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Metro

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Date: October 24, 2018
To: Committee on Racial Equity (CORE) and Metro Council
From: Raahi Reddy, DEI Program Manager
Subject: Strategic Plan to Advance Racial Equity, Diversity and Inclusion – Progress report

General overview

Adopted in June 2016, the Strategic Plan to Advance Racial Equity, Diversity and Inclusion is a major building block in Metro's goal to advance equity in the Portland metro region. The plan has set forth a clear agency-wide direction while also outlining actions to advance the work forward over the next five years. The 77 actions outlined in the plan are foundational and will require numerous additional actions in order to reach the plan's objectives and goals.

Metro has completed year two of the Strategic Plan implementation. The following is a brief description of the status of actions that were slated to begin in the first two years of implementation of the plan.

Key takeaways

- 88 percent of the actions (35 of 40) within the Strategic Plan that were slated to begin during the first two years of implementation are either completed or in progress.
- Beyond the Strategic Plan actions, during the two years of implementation, the Diversity, Equity and Inclusion (DEI) Program focused on a host of additional work pertaining to staff training, hiring and recruitment practices, strengthening community involvement, internal and external awareness of DEI efforts, and increasing the effectiveness of Metro's DEI work. This includes the implementation of the Diversity Action Plan update, adopted in 2017.
- Three of Metro's core departments (Parks and Nature, Planning and Development, and Property and Environmental Services) and one venue (Oregon Zoo) have completed or are on track to complete and release their specific racial equity action plans that outline the commitment and work that each department and venue will engage in to ensure their alignment with the agency-wide racial equity strategy.
- With the development of the department-specific racial equity plans, Metro should experience a significant increase of deeper efforts to advance racial equity starting in 2019.

cc: Martha Bennett, Chief Operating Officer
Andrew Scott, Deputy Chief Operating Officer

Status of actions*Goal A – Metro convenes and supports regional partners to advance racial equity*

Action title	Status	Additional information
Conduct a market study to better understand the current composition of the construction trades workforce.	Complete.	Completed as part of the C2P2 project.
Convene regional partners to discuss solutions to increase the number of skilled construction tradespeople of color available to work on large projects.	Complete.	Completed as part of the C2P2 project.
In partnership with the community, develop and pilot regional public engagement forums to connect community-based organizations to resources, engagement opportunities, contracting opportunities and staff at Metro and other public agencies across the region.	In progress.	Held pilot regional forum in collaboration with Public Engagement Review Committee (PERC) in Feb., 2018 at the Oregon Zoo. The focus was solid waste.

Goal B – Metro meaningfully engages communities of color

Action title	Status	Additional information
Create a Metro Council-appointed body to provide community oversight on the implementation of the Strategic Plan.	Complete.	CORE was established in July 2017.
Create mechanisms to involve the community in the implementation and evaluation of the Strategic Plan.	In progress.	The DEI Program has directly involved community in the evaluation of the Strategic Plan. The program is creating pathways to involve community in the plan's implementation.
Develop equity performance measures to include in Metro scorecard.	In progress.	Will be developed as part of the Impact Evaluation project. Slated 2019 completion.
Create a system to better coordinate engagement with communities of color across Metro departments. This system should include the maintaining of a record of community-based organizations' involvement with Metro to support relationship continuity.	In progress.	A relationship management tool is slated to be active fall of 2018. Metro has also expand coordination and continuity through the Community Partnership Coordination team, DEI Roundtable team and Community Relations team.

Goal B – Metro meaningfully engages communities of color - Continued

Action title	Status	Additional information
Work with communities to co-create community-specific public engagement plans that work to develop long-term community relationships, as opposed to episodic engagement.	In progress.	This work is currently being done through PERC and the Community Partnership Program.
DEI program creates, publishes and submits annual equity report to Council, for publication and broad distribution.	In progress.	The annual report is tied to the new Equity Dashboard. The report to be presented in winter 2018.
Metro departments set aside resources for contracting and partnering with CBOs or community groups for engagement. Results are included in quarterly management reports.	In progress.	The Communications department is creating guidelines that will be standardized at Metro by end of 2018.
Identify and propose ways to improve youth engagement and youth involvement in Metro decision-making.	In progress.	Work is being done through the youth led equity cohort with Momentum Alliance where they are working with Metro directors to improve youth involved decision-making.
Identify and propose the creation of new opportunities within public engagement activities for emerging and established community leaders to work with decision makers to help drive plan, policy and program outcomes.	In progress.	Work is being done through the youth led equity cohort with Momentum Alliance, the work with Coalition of Communities of Color (CCC) and PERC to diversify advisory committees.
Develop and apply criteria to consistently partner and invest in existing community leadership programs that have greatest benefit to community.	In progress.	Work is moving forward through the Community Partnership Program, the Parks partnership with Unite Oregon's BOLD Program, DEI's work with the CCC leadership cohort.
Utilize the racial equity analysis and decision support tool on four pilot projects representing each of Metro's four lines of business.	Not started.	The DEI Program will pilot a racial equity analysis tool in December 2018.
Provide training and support to Metro departments on the Racial Equity Analysis and Decision-Support Tool to most effectively meet specific departmental portfolio.	In progress.	The DEI Program is hosting the first racial equity analysis tool training with the Government Alliance for Racial Equity in December 2018.
With the direct support of the DEI program, expand the pilot for utilizing the racial equity analysis and decision support tool within each department.	Not started.	With the success of a pilot training in December, the DEI Program expects to have progress on this item in 2019.

Goal C – Metro hires, trains and promotes a racially diverse workforce

Action title	Status	Additional information
Provide tailored trainings for all staff on racial equity and how it can be applied in their specific job duties.	Complete.	Institutionalized racial equity 101 course.
In conjunction with HR, provide unconscious bias training to hiring managers and hiring committees.	Complete.	Institutionalized as part of HR hiring process.
Hire additional HR recruitment staff to strengthen relationships with community-based organizations, increase recruitment efforts and improve FOTA hiring.	Complete.	Hired in 2016.
Create a pilot employee resource group (ERG) for staff of color. Explore possibility to expand this format to other employee communities.	In progress.	The Staff of Color and the LGTBQ+ ERGs began in 2018. The DEI Program is currently exploring the expansion of other ERGs.
Staff and management from every department are actively involved in the implementation of the Strategic Plan and DAP through a clear and representative process.	In progress.	All levels of staff have been involved in implementing the two plans, but the process of involvement should be clearer.
Diversify hiring committees by department including considering gender, age and cultural group. Include community members where appropriate.	In progress.	HR is continuing to standardize a process to diversify hiring committees.
Department leadership work with DEI program staff to determine how equity, diversity and inclusion can be addressed as part of staff's work duties.	In progress.	Introducing DEI into the annual staff reviews is how this action will be completed during FY 20/21.
Provide support and training for hiring managers to assess job requirements, create accessible job announcements and understand the value of diverse hiring.	In progress.	Action will be completed as part of the implementation of HR's Search Advocate project.
Review and adjust recruitment processes and the criteria for job descriptions using accessible language so that more value is placed on applicant's skills and abilities beyond the purely technical.	In progress.	Action will be completed as part of the implementation of HR's Search Advocate project.
Develop an internal and external communication strategy to convey Metro's leadership commitment to diversity, equity and inclusion.	In progress.	Metro has an internal communications plan and will be rolling out an external plan in fall 2018.
Create opportunities for staff across the entire organizational structure to discuss how to improve the organizational equity structures at Metro.	In progress.	By 2019, the DEI team will create discussion spaces to strengthen staff ability to improve equity structures.
Adopt policy that Metro management positions must attend required DEI related trainings.	Revised goal	Racial equity and DEI competencies woven into HR's Leadership Academy for all managers at Metro.

cc: Martha Bennett, Chief Operating Officer

STRATEGIC PLAN TO ADVANCE RACIAL EQUITY, DIVERSITY AND INCLUSION – PROGRESS REPORT

		Three cohorts of managers have participated in DEI focused training within the program.
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Goal D – Metro creates safe and welcoming services, programs and destinations

Action title	Status	Additional information
Provide increased access for youth of color to Metro venues, parks and programs.	Complete.	Institutionalized through the work of the Metro Partnership Program collaboration with Momentum Alliance.
Communicate available language resources and translation tools to staff and the public.	Complete.	The DEI Program hosted a series of language hotline trainings.
Within 12 months of this plan's adoption, pilot the development of department-specific plans of action to advance equity within programs, services, plans, and policies in the following 4 departments: Parks, PES, Planning and Zoo.	Complete.	Property and Environmental Services and Oregon Zoo, have adopted and released their plans. Parks and Nature and Planning and Development are slated to be adopted by the end of 2018.
Use newly standardized demographic questions across the agency and establish methods for disaggregating results for agency-wide public engagement efforts.	In progress.	Agency-wide standardized demographic questions are slated for completion in fall 2018.
With the direct support of the DEI program, expand the pilot for developing a specific plan of action to advance equity within the programs, services, plans, and policies of each department within 18 months.	In progress.	The expansion of the pilots will begin spring 2019.
Communicate program and service announcements using culturally specific language and channels (e.g. tribal newspapers and Russian radio stations)	In progress.	Metro is doing this work on a variety of large projects and working to make this a standard of practice through the MOSAIC project.

Goal E – Metro’s resource allocation advances racial equity

Action title	Status	Additional information
Continue to invest in providing regular and geographically and culturally accessible trainings that assist companies to become certified as COBID and help COBID vendors apply for RFPs.	Complete.	Institutionalized as a standard of practice within the Finance department.
Continue to invest in the social equity contracting program that focuses on the removal of barriers and the creation of accessible contracting opportunities for vulnerable business communities.	Complete.	Institutionalized as a standard of practice within the Finance department.
Create policy to support the inclusion of diversity, equity and inclusion metrics into contract proposal evaluation	Complete.	Institutionalized. DEI criteria are part of the contract proposal evaluation process.
Research and choose method to identify the contracting needs for firms in the region. These preparations include the identification of financial resources and coordination with jurisdictional partners, Metro’s attorney and procurement office.	Not started.	Metro has started this work on a small scale in collaboration with NAMC Oregon. There are also discussions within the C2P2 project to leverage other already completed research to help inform Metro’s needs.
Require project managers to attend procurement training on developing RFPs.	Not started.	Finance department offers trainings throughout the year and has encouraged attendance by publishing yearly department-specific progress reports on COBID contractor goals. Finance is currently working with Department directors to identify additional ways to ensure attendance at trainings.
Develop and implement agency-wide equity criteria for grants, investments and sponsorships to increase impact and investment consistency.	Not started.	Piloting racial equity assessment tool in December 2018 to potentially utilize in creating equity criteria for grants and investments.