases include at least **5% who are African-American experts and 5% who are Hispanic or Latinx**.” *Id.* at 5.



376). “The primary reason PDS set a target of **5% African-American and 5% Hispanic or Latinx was due to research that showed that, in 2015, approximately 5% of psychologists in the workforce were Hispanic and 4% were African-American**. Given the number of challenges PDS expects to face in reaching these targets, setting a target higher than the representation in the overall workforce seemed a recipe for failure. That said, PDS views the 5% **targets as minimums**. Since almost all of PDS’s clients are either African-American or Hispanic or Latinx, PDS would like to have significant **racial diversity amongst the mental health experts it actively considers hiring in its cases**.” *Id.* at 5-6.

60. ADMINISTRATIVE CONFERENCE OF THE UNITED STATES



377). “ACUS also utilizes these mediums to promote job and internship opportunities to **underserved and underrepresented communities**. Specifically...[t]he Association of American Law Schools (AALS) maintains a vast data set and listserv network. AALS data includes both subject matter expertise and **demographic data** provided by members, thereby allowing additional **targeted engagement** with potentially qualified applicants... Several national Bar associations have been identified as serving **historically underserved and underrepresented** groups. ACUS may engage these associations to further disseminate contracting opportunities....Washington Bar Association (**African American**), • National Conference of **Women’s Bar Associations**, • **Hispanic Bar Association** of the District of Columbia, • **LGBT Bar Association** of the District of Columbia, • **Asian Pacific American Bar Association-DC**, • and the Capital Area **Muslim Bar Association**.” *2022 Equity Action Plan, Administrative Conference of the United States 2-3 (2022)*, <https://bit.ly/4eJ7QZ3>.



378). “In the longer term (5-8 years), ACUS successful implementation of this action would result in **contract participation representative of the research field demographics**.” *Id.* at 3.



379). “...during November 2021 ACUS held a 5-part virtual symposium **examining participation of historically underserved communities** in the regulatory process.” *Id.* at 4.

61. ADVISORY COUNCIL OF HISTORIC PRESERVATION



380). “Created webinars on the importance of recognizing/preserving **African American historic places at HBCUs and Minority Serving Institutions (MSIs)**” *2022 Equity Action Plan, U.S. Advisory Council of Historic Preservation 3 (2022)*, <https://bit.ly/3YyEhna>.



381). “In its FY 2023 budget estimate, the ACHP **requested funding to hire an equity officer**.” *Id.* at 4.



382). “The equity officer also would be responsible for providing **expert advice on equity matters in general**; recommending and assisting with the establishment **of new initiatives addressing underserved communities**; and helping **expand the pool of applicants** for ACHP jobs and internships.” *Id.* at 4.



383). “The launch and maintenance of a **training program on Section 106 review for nontribal, underserved communities** would be the principal measure of success in the near term. Indicators of longer-term success would include creation of collaborative efforts with other federal agencies to assist them in developing training and/or guidance for their staff on Section 106 and **underserved communities**, and contributions to the continued enhancement of the ACHP’s Native American Program and BAMIPP initiative.” *Id.* at 5. “Success could also **be measured by the ability to bring even more students of color** into these careers and more stakeholders of color into the Section 106 review process.” *Id.* at 7.

62. AMERICAN BATTLE MONUMENTS COMMISSION



384). “Awarded a contract for PR services, to include acquiring a thorough audience analysis of agency stakeholders, with a **specific focus on underserved people groups.**” *2022 Equity Action Plan, American Battle Monuments Commission 2 (2022), <https://bit.ly/3C2L3Zz>.*



385). “During our 200-day assessment, we included **‘Recruitment and Hiring of a Diverse Workforce’ as a focus area.**” *Id.* at 2.



386). “Expanding the percentage of U.S.-based **contracted goods** and services awarded to **minority-owned, women-owned,** and service disabled veteran-owned enterprises.” *Id.* at 3.



387). “The Agency contracting officer has recruited a **term contract specialist** to be located in our Arlington, Va., headquarters. The specialist will be tasked to **maximize contract award opportunities for U.S.-based underserved enterprises.**” *Id.* at 3.



388). “Annual follow-up surveys will provide trend data to validate the effectiveness of our outreach in **expanding audience engagement beyond the current “American/Western European, white, male, 55+ age” demographic.**” *Id.* at 4.



389). “Near- or mid-term success would see [the **percentage of federal contract dollars** awarded to **8a, women-owned,** veteran-owned, or service disabled veteran owned businesses] rise **above 67 percent** and long-term success would see that percentage sustained at 70 percent or more.” *Id.* at 8.

63. APPALACHIAN REGIONAL COMMISSION



390). “With the new strategic plan in place including **equity as a guiding principal,** ARC moves forward designing activities that best reach the most underserved communities...” *2022 Equity Action Plan, Appalachian Regional Commission 1 (2022), <https://bit.ly/408lhw4>.*

64. DELTA REGION AUTHORITY



391). “**Equity-related achievements** between January 20, 2021 and January 19, 2022 include the following: • **More than half** of the individuals who graduated from the Delta Leadership Institute’s 2021 Executive Academy **represent minority groups**...Chairwoman Durham conducted outreach to **HBCUs and federally-recognized tribes** located throughout the Delta Region to schedule roundtable discussions.” *2022 Equity Action Plan*, Delta Region Authority 3 (2022), <https://bit.ly/3UeZLTG>.



392). “Add **HBCUs** under the list of “**Eligible Entities**”; Add a new criterion to the “Federal Priority Eligibility Criteria” to emphasize strategic partnerships with institutions of higher education, such as HBCUs, and federally-recognized tribes. • Delta Workforce Grant Program: Add HBCUs and federally-recognized tribes under the list of “Eligible Applicants”; Add HBCUs and federally-recognized tribes under the recommended list for “Project Team Composition”; Add a **new scored criterion for “Demonstration of Strategic Partnership with one or more HBCUs and/or one or more federally-recognized tribes”**.” *Id.* at 4.



393). “In the Executive Academy application, specifically encourage submissions from individuals **representing BIPOC, LGBTQ+**, faith-based organizations, and other **marginalized groups**.” *Id.* at 7.



394). “Request individuals **representing BIPOC, LGBTQ+**, faith-based organizations, and other marginalized groups to participate in a speaking role at the Delta Summit.” *Id.* at 7.



395). “Additionally, DRA’s Alternate Federal Co-Chair will meet with **affinity groups** to determine how the Authority can facilitate more inclusive engagement with **BIPOC, LGBTQ+**, faith-based organizations, and other **marginalized groups**.” *Id.* at 7.

65. FEDERAL FINANCIAL INSTITUTIONS EXAMINATION COUNCIL - APPRAISAL SUBCOMMITTEE



396). “It is hoped that these **[training] programs** [funded by ASC grants to states] will alleviate acute shortages of appraisers and **address lack of diversity** in the appraisal industry.” *2022 Equity Action Plan*, U.S. Federal Financial Institutions Examination Council - Appraisal Subcommittee 3 (2022), <https://bit.ly/3A48DVt>.



397). “The ASC...conducted a review of the Uniform Standards of Professional Appraisal Practice (USPAP), the Real Property Appraiser Qualification Criteria (AQB Criteria) and **training curricula** as issued by the two independent boards of the Appraisal Foundation: the Appraisal Standards Board (ASB) and Appraiser Qualifications Board (AQB), respectively, **focusing on fairness, equity, objectivity and diversity**.” *Id.* at 3.



398). “The ASC held two Roundtables in 2021 [and plan to continue holding such roundtables] to address **diversity, inclusion and equity** in the appraisal profession...The goals of the Roundtables were to: (1) engage audiences around a variety of perspectives on the challenges and opportunities of building a more **equitable appraisal system**; (2) educate stakeholders on **issues of bias and inequity** in the appraisal process; and (3) collaborate with ASC’s partners on potential strategies for achieving a **more equitable appraisal system**.” *Id.* at 3.



399). “We expect additional States may also request funding for similar projects that will include **outreach to minorities** to enter the appraisal profession.” *Id.* at 5.



400). “The ASC is currently: 1. Developing **a course for State appraiser** regulatory boards on **DEI** facing the appraisal profession...Providing **grant funds to State appraiser regulatory boards to support DEI issues**...Offering **grant funds** to the Appraisal Foundation (TAF) to **address lack of underrepresented groups in the appraisal profession**. The ASC published a Notice of Funding Availability to TAF in November 2021 making funds available to TAF. One of the proposed activities eligible for funding was to **help diversity in the appraisal profession**... Development of demonstration projects to break down barriers for **underrepresented groups and women** to get required experience needed to become a credentialed appraiser.” *Id.* at 5.

66. FEDERAL MEDIATION AND CONCILIATION SERVICE



401). “**Increase set-asides to socially and economically disadvantaged businesses using government-wide acquisition contracts (GWACs)**. The opportunity to improve set-asides is achievable thru GWACs which have categories of socially and economically disadvantaged businesses that are inclusive of the Small Business Administration (SBA) contracting assistance programs. These categories include the **8(a) Program, Historically Underutilized Business Zones (HUBZone), Small Disadvantaged Business (SDB), Service-Disabled Veteran Owned Small Business (SDVOB), and Women-Owned Small Business (WOSB)**. FMCS will also improve **set-asides to socially and economically disadvantaged businesses through solicitations posted on the System for Awards Management (SAM)**.” *2022 Equity Action Plan, U.S. Federal Mediation and Conciliation Service 7 (2022), <https://bit.ly/4eQvFOV>.*



402). “To determine whether these actions have substantially reduced the **barriers to equitable access** identified above, FMCS will run quarterly reports from both FPDS-NG and its internal procurement system to determine the **number and value of awards made to socially and economically disadvantaged businesses**. Award memorandums for each award will also be adjusted to reflect efforts made to award to these underserved communities. FMCS’s near-term goal is to **increase awards to socially and economically disadvantaged businesses to 25%**. **FMCS’s long-term goal is to increase awards to 50%**.” *Id.* at 8.

67. FEDERAL MINE SAFETY AND HEALTH REVIEW COMMISSION



403). “**The Equity Team contracted** with Jefferson Solutions to conduct an **Assessment of Procurement at the Commission**. The goal of the audit was to assess the status of the agency’s current procurement programs and for Jefferson to recommend revised practices to better **incorporate equitable considerations** when conducting future business. However, the auditors **uncovered systemic compliance issues** with our current practices. Accordingly, the Equity Team referred Jefferson’s Report to the Commission’s newly hired Chief Operating Officer and the Chair. Unfortunately, due to the identified issues Jefferson **was not able to focus its recommendations on furthering equitable considerations.**” *2022 Equity Action Plan*, U.S. Federal Mine Safety and Health Review Commission 1-2 (2022), <https://bit.ly/4hgkK00>.

68. U.S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION



404). “Together with OFCCP, through HIRE, the EEOC will work to bring together stakeholders to identify and examine effective **DEIA strategies for recruitment and hiring**. The EEOC and OFCCP will convene in-depth discussions that highlight leading employer, worker, and research efforts to create more equitable hiring practices.” *2022 Equity Action Plan*, U.S. Equal Employment Opportunity Commission 7(2022) <https://bit.ly/40cUq2U>.

69. TENNESSEE VALLEY AUTHORITY



405). “TVA now has a dedicated resource responsible for ensuring the **lens of environmental justice is embedded into its decision-making processes**. This individual ensures TVA incorporates the views of all impacted people in any decisions that could affect the environment...” *2022 Equity Action Plan*, Tennessee Valley Authority 2 (2022), <https://bit.ly/48xnKUh>.



406). “TVA is exploring **a diversity, equity, and inclusion pilot program** to partner with LPCs and key stakeholders to **advance lwd** [Inclusion with Diversity] in the communities TVA serves. Additional potential opportunities for expanding TVA’s focus on lwd include enhancing economic development and supplier diversity programs to support for **women-owned, minority-owned**, and veteran-owned businesses.” *Id.* at 3.



407). “TVA has created an agency wide **lwd Council**. The Council champions, advises, and oversees all aspects of lwd initiatives, providing guidance **and support to accelerate the impact of inclusion with diversity** within TVA and the communities it serves.” *Id.* at 3.



408). “**Reevaluating the methodology for scoring grant applications** to better consider the unique challenges faced by **underserved communities.**” *Id.* at 8.



409). “**Incorporating participants’ ethnic and racial profiles** in standard program progress reporting to determine the effectiveness of program changes.” *Id.* at 8.



410). "Once TVA has better demographic data on program participants...it will establish formal **participation rate targets** that are more reflective of community **racial and ethnic profiles.**" *Id.* at 8.



411). "Through its **Supplier Diversity Program**, TVA gives maximum practicable opportunities to **small disadvantaged, women-owned**, veteran-owned, and service-disabled businesses as well as businesses located in **HUBZones.**" *Id.* at 9.



412). "Implementing a "**Rule of One (R00) inclusion rate metric, encouraging the inclusion of at least one supplier of each diversity category in every competitive bid.**" *Id.* at 9.



413). "Modifying the project planning process to ensure project managers consider how to best engage **diverse suppliers** for the project." *Id.* at 10.



414). "Improve accountability of prime contractors for subcontracting by setting higher **expectations for diversity**, improving the reporting process, and holding suppliers accountable through newly developed tools that provide visibility into subcontracting diversity goals and performance." *Id.* at 10.



415). "Identify purchasing categories where few diverse suppliers are registered in TVA's system and work with sourcing departments and business units (BUs) to identify **suppliers for inclusion.**" *Id.* at 10.



416). "Longer-term goals include: **Increasing** the proportion of contracts awarded to small and **diverse businesses. Increasing** the number of small and **diverse businesses** with whom TVA contracts. **Increasing** spend with small and **diverse** businesses **overall.**" *Id.* at 10.

70. CORPORATION FOR NATIONAL AND COMMUNITY SERVICE



417). "Training for grantees and sponsors, especially those with limited resources, on how to create a more **inclusive and accessible service environment**, which will prevent complaints and ensure civil rights laws are being followed." *2022 Equity Action Plan, U.S. Corporation for National and Community Service 3 (2022), <https://bit.ly/3YeoJ6T>.*



418). "Establishing an AmeriCorps recruitment team and developing intentional strategies to **improve diversity** through outreach and improved ease of access" *Id.* at 6.



419). "Requesting the Small Business Administration (SBA) present **training sessions** on how businesses owned or operated by **women, minorities**, veterans, and socioeconomic programs pursuant to the FAR benefits the government in supporting the agency's mission." *Id.* at 11.

71. PEACE CORPS



420). "Peace Corps is engaging its **Agency Equity Council (AEC)**, Field Advisory Board, executive leadership, and other critical stakeholders in ongoing **Intercultural Competence, Diversity, Equity, Inclusion, and Accessibility (ICDEIA)** briefings and training." *2022 Equity Action Plan*, Peace Corps 5 (2022), <https://bit.ly/4dWIWUo>.



421). "**The Office of ICDEIA**, which is led by the **Chief Diversity Officer**, was established and will include **five new full-time positions** to support the work of the office; o The Chief Diversity Officer has been added as a voting member on the Senior Policy Committee (SPC)" *Id.* at 5.



422). "The Volunteer Recruitment and Selection (VRS) **Equity assessment** continues to focus on assessing, synthesizing, and analyzing the **racial/ethnic diversity data** in its 2009-2020 Volunteer pool" *Id.* at 5.



423). "The Office of Strategic Information, Research, and Planning (OSIRP) integrated **ICDEIA questions in surveys for stakeholders** to ensure **customized equity measures** of progress and is collecting an Agency-wide data set to enhance the management and use of diversity data" *Id.* at 5.



424). "**Forty focus group sessions** were conducted with domestic and overseas staff to elicit input on **the Agency's ICDEIA strategy**" *Id.* at 5.



425). The Chief Diversity Officer is conducting an assessment of other internal and external **DEIA trainings** utilized by units throughout the Agency and the federal government in order to identify successful DEIA training programs that can be utilized on an Agency-wide scale for staff and/or Volunteers" *Id.* at 6.



426). "**Update ICDEIA competencies in staff job descriptions and staff performance measures / learning**" *Id.* at 8.



427). "Update data systems in the application process to **reflect equity priorities**" *Id.* at 8.



428). "Update **recruitment strategy to focus on underserved communities**" *Id.* at 8.



429). "**Conduct annual equity audits at posts and at HQ and report findings in annual budgeting process**" *Id.* at 11.



430). "Because there are numerous intersecting factors that contribute to populations being underserved, the Agency will focus on **communities containing Title I eligible schools**, an identifier which includes a wide and diverse range of American communities, including socio-economic class, **racial and ethnic diversity**..." *Id.* at 12.



431). "Peace Corps will continue to deepen its commitment and support of **HBCUs**" *Id.* at 12.



432). "Continue to meet or exceed **SDB** goal and **increase percentage** of **HUBZone** small business procurements through actions described above. The office of the Chief Financial Officer, Acquisition and Contract Management (OCFO/ACM) will track the number of contracts awarded to SDB and HUBZone through FPDS-NG contract action reports." *Id.* at 15.

72. U.S. INTERAGENCY COUNCIL ON HOMELESSNESS



433). "USICH spent hundreds of hours collecting feedback from the public, receiving more than 1,500 comments online, and engaging in nearly 100 listening sessions...[hearing from] people who experience or have experienced homelessness; leaders in **racial equity**, criminal justice, **LGBTQ advocates**, youth, people with disabilities; and more." *2022 Equity Action Plan*, U.S. Interagency Council on Homelessness 2 (2022), <https://bit.ly/4ffdh1C>.



434). "As part of USICH's recruitment practices, we have advertised vacant positions in newspapers, media outlets, or journals that **specifically serve underserved communities**. USICH also required **racial equity training** as part of the new employee's onboarding orientation process, which allows employees to develop a foundational historical understanding of racial equity." *Id.* at 2.



435). "USICH will develop a federal strategic plan that **centers racial equity** and commits to taking bold and innovative **equity-centered actions** to drive change." *Id.* at 3.



436). "USICH will publish a key findings analysis on the Point in Time Count data that highlights **demographic data broken** down by **racial groups** and type of homelessness experienced within 1-3 months after the Point in Time Count data is published." *Id.* at 4.



437). "USICH will work with communities to collect and report on relevant qualitative data and other indicators for individuals experiencing homelessness **by race, ethnicity**, and geography, supplementing the quantitative data within the AHAR- Point in Time count." *Id.* at 4.



438). "USICH will anonymously **assess perspectives** of our **18 staff employees concerning the current status of racial equity** within the organization in order to gain perspective on how and whether USICH fosters a diverse and **equitable workplace**." *Id.* at 7.



439). "USICH has an internal **Racial Equity Action Team**, which meets bi-weekly to discuss and strategize work inclusive of: **equity publications**, agency partnerships, USICH guidance, and the **National Working Group on Racial Equity**." *Id.* at 7.



440). "Increase workforce engagement in the number of employees that participate in **professional development opportunities** on **racial equity and cultural competency**." *Id.* at 7.



441). "Develop **budget line items** that includes **racial equity as a standard practice**." *Id.* at 7.

73. OFFICE OF NATIONAL DRUG CONTROL POLICY



442). "In February 2021, ONDCP hosted ten roundtable stakeholder listening sessions to inform development of the Administration's first-year drug policy priorities...In addition, two stakeholder listening sessions were **organized solely on themes of racial equity and social determinants of health**, which included extensive conversation and recommendations on how to craft drug policies that help tackle racism and discrimination." *2022 Equity Action Plan*, U.S. Office of National Drug Control Policy 1-2 (2022), <https://bit.ly/3YIPzFT>.



443). "On May 13, 2021, the ONDCP Human Capital Specialist coordinated with the Equal Employment Opportunity Commission (EEOC) to deliver an **equity training session** on Equal Employment Opportunity (EEO) issues and the EEO processes. All supervisory personnel within the ONDCP attended this training." *Id.* at 2.



444). "On August 2, 2021, ONDCP announced that \$2.5 million had been awarded through the Model Acts Program to the Legislative Analysis and Public Policy Association (LAPPA). This grant will "support the establishment of state-level model legislation that advances efforts to expand access to harm reduction services, as well as promote equity in access to treatment and drug enforcement efforts for underserved communities." ONDCP is working with LAPPA on **publishing model state laws for states that advance efforts to** reduce overdoses, as well as **promote equity.**" *Id.* at 3.



445). "On August 5, 2021 ONDCP published a grant notice on Grants.gov for the Combating Overdose through Community-Level Interventions (COCLI) funding opportunity. One of the stated goals of this funding notice is to "research and analyze a range of existing community-based efforts to address overdoses, and current evidence-based and proven strategies to reduce overdose deaths that **incorporate approaches that advance equity.**" "The application period for this grant closed on August 13, 2021." *Id.* at 3.



446). "On August 30, 2021 ONDCP hosted a half-day virtual summit entitled Opioid Litigation Settlement: Using Evidence to Lead Action. The summit invited a range of stakeholders including state, county, municipal, and Tribal officials, to explore ways to effectively use opioid settlement resources. A significant portion of the agenda concerned allocating settlement money to achieve **greater equity in BIPOC communities** that have been disproportionately affected by the overdose epidemic." *Id.* at 3.



447). "Through the Community Anti-Drug Coalitions of America (CADCA) National Coalition Institute (NCI), a National Youth Advisory Committee (NYAC) was formed in September 2021 to ensure **that diverse youth voices** are involved in the development of substance use prevention solutions. Additionally, the 2022 National Coalition Academy (NCA) curriculum was revised with a **health equity lens** to increase understanding of its correlation to substance use prevention." *Id.* at 3.



448). "**Action:** Engage prosecutors and judges to **ensure equitable treatment for individuals involved in the criminal justice system.** Expand training for staff in drug court settings to reduce the role of personal biases in screening out eligible drug court candidates." *Id.* at 8.



449). "In an effort to maintain relationships and ensure greater feedback from stakeholders on key policy priority areas, ONDCP will host quarterly calls with researchers, organization leaders, and individuals with lived experiences. **Each call will include a specific topic on equity** to better understand the needs of the most vulnerable populations affected by substance use disorder." *Id.* at 9.



450). "ONDCP is represented in the **Equitable Data Working Group** (EDWG) coordinated by the Executive Office of the President's Office of the United States Trade Representative (EOP/USTR) and the Office of Management and Budget (OMB)... Upon publication, ONDCP will lead the Data Interagency Working Group (Data IWG) to encourage adoption of the federal guidance. ONDCP will incorporate the guidance as it applies to the subject area of drug use, its correlates, and consequences. ONDCP reconvened the first meeting of the reconstituted Drug Data Interagency Working Group (Data IWG) on December 15, 2021... The Data IWG will continue to convene quarterly, or as needed, in calendar year (CY) 2022 to address various drug data needs, including, but not limited to, data equity." *Id.* at 12-13.



451). "For FY 2024 and in future years, ONDCP will utilize the budget review and certification process to ensure that NDCPAs support the implementation of drug control policy priorities addressing equity and request the necessary funding **to implement equity initiatives.**" *Id.* at 13.



452). "During the first six (6) months of 2022, CDC is planning to conduct a health equity session during the CADCA National Leadership Forum, a listening session/workshop on ACEs for a subset of coalitions, and a **health equity** webinar for DFC and CARA funded coalitions. These presentations will introduce key health equity principles and ACE's prevention and how they are related to youth substance use prevention efforts. Presenters will highlight CDC activities that address health equity and substance use, including risk and protective factors. Presenters will also share tools and resources to help coalitions engage various populations in substance use prevention activities. DFC-funded community coalitions workshop/listening session on ACEs **among diverse racial and ethnic communities** is scheduled to take place in March 2022." *Id.* at 16.



453). "Beginning in 2021 and continuing into 2022, the DFC & CARA National Cross Site Evaluation Team is reviewing progress reports in preparation for submitting revisions in an OMB packet. Draft revisions will be submitted no later than February 2022 with the full packet to be approved no later than December 2022. ONDCP and CDC are directly involved in the review process. The review team has prioritized how to better capture data from **grant recipients as it pertains to diversity and equity**. A specific qualitative section will invite grant recipients to share detailed information about their work in these areas. Additionally, technical assistance during progress report submission will emphasize the importance of **inclusion of this information.**" *Id.* at 17.



454). "To eliminate/reduce the barrier there will be modifications made to the NCA to include the introduction of a mixed delivery (extended hybrid) training. The modification of NCA curriculum delivery will include topics such as **health equity and social determinant of health**. In addition, revisions will include updates to the training framework of the Strategic Prevention Framework (SPF)." *Id.* at 17.



455). “To ensure coordination of the equity initiatives outlined above, ONDCP is contemplating the dynamics of an **internal Equity Working group**. This workgroup will assess the needs of marginalized populations, review published research, and track progress on the deliverables stated within this document. This effort is under consideration as ONDCP, and the larger EOP, does not have a dedicated Civil Rights Office. Once appropriately outlined, the working group will convene quarterly and report updates to the ONDCP Chief of Staff. Furthermore, ONDCP will continue its ongoing practice of hosting regularly-scheduled stakeholder roundtables and other convenings to highlight emerging trends, issues, and interventions and inform current and future drug policy initiatives. Participants will include researchers, organizational and community leaders, **BIPOC and LGBTQ+**, and rural community members, and people with lived experiences, including family members. Each call will include a specific topic on equity, including those outlined in the NDCS, to better understand the needs of the most vulnerable populations affected by substance use disorder.” *Id.* at 18.

74. OFFICE OF SCIENCE AND TECHNOLOGY POLICY



456). “OSTP has identified and **onboarded** a number of scholars with **expertise in equity**, including individuals who can bring an **equity lens to policymaking** in areas such as climate, health, technology, and STEM.” *2022 Equity Action Plan*, U.S. Office of Science and Technology Policy 2 (2022), <https://bit.ly/3YjCMLi>.



457). “OSTP has had success **embedding equity in policy areas** including but not limited to STEM education, artificial intelligence, the environment, criminal justice, voting access, health, and immigration and workforce. Specific emphasis has been placed on **inclusive engagement** on these topics.” *Id.* at 2.



458). “A **working group** was established to further the development and implementation of OSTP’s equity action plan. The purpose of the working group has been to develop a practice and culture at OSTP that **embeds equity considerations from conceptualization to implementation of policy**, and which routinely **considers equity as a key evaluative component of effective policy**. This cross-divisional team has begun developing the **OSTP Equity Guidebook...**” *Id.* at 2.



459). “Guidance for specific policy activities may include a **checklist of actions with equity considerations**, reflection questions, potential metrics, and resources.” *Id.* at 3.



460). “**Inclusive engagement requires intentional consideration** and reflection at each stage including: 1) Framing the goals of **engagement with an eye toward equitable outcomes...** Outreach and relationship building with potential participants from **underserved communities...**” *Id.* at 5.

75. OFFICE OF THE U.S. TRADE REPRESENTATIVE



461). “With review and input from all offices, staff, and the **newly-established Diversity, Equity, Inclusion, and Accessibility Council**, USTR’s new Strategic Plan also incorporates the principles of the **National Strategy on Gender Equity and Equality and the Presidential Memoranda on Tribal Consultation and Strengthening the Nation-to-National Relationship and on Advancing the Human Rights of LGBTQI+ Persons** around the World.” *2022 Equity Action Plan*, Office of the U.S. Trade Representative 2 (2022), <https://bit.ly/3NxuUy5>.



462). "USTR's FY22-26 Strategic Plan unequivocally communicates to Congress, Federal departments and agencies, domestic stakeholders, trading partners, and all USTR employees that **inclusive engagement and advancing racial and gender equity are strategic priorities** for U.S. trade and investment policy for the next four years." *Id.* at 2.



463). "USTR completed a comprehensive review of **its recent procurement and contracting practices** and found that it **embeds equity well** in this critical area of operations and will continue to work with and coordinate with EOP's Office of Administration (OA)." *Id.* at 3.



464). "The charters now specifically **mention diversity, equity, inclusion, and accessibility when inviting candidates to apply.**" *Id.* at 3.



465). "USTR's public reports will feature updates on trade policy goals and actions that **advance racial and gender equity** in worker-centered, inclusive trade and investment activities. USTR will ensure that the **racial and gender equity accomplishments will be archived** in a central, publicly-available location on the agency's website..." *Id.* at 4.



466). "By including, elevating, and regularly reporting on the progress of **racial and gender equity** in trade and investment policy, USTR establishes a new standard in the framing, consideration, and tracking of how trade and investment may expand and maximize the benefits of trade for all workers and **underserved and marginalized communities.**" *Id.* at 4.



467). "Beginning in fiscal year 2022, all USTR staff's annual performance assessments include **advancing equity in their respective policy, administrative, and communication strategic goals and objectives.**" *Id.* at 4.



468). "In October 2021, Ambassador Tai requested that the U.S. International Trade Commission (USITC) undertake a public, independent investigation and release a public report to inform, better identify, and measure the potential distributional effects of U.S. trade and trade policy on U.S. workers, by skill, wage and salary level, **gender, race/ethnicity**, age, ability, and income level, **especially as they affect under-represented and under-served communities.**" *Id.* at 4-5.



469). "In 2021, USTR invited cleared advisors who serve on the advisory committees it co-manages with the Departments of Agriculture and Commerce to provide advice on how to **advance equity principles within their respective committee's charter.**" *Id.* at 5.

76. U.S. OFFICE OF GOVERNMENT ETHICS



470). "OGE plans to take the following actions to eliminate/reduce the barrier...Conduct a review of OGE's collection of resources for **delivering ethics education** to new and current federal employees and update, as needed, so that these **resources reflect** the principles of **diversity, equity, inclusion, and accessibility.**" *2022 Equity Action Plan*, Office of the U.S. Office of Government Ethics 3 (2022), <https://bit.ly/40fDAjX>.



471). “Share resources, through presentations and/or written guidance, with ethics officials on how to **incorporate DEIA principles into the delivery of ethics education** to their agencies’ federal employees” *Id.* at 3.



472). “What success might ultimately look like in the long-term (5-8 years out): **Ethics education throughout the executive branch incorporates diversity, equity, inclusion, and accessibility principles**” *Id.* at 4.



473). “**OGE is trying to reduce inequity by using its purchasing power as a federal agency in ways that benefit historically underserved communities**, such as by making purchases from, and entering into contracts with, small and **disadvantaged businesses.**” *Id.* at 7.

77. CHEMICAL SAFETY AND HAZARD INVESTIGATION BOARD



474). “The CSB is committed to best practices in **contracting opportunities for minority** and veteran owned contractors and businesses.” *2022 Equity Action Plan*, U.S. Chemical Safety and Hazard Investigation Board 1(2022), <https://bit.ly/4eSLxAi>.

78. COMMISSION ON CIVIL RIGHTS



475). “The agency will take steps that result in **increased awards to businesses in underserved communities and/or Minority Business Enterprises** (MBEs). Staff will review internal policies to ensure that **procurement opportunities are shared with minorities and businesses located in underserved communities**. Staff will also identify factors that historically limited MBEs access to USCCR contracts. To overcome the identified factors, USCCR will use government platforms that have the capability of targeting those underserved communities.” *2022 Equity Action Plan*, U.S. Commission on Civil Rights 6 (2022), <https://bit.ly/3BVbUa4>.

79. SMITHSONIAN INSTITUTION



476). “The Secretary has established a **Head Diversity Officer (HDO)** position to lead **DEAI** programs and activities...” *2022 Equity Action Plan*, Smithsonian Institution 2(2022), <https://bit.ly/3A8U1nC>.



477). Strategic initiatives adopted in August include specific examples that incorporate a strong **equity thread**: • Address the historical roots and contemporary **impacts of race and racism** in the United States and globally through interdisciplinary scholarship, creative partnerships, dialogue, education, and engagement. • Accelerate the work of the American **Women’s History Initiative** to amplify and disseminate the historical record of the accomplishments of American women through increased digital programming, drawing upon the Smithsonian’s diverse collections and expertise.” *Id.* at 3.



478). Programs presented by Our Shared Future: **Reckoning with Our Racial Past** during 2021 include: August 26 - Our Shared Future: Reckoning with Our Racial Past forum was a virtual program about **racial inequities in wellness and wealth** in the U.S. From race science to COVID-19, physical and mental health, and challenges to wealth building, we explored how we arrived where we are today and how we can imagine a new way forward together." *Id.* at 4.



479). "Pre-Covid, intern coordinators **would prioritize in-person visits to schools with a high percentage of BIPOC students and strong ethnic studies programs.**" *Id.* at 8.



480). "Developing **inclusive procurement strategies that eliminate barriers and increase opportunities for participation of underserved communities** is crucial to Smithsonian efforts for achieving greater diversity in contracts and business relationships." *Id.* at 9.

80. U.S. HOLOCAUST MEMORIAL MUSEUM



481). "The Museum is committed to leveraging its **capacity as a purchaser to advance its DEAI values**, and partner with companies/vendors designated as **Small Disadvantaged Businesses (SDB)** by the U.S. Small Business Administration." *2022 Equity Action Plan*, U.S. Holocaust Memorial Museum 1(2022), <https://bit.ly/3Y7obzG>.



482). "Developing a guide to support employees as they plan programmatic events. This guide is being drafted by a cross-functional team of employees and is designed to provide targeted and **tangible guidance for considering DEAI best practices** at the beginning of any project. This will support Museum programs as they strive to reach more diverse audiences. This will also help us ensure that our programs are accessible and inclusive and meet the needs of the American public" *Id.* at 2.



483). "The Museum will review its procurement process to ensure that outreach engages Small Disadvantaged Businesses (including 8 (a) program certified small businesses, **HUBZone certified small businesses, Women-owned small businesses** and Service-Disabled Veteran-Owned small businesses), closely examining existing advertising channels for **missed opportunities to reach Small Disadvantaged Businesses**, while also pursuing more direct outreach where appropriate and necessary. The Museum will also review FY2021 Requests for Proposals to identify and address any barriers present in their content and will update RFP templates and training as necessary to reflect any changes. Language will also be added to RFP templates that communicate the Museum's interest in **contracting with Small Disadvantaged Businesses.**" *Id.* at 3.



484). "Due to the travel restrictions required by the pandemic, the Museum piloted a virtual Belfer conference in 2020 that was attended by 1,000 educators and received very positive feedback. An outcome of the virtual format was the increase in both the number of participants and the diversity of those participants. In 2021, we **continued the pilot with a greater emphasis on DEAI to reach educators from across the country.** By removing the travel requirement and providing expanded accessibility options, the total number of participants more than doubled to 2,600 educators. This growth represented geographic, **racial**, disability, and socio-economic diversity." *Id.* at 7.



485). “The virtual format allows the Museum to recruit **diverse teachers** to attend the conference. **This is a priority** for the conference. We will expand our efforts to reach educators who represent a diverse teacher population that includes the following types of diversity: age, **cultural**, disability, geographic, **racial**, religious, **sex/gender**, **sexual orientation**, and socio-economic. We will also **focus on recruiting teachers who serve diverse and historically under-resourced** student populations.” *Id.* at 8.

81. PRESIDIO TRUST



486). “We will consider near-term success by achieving the following metric...by the end of 2022, we will close the 2019 (pre-covid) **diversity gap by 20%, specifically with the LatinX, Asian and Black visitors.**” *2022 Equity Action Plan*, U.S. Presidio Trust 4-5 (2022), <https://bit.ly/4fdDspr>.



487). “In January 2022, we published the **Staff Member Guidebook** to create consistent policies, rules, and expectations. The first draft was published in January 2022. During the first quarter of 2022, we will focus on the Guidebook rollout to make certain all managers are **trained** on its content, how to manage to the Guidebook, and the importance of maintaining consistency to create an **equitable experience** for all staff.” *Id.* at 5-6.



488). “The Employee Support Services Department will develop and finalize our Performance Program in 2022 for launch at the end of 2022/start of 2023. This will create a clear process for addressing any performance and behavior concerns that could lead **to inequitable treatment.**” *Id.* at 6.



489). “We plan to do a full review of how we can improve **equity** in our **contracting and procurement** efforts after we reorganize and grow our Contracting and Procurement department’s resources.” *Id.* at 6.

82. UDALL FOUNDATION



490). “Invited representatives from **MSIs** to serve on the 2021 Scholarship program reader **panel**...Developed **a tracking system for MSIs** in the Udall Foundation’s internal Scholarship program database...Conducted stakeholder meetings with representatives from **MSIs** to assist with identifying access barriers to Scholarship program information.” *2022 Equity Action Plan*, Udall Foundation 2 (2022), <https://bit.ly/3Agybyv>.



491). “Maintain a **designated Equity Lead** for the duration of the action plan implementation.” *Id.* at 3.



492). “Ensure relevant **employee performance plans include a programmatic equity element.**” *Id.* at 3.



493). “Conduct direct and proactive outreach **to MSIs including tailored marketing materials, email campaigns, and social media plan.**” *Id.* at 3.

83. NATIONAL ENDOWMENT FOR THE ARTS



494). “The NEA anticipates that this initiative will utilize Regional Arts Organizations (RAOs) to **support leaders of equity-focused organizations in the arts** through “capacity-building” **subgrants**, learning opportunities, and peer network-building. This initiative would support approximately 30–40 subgrantee organizations with grants in the range of \$200,000 each, over a multi-year timeframe.” *2022 Equity Action Plan*, U.S. National Endowment for the Arts 3 (2022), <https://bit.ly/3BMyRft>.



495). “In FY 2022, the NEA intends to use data analysis to identify and address gaps in representation of **underserved groups among the NEA’s grant applicants, grantees, and program beneficiaries**. In alignment with the aforementioned initiative to increase arts participation” *Id.* at 10.



496). “ORA will **engage a contractor** to help the agency develop a logic model and a measurement framework (based on the logic model) that identifies key process and **outcome indicators for the agency’s equity plan**. Once established, **the equity measurement framework** will provide the foundation of a monitoring and evaluation plan to ensure continuous tracking of progress and measurement of outcomes for the NEA Equity Action Plan.” *Id.* at 11.

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497). “In its [American Rescue Plan] funding guidance to the councils, NEH stated that it “strongly encourages [councils] to develop **grantmaking programs directed at increasing equity and inclusion and/or directed at underserved and minority-serving institutions and organizations**.” *2022 Equity Action Plan*, U.S. National Endowment for the Humanities 3 (2022), <https://bit.ly/4dUv3q6>.



498). “The Notice of Funding Opportunity (NOFO) for this program [ARP: Humanities Organizations program], which NEH published on April 7, 2021, specifically encouraged applications from “**underserved and minority-serving institutions and organizations**.” *Id.* at 3.



499). “Examples of ARP: Humanities Organizations awards include...an award to the **GLBT Historical Society in San Francisco** to support the creation and retention of archivist positions focused on the expansion of the **organization’s LGBTQ+ history collections**; a grant to the Thomas Jefferson Foundation to develop an **African American oral history** project at Monticello in Charlottesville, Virginia; an award to the University of Oklahoma Press to develop a new **Native American** imprint in collaboration with the university’s Native Nations Center in Norman, Oklahoma...an award to the Cheyenne River Youth Project in Eagle Butte, South Dakota, to support **Tribal elders and language instructors in developing a new Lakota language** and culture internship for youth.” *Id.* at 3–4.



500). “ARP: Humanities Grantmaking programs [provided funding] to 13 organizations that will administer competitive grantmaking programs in the humanities. The 13 subaward programs – some of which are expansions of existing **grantmaking programs** and others of which are entirely new – will support organizations or individuals undertaking humanities activities and expand NEH’s reach into communities and sectors that are underrepresented in the agency’s programs. The NOFO for ARP: Humanities Grantmaking, posted on April 7, 2021, specifically encouraged applications from “**underserved and minority-serving institutions and organizations.**” *Id.* at 4.



501). “Examples of ARP: Humanities **Grantmaking awards**...an award to the New York City-based Firelight Media to administer a fellowship program for mid-career filmmakers who are **Black, Indigenous, or people of color** whose work on historical or humanities-focused documentary film projects was disrupted by the pandemic; a grant to the Association of Tribal Archives, Libraries, and Museums to assist up to **175 tribal governments, tribal cultural facilities, and allied institutions** in reopening and reestablishing community-based humanities programming and resources; an award to the Association **for Asian Studies** in Ann Arbor, Michigan, to underwrite fellowships for Asian studies professionals to conduct humanities research, teaching, and multimedia projects, with a particular focus on providing opportunities for career development for junior scholars, contingent or adjunct faculty, **Black scholars in Asian studies**, first-generation scholars, and independent scholars or Asia specialists working outside the professoriate; a grant to the American Council of Learned Societies to offer funding to support publicly engaged humanities initiatives at colleges and universities that address issues of pandemic recovery, **racial equity, climate change**, international relations, and strengthening democracy; and more.” *Id.* at 4.



502). “In June 2022, NEH will launch an **agency-wide Equity Task Force** to implement the Equity Action Plan.” *Id.* at 5.



503). “By March 2023, NEH will establish the framework for (1) an Office of Data & Evaluation, which will provide insights into the agency’s **impact on underserved communities and institutions**; (2) an Office of Outreach and a **revised branding strategy, which will increase engagement with communities and institutions that have been historically underserved** by NEH; (3) a **grant application** process that better serves the **underserved communities** that NEH seeks to support; and (4) a **procurement** policy that deepens the agency’s support for **small businesses that are owned by members of underserved communities.**” *Id.* at 5.



504). “The Office will be staffed by professional data scientists and social scientists, who will...Award grants and contracts to outside organizations (e.g., **researchers who are experts in equity**) to perform studies of NEH’s work” *Id.* at 5-6.



505). “An update to Parts 2 and 19 of the FAR would allow NEH broader leeway to support **underserved communities through its procurements and contract awards.** NEH will outline a plan to compile recommended updates to the FAR so that it addresses a broader range of underserved communities. Additionally, NEH will conduct outreach to vendors owned by members of **historically underserved communities** to identify potential concerns regarding the availability of contracting opportunities.” *Id.* at 11.



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