



Organizational self-assessment related to racial equity

December 2015

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BACKGROUND

Upon recommendation from Metro’s Equity Strategy Advisory Committee, Diversity, Equity and Inclusion (DEI) program staff decided to complete a Tool for Organizational Self-Assessment related to Racial Equity to inform the Strategic Plan to Advance Equity. The tool, developed by local organizations Coalition of Communities of Color and All Hands Raised, is designed to gather a holistic snapshot of an organization’s practices and policies as they relate to racial equity.

In summer of 2015, DEI staff assembled a workgroup representing different areas of the organization to answer questions posed in the tool, identify gaps and make recommendations.

The workgroup met in September and October of 2015 and answered questions within the tool’s following categories: Organizational Commitment, Leadership and Governance; Racial Equity Policies and Implementation Practices; Organizational Climate, Culture and Communications; Service-Based Equity; Service-User Voice and Influence; Workforce Composition and Quality; Community Collaboration; Resource Allocation and Contracting Practices; Data, metrics and Continuous Quality Improvement.

Organizational self-assessment workgroup

Department/venue	Staff	Manager
Office of COO	Cary Stacey, project lead	No
Office of COO, DEI	Patty Unfred	Yes
Office of COO, DEI	Scotty Ellis	No
Council Office	Ina Zucker	Yes
Communications	Becca Uherbelau	Yes
Finance and Regulatory Services	Gabi Schuster	Yes
Human Resources	Lisa Colling	Yes
Parks and Nature	Linda Lechler	Yes
Planning and Development	Kim Ellis	No
Property and Environmental Services	Molly Chidsey	No
Research Center	Karen Scott-Lowthian	Yes
Oregon Convention Center	Matt Pizzuti/Brandy Trotter	Yes/No
Oregon Zoo	Peggy Bodner	yes
Portland’s 5 Centers for the Arts	Jeannie Baker	No
Portland Expo Center	Ashley Bettega	No

In addition to convening the workgroup, DEI staff also engaged with staff of color, four of whom answered these questions:

- Do the organization's senior leaders act consistently around racial equity, e.g. by allocating sufficient resources for equity initiatives, making racial justice a standing agenda item at key meetings, ensuring people of color are decision-makers? Please provide 2-3 specific examples.
- Do you encourage or support difficult conversations about race in a safe, confidential, private space?
- Describe your organization's primary physical space (Metro Regional Center) and what it may communicate to diverse stakeholders. Is it welcoming and accessible? Consider the use of height, open spaces, natural or artificial light, art, signage and visual representations and facilities such as gender neutral bathrooms and lactation rooms.
- Describe whether, and how, the Metro Regional Center's entrance area is welcoming and supportive of diverse individuals and families, e.g. is there comfortable seating and supports for those with children.
- Please provide a couple of examples of how your organizational meetings that involve the public are conducted in a manner that supports equity and inclusion, and values diverse ways of speaking, thinking, debating, reflecting and making decisions.
- Are racial equity and cultural competency training and capacity building made available to your workforce?

EXECUTIVE SUMMARY

Metro has begun a journey to support and promote racial equity, diversity and inclusion. It has taken some crucial first steps to lay the foundation for this work, such as dedicating FTE to carry out DEI efforts, establishing advisory bodies that include staff, leaders and community partners, and implementing its Diversity Action Plan. In many different areas of the agency staff is actively working to advance racial equity, such as in staff training, contracting, program and service delivery and community engagement. However, work in all these areas is inconsistent across Metro.

Metro needs diversity in decision-making positions, effectively delivered in-depth diversity training, and more structures and practices to support staff of color. Its headquarters, the Metro Regional Center, is seen as unfriendly and unwelcoming to community members; Metro meetings and materials are similarly inaccessible. Community engagement approaches, from partnerships to sponsorships, differ from program to program and community issues are not shared across the agency. Interpretation and translation services are available through some programs but not others. Demographic data collection of constituents, clients and customers is minimal.

Recommendations for improvement require investment and a commitment to cultural and practical change. Many short-term opportunities exist in identifying what departments and venues are doing in program and service delivery that other areas of the agency can adopt and tailor. Longer-term needs include strategies and expectations around accessibility, community engagement, workforce development and cultural competency.

When it comes to organizational commitments, much is dependent on the Strategic Plan to Advance Diversity, Equity and Inclusion still in development; this assessment should help identify priorities and guidelines to fill the identified gaps outlined in the following pages.

ANALYSIS AND RECOMMENDATIONS

The assessment workgroup conducted analysis of responses to the tool's questions in three categories:

- Organizational commitments, which includes the areas of organizational commitment, leadership and governance; racial equity policies and implementation practices; workforce composition and quality; and resource allocation and contracting practices
- Customer and client service, which includes the areas of service-based equity, service-user voice and influence; and data metrics
- Community interface, which includes the areas of organizational climate, culture and communications; community collaboration; and continuous quality improvement

The analysis identified progress, gaps and recommended actions to fill the gaps.

Organizational commitments

Metro has acknowledged the importance of organizational commitments to racial equity and has invested in some internal support structure, including the Diversity Action Plan core teams, the DEI steering committee and the Equity Strategy Advisory Committee. However, leadership doesn't consistently address issues of racial equity nor is there a systematic review of racial equity. Staff of color raise concerns about lack of diversity in leadership and management positions, which prevents people of color from being included as decision makers.

While Metro does not yet have racial equity policies and implementation practices in place, it is anticipated that those will be represented in the developing Strategic Plan to Advance Diversity, Equity and Inclusion which is scheduled to be released in Spring of 2016.

Efforts to address workforce composition and quality occur primarily through goals in the Diversity Action Plan, which is managed by a dedicated Diversity Program Manager position. These goals include recruitment and retention of a diverse workforce and providing ongoing in-house diversity trainings and events to build internal awareness and cultural competency. There are no written procedures to increase recruitment, retention and promotion of people of color, nor do performance objectives and evaluations incorporate racial equity or cultural competency goals. There are few practices or structures to support employees of color. Diversity trainings are not provided to interns, temporary or part-time staff and are not consistently offered across Metro facilities; communities of color do not participate in development or evaluation of these trainings. Staff of color question the effectiveness of the OUCH trainings and a lack of investment in professional diversity training, as opposed to in-house training.

Difficult conversations about race are very reactive; Metro is not proactive about conversations regarding race. Staff of color don't feel safe or comfortable having those conversations, which carries over into reluctance to honestly answer questions from the Cultural Compass Diversity Survey.

Advancing racial equity in Metro's resource allocation and contracting is ongoing but inconsistent. While Metro has a Minority, Women & Emerging Small Business (MWESB) policy, not all vendors and contractors are required to adhere to the same policy. Racial justice values primarily influence investments through grants and sponsorships to communities; Metro lacks a budget tool to evaluate other investments from a racial equity lens.

Recommendations in the area of organizational commitment include:

- Invest resources of time and funding into implementing the Strategic Plan to Advance Diversity, Equity and Inclusion (priority action)
- Survey staff and communities to determine progress on Strategic Plan to Advance Diversity, Equity and Inclusion implementation
- Make DEI work a critical part of each employee's portfolio and evaluation
- Establish a structure to more effectively recruit and promote diverse staff (priority action)
- Establish written policies on recruitment, retention and promotion of diverse staff
- Involve union leadership in recruitment process and proactively promoting workforce diversity
- Review progress of workforce composition and establish accountability measures
- Ensure that diversity training opportunities are available to every employee across the agency
- Explore using the Portland' 5 model for training part-time staff at all departments and venues with part-time staff
- Involve communities of color in developing, delivering and evaluating diversity and cultural competency training
- Invest in professional, experienced diversity trainers, preferably of color
- They would also like to see Metro leaders and managers take a more in-depth diversity training, such as United to Understand Racism.
- Create trainings around how to hold race conversations to be more proactive
- Explore expanding the Resource Conservation and Recycling division's practice of holding intentional discussions on how to strengthen a culture of respectful communications during the PACE process to all departments and venues
- Create a formal mentorship program to support employees and interns of color
- Increase internal and external accessibility of MWESB program information
- Fund and provide training to current and potential MWESB contractors (priority action)
- Develop a budget tool to make decisions and evaluate investments from a racial equity lens (priority action)
- Regularly report on MWESB investments with a breakdown by project, type of work or service

Customer and client service

Metro's public-facing departments (Parks & Nature, Planning and Development and Property and Environmental Services) and visitor venues (Oregon Convention Center, Oregon Zoo, Portland Expo Center and Portland'5 Centers for the Arts) are inconsistent in providing language interpretation and translation services to customers and clients, evaluating effectiveness of those services and ensuring those services are adequately aligned with community needs. A similar inconsistency exists in collection of racial, ethnic and linguistic data of customers and clients, especially among the visitor venues; the data that is collected is primarily voluntary. More data collection is needed, with an improved ability to disaggregate race and ethnicity data. Metro does not reveal race/ethnicity data in a way that is accessible to staff and the public.

While all these departments and venues make service delivery decisions to respond to service-user data, service-user voice and incorporate goals of service equity, evidence-based decisions regarding communities of color are inconsistently reviewed with impacted communities. Visitor venues, with the exception of the Oregon Zoo, do not assess their impact on who is visiting; their assessments focus specifically on customer service. Metro does not collect data on customer or client satisfaction regarding racial equity.

Recommendations in the area of customer and client service include:

- Promote available interpretation and translation tools among staff, customers and clients; provide interpretation and translation information on visitor venue websites
- Encourage staff to consult with DEI staff about important documents that might need translation
- Include an overarching goal statement in the Strategic Plan to Advance Diversity, Equity and Inclusion about effectiveness of language services
- Translate important information on key visitor venue webpages into top four languages spoken in the region
- Develop best practices around language services that can be tailored for each visitor venue
- Build internal awareness about value of collecting customer and client data to ensure services are reflecting community needs in the region
- Build internal awareness about Data Resource Center services and resources that identify audience data and demographics
- Explore how the Oregon Zoo’s tracking of ethnicity data could be implemented at other venues
- Conduct peer research among visitor venues in other cities to determine best practices and value of collecting customer and client data
- Explore feasibility of using Google Analytics, in conjunction with a review of Metro’s privacy policies, to determine demographic data of website visitors
- Explore leveraging Portland’ 5, Expo Center and OCC’s strong relationship with Travel Portland to conduct a racial equity assessment of visitor venues
- Collect all examples of decisions made to respond to customers, clients and communities of color in a separate document for departments and venues to review and identify what could be adopted and tailored for their own facilities; encourage conversations that weigh the benefits of innovation, flexibility and racial equity over business risk
- Incorporate satisfaction with racial equity into customer and client surveys
- Create “How are we doing” webpages to invite customer and client satisfaction with racial equity at departments and visitor venues
- Explore opportunities within the new Portland’ 5 Presents program to tailor marketing, tickets giveaways, customer assessments and other practices for communities of color

Community interface

Metro’s primary facility, the Metro Regional Center (MRC), is not seen as welcoming or inviting to diverse communities. The first person most MRC visitors encounter tends to be a security officer, which does not

create a welcoming environment for many communities and staff. The MRC lacks visual commitment to community and racial equity. It does not display visual images of the communities it serves, which is indicative of the lack of diversity in Metro's image library, and visual commitment to language support does not go beyond meeting minimum federal requirements. Organizational materials posted at MRC are not assessed for racial bias and are not reviewed to ensure reflection of community diversity. Lack of clear directional signs makes wayfinding very difficult and locations of gender-neutral bathrooms and lactation rooms are not generally known.

Metro Council meetings are seen as very intimidating and unwelcoming for the general public and staff.

While Metro has formal, ongoing partnerships with organizations of color, culturally-appropriate engagement practices are not consistent across the agency. At the venues, partnerships tend to be informal. Most formal partnerships are found within sponsorship recipients, but sponsorships to communities are not equitably distributed across the agency.

Metro lacks a formal internal structure for departments and venues to share current or emerging issues in communities of color.

Recommendations in the area of community interface include:

- Re-orient the lobby to welcome people entering from both Grand Avenue and Apotheker Plaza
- Use the Apotheker Plaza to display community art, murals, or statues to provide a more welcoming, diverse feel; display the flags from all the jurisdictions that Metro represents
- Provide ample and comfortable seating in the MRC entry area
- Increase images of diversity in Metro's image library
- Create a community board in the MRC lobby that outlines all upcoming community events and projects
- Provide wayfinding at MRC in multiple languages
- Identify opportunities to go beyond code requirements for accessibility as part of MRC space planning project
- Have a few members of the Public Engagement Review Committee participate in the MRC space planning project
- Make lactation rooms dedicated to lactation activities in a welcoming environment
- Develop guidelines and checklist to test organizational materials for racial bias and have them reviewed and assessed by the Public Engagement Review Committee and/or the Equity Strategy Advisory Committee
- Provide information on what to expect when attending a Metro Council meeting, including how to testify, in multiple languages
- Integrate sponsorship best practices among MRC and visitor venues
- Make the development of Metro's Affirmative Action Plan a standard practice; ensure the Affirmative Action Plan is easily accessible to staff and the public
- Make ESAC a formal standing body which could be the location where the discussion on racial equity within the entire Metro organization takes place

RESPONSES TO ORGANIZATIONAL SELF-ASSESSMENT EQUITY TOOL QUESTIONS

Organizational Commitment, Leadership & Governance

1. Has your organization made a public commitment to racial equity? If so, please describe how the commitment was made and who made it.

Yes, the Metro Council gave direction to staff at a council retreat on July 29, 2015 to use a racial equity approach in the development of the equity strategy and action plan.

2. Does your organization have a mission statement that incorporates racial equity?

No.

3. Does your organization have an internal structure whose goal is to address issues of racial equity, e.g. an equity committee or council? If so, please describe the structure's scope of work and composition.

There are three bodies that address issues of racial equity:

- The Diversity Action Plan core team 1 works toward specific goals related to the internal culture at Metro.
- The Diversity, Equity and Inclusion Steering Committee is made up of senior leaders from across the agency that meet monthly to review, discuss and provide direction on Diversity, Equity, and Inclusion issues, including racial equity.
- The Equity Strategy Advisory Committee (ESAC) is made up of 12 appointed community members and meets monthly to assist with the development of the equity strategy and action plan, which has a racial equity focus. ESAC is currently a temporary committee and will sunset with the adoption of the equity strategy, anticipated in spring 2016, but the strategy will likely contain recommendations for an ongoing equity committee.

4. Do you collect the racial, ethnic and linguistic makeup of your board (Council; could include MERC, other committees)?

No, we do not collect demographic data on the Metro Council or MERC Commission, other than voluntary submission of that data through Human Resources. As part of the Diversity Action Plan, in 2014 we asked all members of Metro advisory committees to voluntarily submit demographic data. The information was anonymous and was not aggregated by individual committee but was used as a baseline with the goal of completing a similar survey every two years.

5. Do the organization's senior leaders act consistently around racial equity, e.g. by allocating sufficient resources for equity initiatives, making racial justice a standing agenda item at key meetings, ensuring people of color are decision-makers?

Senior leaders don't consistently address issues of racial equity, although there are several strong champions. Metro's Human Resources Director successfully sought budget for an initiative to explore partnering with community based organizations to increase recruitment of racially diverse job applicants. The Parks and Nature Director has championed a partnership program to increase access to nature for youth of color.

Staff of color agree that senior leaders don't consistently address issues of racial equity; in addition, they perceive Metro leaders to avoid proactive discussions around race. Since there are no people of color in senior leadership and very few in middle management, people of color are not included as

decision makers. These staff do not feel a consistent commitment to racial justice and note that DEI work is seen to be the responsibility of limited, assigned staff and an add-on for everyone else. Because Metro doesn't hire staff of color with relationships with underrepresented communities and experienced diversity trainers, work in this areas is compromised. DEI should be a critical part of each employee's portfolio and evaluation.

6. How do you actively engage union leadership around racial equity efforts?

The union has not been actively engaged on racial equity efforts, as it is an emerging area of focus. Also, we have not engaged the unions in this effort. There are monthly labor management meetings that provide an opportunity to address issues of concern and would provide a communication tool for future engagement on racial equity.

7. Is advocacy on behalf of racial equity seen as part of the organization's work?

Yes. This is demonstrated through Diversity Action Plan goals and activities, outreach to and engagement with organizations supporting communities of color, recruitment and retention strategies aimed at increasing the diversity of staff, grants and sponsorships targeting racially diverse organizations, and membership in organizations serving communities of color – including minority business chambers and Partners in Diversity.

8. Does the organization have a systematic review of racial equity? A systematic review refers to a planned and periodic gathering of facts and governing body discussion with community participation regarding the implications of the facts for the organization.

No. A review process is anticipated in the implementation phase of the Equity Strategy and Action Plan, beginning in 2016.

Racial Equity Policies & Implementation Practices

9. Does your organization have a racial equity policy?

No, but racial equity will be a key principle of the Strategic Plan to Advance Diversity, Equity and Inclusion, scheduled for completion in Spring 2016.

10. Does your organization have a written racial equity plan with clear actions, timelines, people responsible for each action, indicators of progress and processes for monitoring and evaluation?

Not yet. Metro's Strategic Plan to Advance Diversity, Equity and Inclusion is in development and is expected to be completed and adopted in Spring 2016.

11. If you have developed, or are developing, a written racial equity policy and/or plan, were representatives, or are representatives, from communities of color participants in development?

Yes. Metro's Equity Strategy Advisory Committee is made up primarily of representatives of and advocates for communities of color. Metro contracted with six community-based organizations serving primarily communities of color to serve as a technical work group which developed an equity framework report and recommendations that serve as the foundation for the strategy. In Spring and Fall 2015, Metro contracted with six culturally specific community-based organizations to convene and facilitate discussion groups to inform development of the Strategic Plan to Advance Diversity, Equity and Inclusion.

12. If you have a written racial equity policy and/or plan, how are communities of color incorporated into ongoing implementation efforts?

To be determined with the completion of the Strategic Plan to Advance Diversity, Equity and Inclusion.

13. If you have a written racial equity policy and/or plan, how does the governing body monitor progress?

To be determined with the completion of the Strategic Plan to Advance Diversity, Equity and Inclusion. Similar agency-wide initiatives typically provide quarterly updates through a management report to Council and an annual report and presentation to Council.

Organizational Climate, Culture & Communications

14. Does your organization (the Metro Regional Center) visibly post materials in languages other than English? Do visual images reflect diverse communities?

Metro provides many print and web materials in languages other than English, but in terms of signs posted in the building, those are limited to Title VI-related posting of rights and how to access information in languages other than English. Metro's visual image library is improving in terms of racially diverse images but continues to need improvement.

15. Are there visible signs of your organization's commitment to racial equity in your primary physical location, e.g. signage that states your commitment and/or physical representation of diverse communities?

No.

16. Do you encourage or support difficult conversations about race in a safe, confidential, private space?

While the workgroup felt that a safe, confidential, private space is provided for difficult conversations about race in all Metro locations, staff of color don't feel safe or comfortable having those conversations and fear retaliation. This concern carries over into reluctance to honestly answer questions from the Cultural Compass Diversity Survey for fear of being singled out.

PES: Yes. The Solid Waste Compliance and Cleanup division provided cultural competency training for staff several years ago. In the Resource Conservation and Recycling (RCR) division, the PACE cycle before last each manager held intentional discussions with each direct report regarding their thoughts on how we strengthen a cultural of respectful communication in the RCR within the context of building and maintaining a diverse group of employees.

Expo: This question was posed to our director, managers, and staff. The answer is yes, we do provide a safe, neutral, private meeting space for difficult conversations.

Portland'5: We support difficult conversations about race by holding them in private offices. We also promote open discussions as part of our staff training.

OCC: The OCC typically provides a private space or office that facilitates supportive conversations around race. The OCC fully supports conversations, but has room to improve on encouragement.

Zoo: The Zoo does not actively seek to engage in difficult conversations about race but does support these difficult conversations by holding them in safe, confidential spaces for those individuals who raise any concerns related to the issue.

17. Are organizational materials that are posted at the Metro Regional Center for a public audience assessed for racial bias and reviewed to ensure reflection of your community's diversity?

No. We recommend developing guidelines or a checklist to test for racial bias and having those reviewed and assessed by the Public Engagement Review Committee or Equity Strategy Advisory Committee. There is an opportunity to address this in the MRC space planning project. Would be great to have a process for deciding what gets displayed in MRC.

18. Describe your organization's primary physical space and what it may communicate to diverse stakeholders. Is it welcoming and accessible? Consider the use of height, open spaces, natural or artificial light, art, signage and visual representations and facilities such as gender neutral bathrooms and lactation rooms.

The consensus is that Metro Regional Center is not a very welcoming or inviting space. There is no information in the lobby that shows the communities that Metro serves. The entry point to the building is confusing and the concrete plaza is uninviting. There are minimal wayfinding signs throughout the building and the layout is confusing for visitors. Metro Regional Center has a gender-neutral bathroom but still lacks signs informing people where it is. The lactation room is not welcoming and not apparent. HR provides a list of lactation spaces available at other facilities and venues.

Although there is room for improvement to be more welcoming, however, community groups seek to use rooms at Metro Regional Center for community meetings and find it to be an adequate space in terms of access and general amenities. To note, wayfinding and signage have been prioritized for the building's current request for proposal. The MRC building operations team would like to address these needs in a thoughtful way that takes into consideration some of the building projects slated to happen.

Staff of color agree that the MRC is not welcoming or inviting, including meeting rooms and the Council Chamber.

19. Describe whether, and how, the Metro Region Center's entrance area is welcoming and supportive of diverse individuals and families, e.g. is there comfortable seating and supports for those with children.

As described above, the Metro Regional Center entrance area is not particularly inviting or welcoming. Information is not provided in multiple languages, although front desk staff have been trained in how to access translation services for visitors who don't speak English and have "I speak" cards to identify which language a visitor speaks. Seating in the lobby is fairly comfortable but guests must first sign in at the front desk, which can be intimidating.

Staff of color feel the MRC entrance area feels unfriendly and lacks comfortable seating and supports for children.

20. Please provide a couple of examples of how your organizational meetings that involve the public are conducted in a manner that supports equity and inclusion, and values diverse ways of speaking, thinking, debating, reflecting and making decisions.

This varies considerably by meeting type and location. Most project meetings are held in the community at times that are accessible (primarily evenings), and food is provided. Metro's Equity Program and Community Relations team held a series of discussion groups with six culturally-

specific communities and these were facilitated by representatives of those communities and designed to fit their diverse needs and norms.

The Council meetings are the most formal and intimidating of Metro's public meetings, in large part because of the physical elevation of the dais, putting the Council above members of the public who come to testify. Council meetings are also held during the day, making them difficult for many people to attend. One improvement made recently moved up public testimony on ordinances to the first read of the ordinance, allowing time for Council to reflect on testimony and make changes to the ordinance if desired. Previously public testimony didn't occur until the second read of the ordinance, followed immediately by the Council vote.

Council staff is scheduling quarterly Council meetings in community locations around the region to be more accessible to the community. Information on how to testify at a Council meeting is not available in languages other than English.

Staff of color feel that organizational meetings do not consistently involve the public in a way that supports equity and inclusion; while there are a few here and there, it is not part of the work culture..

21. What practices or structures does the organization have in place to support employees of color, e.g. mentoring, employee support groups, comprehensive orientations? Are there supports for employees of color to move into positions with low diversity?

We do not have specific structures in place to support employees of color. The diversity program has various recognition events through the year aimed at welcoming and supporting people from a number of groups. Additionally, while there is no formal mentorship program for employees in general or employees of color, some employees have identified mentors and entered into informal mentoring relationships. This is not coordinated by Human Resources. Discussions about developing a more formal mentorship program are underway.

22. How does your organization externally market, brand and/or message your equity initiatives?

Equity program and communications staff are working on message framing and materials to communicate about Metro's emerging Strategic Plan to Advance Diversity, Equity and Inclusion. This will be more fully developed and implemented with the rollout of the plan in Spring 2016.

23. How is your organization's internal culture of inclusion and equity communicated? Practices may include noticing barriers to participation, planning that incorporates participation supports, public appreciation of "out loud" interrupting or naming of inequities, and encouragement when difficult topics are surfaced.

Metro's Diversity Action Plan internal awareness team works to communicate and provide educational opportunities to Metro staff on diversity, equity and inclusion. Information on Diversity, Equity, and Inclusion is communicated weekly in the agency-wide email to all staff. Several recent all-staff meetings and an all-managers meeting have been devoted to diversity, equity and inclusion. Metro provides guidelines to staff and the public on inclusive public engagement through its Public Engagement Guide, which is posted on Metro's website. Metro is currently in the process of hiring for an internal communications position.

Metro's internal meetings follow a fairly standard meeting structure that doesn't typically encourage speaking out or disrupting.

24. Please describe how the organization actively builds a culture of inclusion and equity. What processes and practices intentionally include or exclude community members?

One of the core areas of Metro's Diversity Action Plan (DAP) focuses on cultural awareness and building an inclusive environment. The DAP core team 1 assists the Diversity Program Manager in developing educational opportunities for all staff as well as cultural celebrations. All Metro staff participated in a two part series on addressing stereotypes called "Ouch: That Stereotype Hurts" and "Ouch: Your Silence Hurts". In 2015, Metro held its first Diversity, Equity and Inclusion Awareness Month which provided multiple opportunities for staff to engage in sharing and celebrating each person's unique background and contributions. Metro also participates in community events that support inclusion, including marching in the Portland Pride parade and sponsoring cultural events. The Diversity, Equity, and Inclusion team also provides a weekly Diversity, Equity, and Inclusion message in the email that is sent to all staff every Monday. An 18-month staff training series on unconscious bias will kick off with an all-staff meeting on Oct. 29, 2015.

Core area 3 of the DAP, as well as Metro's Community Relations staff, focuses on inclusive public involvement. Metro has a Public Engagement Guide that details how to intentionally and thoughtfully engage the public, particularly those communities that are historically underserved. Metro's Public Engagement Review Committee, made up of appointed community, community organization and local government representatives, provides oversight and recommendations on Metro's public engagement practices.

The Metro Council is now scheduling meetings quarterly in community locations, often in the evenings, to be more accessible to all members of the public.

25. How does the organization support an authentic and early process for noticing, naming and addressing dynamics of racism within the organization?

Since 2012, Metro has had a Diversity Program Manager and provided ongoing, required diversity training of all full-time staff. The first series included two video and facilitated discussion groups called "Ouch, That Stereotype Hurts" and "Ouch, Your Silence Hurts". Building on those trainings, Metro is now embarking on an 18-month education process to explore unconscious bias – which will be required of all employees. Employees have also voluntarily participated in discussion groups including Uniting to Understand Racism; Race: The Power of an Illusion; Bridge 13 training on sexual orientation, gender identity, and gender expression; and an informal discussion following the events in Ferguson, MO. All Portland's employees participated in the Bridge 13 training.

All Metro full-time employees are required to complete online training on the agency discrimination and harassment policy. Employees are encouraged to talk to their supervisor about any perceived discrimination or unfair treatment. In addition, they can file a formal or informal complaint with Human Resources or provide information on an anonymous ethics hotline hosted by the Auditor's Office.

Temporary employees do not typically have the same access to trainings as regular-status staff and there is inconsistency in the frequency and flexibility of training opportunities for staff at venues. Offering print materials would be a good first step for temporary and part-time workers.

Metro recently funded a new internal communications position that will assist with informing and educating employees about diversity, equity, inclusion and training opportunities.

Service-based equity

26. Do you provide language interpreter/translator services for people who speak languages other than English?

Parks and Nature: Yes (Cemeteries, Community Investments & Partnerships, Communications, Planning); No (Volunteer program, Conservation, Parks)

PES: Yes and no: The Recycling Information Center (RIC) has the ability to help callers in both Spanish and English. Web content on solid waste and recycling is translated into multiple languages. Elementary school waste reduction education programs can be provided in Spanish at request of schools and both program staff speak Spanish. The Natural Gardening Program has offered some programming in Spanish when requested. The Solid Waste Operations division uses Metro's translation services especially at Household Hazardous Waste (HHW) facilities. The Solid Waste Compliance and Cleanup team provides translation services for Spanish-speaking business owners as needed and also provides Regional Illegal Dumping (RID) program materials in Spanish. (See Appendix A for a household hazardous waste collection event postcard which includes Metro's LEP boilerplate language in multiple languages.) The Construction Project Management Office does not provide interpretation or translation services.

Planning and Development: Yes, it's made available for public meetings and events but must be requested in advance; Bike There! maps are translated into Spanish; vital documents are available in 13 languages on the Metro website (www.oregonmetro.gov/languagehub); translated notifications of the right to translation are available on the Metro website, at three locations in Metro Regional Center and as part of Metro Council and advisory committee agendas.

Expo: In an official capacity, no. However, we have bilingual staff that has provided interpretation services in the past.

OCC: No, the OCC does not provide a language interpreter/translator. Staff are aware of, and have used the Metro language line as well as relying on multi-lingual staff in emergency situations.

Portland'5: Yes, American Sign Language signers are provided upon request at performances. Our Box Office has hired staff that speak Spanish and are able to help at Spanish language events. Our Ticket Services Director has been able to help patrons in French.

Zoo: Yes, the language assistance service is made available at the reception/membership area; American Sign Language signers are provided upon request at performances; Zoo maps are translated into Spanish.

27. Do you collect racial, ethnic and linguistic data on your clients or constituents?

Parks and Nature: Yes (Community Investments & Partnerships, Communications, Volunteer program, Conservation – see Appendix A for demographic questions); No (Cemeteries, Planning, Parks)

PES: Yes and no. Resource Conservation and Recycling conducted a baseline study of race, ethnicity, income and age completed by Portland State University for the Resource Conservation and Recycling Division of PES in 2013; Metro included the Coalition of Communities of Color's best practices document for collecting race and ethnicity data in categories broader than the US Census (see Appendix A for Measuring Demographics of Communities Served by Metro's Resource Conservation & Recycling Division). Data collection is not ongoing at this time. Waste reduction education

programs don't collect racial, ethnic, or linguistic data on specific classrooms visited, but staff does pay close attention to that type of publicly available demographic data available for each school. The Natural Gardening Program has historically required Oregon State University (contractor) to include race and ethnicity demographic questions on evaluation forms for workshop attendees. Metro and OSU provide fewer of these workshops now than in the past so it's a diminished data source as it was in the past. The Construction Project Management Office, Solid Waste Operations and Compliance and Cleanup program do not collect this data.

Planning and Development: Yes, people voluntarily self-identify ethnicity on sign-in sheets at public engagement events; people self-identify race and income in online surveys and mail-in surveys (see Appendix A for 2018 Regional Transportation Plan postcard survey); staff uses Limited English Proficiency demographics for the region provided by Research Center.

Expo: No

OCC: No

Portland'5: No.

Zoo: No, however, this information was recently collected in intercept surveys conducted this past summer.

28. Do you collect race and ethnicity data on each of the following:

- Those who request service

Parks and Nature: Yes (Community Investments & Partnerships, Conservation, Volunteer program); No (Cemeteries, Communications, Planning, Parks)

PES: Yes and no. Resource Conservation and Recycling's Recycling Information Center keeps track of language of callers and create monthly reports, but does not track race or ethnicity of callers (except for RCR baseline demographic study 2013). The RCR's Elementary School Program staff pays attention to publicly available school-level data for each school we serve or who requests service. The Construction Project Management Office, Solid Waste Operations and Compliance and Cleanup program do not collect this data.

Planning and Development: No

Expo: No

OCC: No.

Portland'5: No.

Zoo: The Zoo Animal Presenter program collects race/ethnicity information on ZAP applicants and teens who enter the ZAP program. While these teens are considered part-time, temp employees within Metro, they are also seen as program participants as they receive extensive training and support."

- Those who receive service/attend public meetings

Parks and Nature: Yes (Community Investments & Partnerships); No (Cemeteries, Communications, Planning, Volunteer program, Conservation, Parks)

PES: Natural Gardening Program: Historically, we require Oregon State University (our contractor) to include race and ethnicity demographic questions on evaluation forms for workshop attendees. Metro and OSU provide fewer of these workshops now than in the past so it's a diminished data source as it was in the past.

Planning and Development: Yes, people voluntarily self-identify ethnicity on sign-in sheets at public engagement events; people self-identify race and income in online surveys; staff uses limited English proficiency demographics for the region provided by Research Center.

Council Office: Yes. When people attend Metro Council meetings and submit requests to testify ("blue cards"), there is a space on the card for race/ethnicity that is identified as optional.

Expo: No

OCC: No – we do not collect any demographic data

Portland'5: No.

Zoo: No, we don't specifically track

- Those who succeed and those who don't in your programs/services

Parks and Nature: No

PES: No

Planning and Development: The Regional Travel Options program requests demographic information from participants.

Expo: No

OCC: No – we do not collect any demographic data

Portland'5: No.

Zoo: No, we don't specifically track

29. When you make evidence-based decisions regarding communities of color (either collectively or as individual communities) do you review the decision with the impacted community?

Parks and Nature: Yes (Volunteer program); No (Cemeteries, Community Investments & Partnerships, Communications, Planning, Conservation, Parks)

PES: For some programs, yes, such as in waste reduction education programs like the *Haz tu parte?* sustainable living Spanish language marketing campaign (see Appendix A for *Haz tu parte?* samples) and the *Super Ana* bilingual assembly program developed by Milagro Theater. On the permitting side, as the authorizing entity for new solid waste facilities in the region, we try to understand the neighboring community for the public notices process, including working with the Data Resource Center to identify which languages should be used in outreach materials.

Planning and Development: Yes, as much as feasible for regional plans and as part of community-based public engagement for corridor plans. For instance, the 2014 Regional Transportation Plan and

the 2015-18 Metropolitan Transportation Improvement Program civil rights assessment sought to uncover any disproportionate investment in those programs that would create a disproportionate impact on communities of color (and other historically underrepresented populations). This information was distributed to a broad range of interested persons, and specific engagement was offered to community-based organizations that represent environmental justice communities (including communities of color). An example in corridor planning is ongoing community engagement in a highly diverse corridor, informing and engaging communities of color and including them in the decision-making process.

Expo: Because we do not make evidence based decisions regarding any community, the answer is no.

OCC: No, this is not reviewed with the community, but it is reviewed with the Show Manager. OCC rents the space to customers but does not control who comes.

Portland'5: We do not make evidence-based decisions regarding communities of color.

Zoo: The zoo's teacher liaison tries to review any and all decisions with the impacted community and, if possible, tries to include them into the decision-making process. Going to the people who will be affected by a particular decision is critical to the achieving the goal of inclusivity.

30. Please provide a couple of examples of how race and ethnicity service-user data has informed your service delivery practices and decision-making regarding services.

(See Appendix A for the August 2015 Limited English Proficiency Plan)

Parks and Nature:

- It is really important to Slavic communities to have upright markers at Cemeteries. Because of this, we now ask all families as part of our intake if an upright or flat marker is their preference.
- As part of our engagement at Graham Oaks and Blue Lake Park, we conducted audience mapping, which identified people who live within 15 minutes of the park. We used this information to determine what materials we created and what languages we translated the materials into.
- Our volunteer program is what we call volunteer-centric. We tailor our volunteering around groups and the needs of that community. For example, we reached out to Blind Ambition and created a volunteer opportunity based on what they wanted. We try to make sure that we have opportunities that are available no matter what a person's abilities are.

PES:

- The Recycling Information Center tracks/tracked preferred languages to design outreach campaigns
- CPMO: Goal to increase MWESB utilization in Metro construction contracts and go beyond firm ownership diversity.
- RCR
 - Elem School Programs: we now have a bilingual assembly program (Super Ana), which we only offer to schools with high percentages of Spanish LEP (Limited English Proficient) students. We also make sure to offer our handouts/activity books in Spanish for schools that have sizable Spanish speaking populations. (see attached for coloring book sample)
 - BEL: Our RCR baseline study data showed our demonstration garden programs to be among the most diverse, most representative of the region's population and this

has helped to inform the choice to continue offering these programs despite a general shift away from direct service education.

- Compliance: In the Enhanced Dry Waste Recovery Program (EDWRP), we provided a detailed waste sampling protocol that must be followed to report to Metro in both English and Spanish. This was based on experience of Metro's site inspectors knowing many of the workers at these facilities speak Spanish as their preferred language.

Planning and Development: The regional data on people who have limited English proficiency has been used to identify languages for which vital documents and other materials may be translated; the agency is also tracking visits to translated portions of the website and use of translation services to improve those practices.

Expo:

- Expo Center will tailor the catered food items and request bilingual security based on event needs (culturally specific events).
- If food items are not available for culturally specific events, the Expo Center will offer a buyout and allow the client to bring their own catering.

OCC: Updated some webpages with top four languages identified in limited English proficiency demographics; tailored concessions for culturally specific events; tailored staffing for culturally specific events, make event adjustments each year according to survey feedback.

Portland'5: We have modified ticket policies for the Persian community - allowed sales of hard tickets out of community grocery stores where audience frequents and feels comfortable.

Zoo:

- Zoo-wide, working with organizations representing communities of color has helped to better identify groups for recruiting in the hiring process
- The Education program's conversations with Head Start leadership has influenced the decision-making process as it relates to the way free tickets are distributed.
- The food department with New Avenues for Youth had a Ben and Jerry's ice cream cart during the summer
- For MLK day, we work with the teams (ZAP and school liaison) to get free tickets to those who need it most.
- The Oregon Zoo Foundation does not collect data on race and ethnicity with membership purchases so does not use that data to drive decision making with the membership program.

31. How do you ensure that language services (translation/interpretation) are adequately aligned with community needs?

The Research Center has conducted the Regional Limited English Proficiency analysis twice, when requested by Communications for the Title VI reporting – which is submitted every four years. It also conducts project-specific analysis to determine the limited English proficiency populations in the general vicinity of planned transportation projects as requested; e.g. Powell-Division, Southwest Corridor, and smaller transit projects.

As part of the limited English proficiency plan, Metro has conducted and will continue to conduct discussion groups with members of the community to help us determine which documents and materials would be most relevant to translate. A language resource guide trains staff about the language resources available.

Parks and Nature uses audience mapping to ensure that language services align with community needs, with the audience mapping includes areas of race, language, cultural institutions, etc.

PES programs take various approaches. Waste Reduction Education program translation is aligned with languages spoken by elementary-age school children. The RCR division also has a best practices guide that is intended to help shape all our education programs and includes guidance on when to translate. Solid waste operations team uses Metro's LEP mapping services to identify languages they needed to translate transfer station signage. The compliance and cleanup team conducted a pilot project in NE Portland's Cully neighborhood last year to target outreach about availability of illegal dump cleanup services. When called to cleanup a homeless camp area, staff connects residents with social services information, provides adequate notice to residents and stores personal goods for 30 days so they may be claimed.

Planning and Development: Language services are provided when requested in advance for public meetings and events; the website is becoming more robust with offering content to people with limited English proficiency; projects such as the Powell-Division project have used multiple tools to offer translated content to hear from people in those communities with limited English proficiency; projects such as the Regional Travel Options Spanish-language Bike There! and carshare programs seek to be culturally appropriate in design and use information from potential users to improve, or recommend improvements, in the case of pilot programs, to the delivery of these resources.

Expo: At this time, Expo does not provide official interpreter service to our clients. However, if an instance arises, Expo would call upon Metro's pool of interpreters for assistance.

OCC has staffing onsite that are comfortable with speaking a second language or who may have English as a second language. The OCC website language option decisions were based on local area language speakers. This research came from Metro. Languages include: Vietnamese, Spanish, Russian and Chinese. With time, the website will include more options.

Portland'5: American Sign Language signers are provided upon request at performances.

Zoo: Language services are provided on-demand, not proactively, with the exception of concerts when a sign language interpreter will be provided on request

32. How do you incorporate goals of service equity and culturally-appropriate service delivery? Provide a couple of examples of how this is codified in policy or implemented in practice.

Parks and Nature:

- In order to serve our Russian community, we do not provide restrictions on the length of a funeral service. Russian services are often longer than other cemeteries will allow.
- We provide culturally-sensitive services and allow families to perform their rituals at Cemeteries. For example, the Jewish community requires that dirt touch the casket, which is typically not traditional as caskets are put into liners. However, we make the exception so that the family can practice their customs. We support the community's cultural needs surrounding death as long as we are able to accommodate them.
- Grant criteria includes a priority funding for community based organizations and those serving people of color as a priority (all of our Levy grants)
- Partners in Nature program is designed specifically to meet this goal.
- In Conservation, our major equity efforts are through our contracting and hiring. Working closely with procurement, we were able to identify a way to impact minority, women, and emerging small business businesses by approaching our Request for Proposal process a bit differently. We scheduled workshops (in English and Spanish) and hired a contractor to help establishing

businesses learn about the public process. We've since hired 30 contractors, 17 of them minority, women, and emerging small business.

- PES:
 - CPMO (Construction Project Management Office): Work with Procurement Services to increase utilization of minority-owned businesses, also interested in going beyond firm ownership in equity contracting efforts.
 - RCR (Resource Conservation and Recycling)
 - Elem School Programs: for now, our goal for service equity is to deliver our programming in an equitable way across school districts according to programs per number of schools. However, in the near future, we'd like to strategically target certain school districts with certain programming (i.e. Lake Oswego with conscious consumption messaging) in order to deliver our messaging to the audiences that need them most. Therefore, our definition of equity will hopefully become truer. The Natural Gardening Program has geographic-equity-focused program goals that include increasing participation and program delivery in Clackamas and Washington counties that leads us to seek out some program opportunities and decline others.
 - The RCR division as adopted the following equity goal in its strategic plan (2010): "Invest in equitable involvement and benefits for all members of the community in implementing the program's strategies and actions."
 - The RCR demographics study is intended to provide a foundation for policy and practice.
 - Solid Waste Operations: Language translation services at HHW (household hazardous waste) facilities; Provide sharps (needles) collection for a one-time fee of \$5; handle complaints about customer service by transfer station operation contractors quickly to ensure equal treatment of all customers.

Planning and Development: The department is currently working on a transportation equity analysis to better analyze the equity outcomes of long-range plans and programs such as the Regional Transportation Plan and Metropolitan Transportation Improvement Program. The Regional Transportation Options program looks for opportunities to address underserved communities with its program, using customer research to develop culturally-appropriate materials and activities.

Expo:

- As discussed in a previous answer, Expo does tailor food items for culturally specific events.
- Expo will also work with our clients and tailor our meeting spaces and/or facilities (gender separation) for culturally specific events.

OCC: Tailor concessions for culturally specific events. When hosting community events, we try to find ethnically diverse talent in hopes of attracting ethnically diverse audiences. The OCC Chef, Chef Wambaa, often includes spices and flavors from his native country of Kenya. This provides an opportunity to speak and share culturally different cuisines.

Portland'5: Sponsoring Hispanic community events.

Zoo: Discounted days for low-income audiences. Tickets given to groups who apply for complimentary tickets are not specifically tracked by ethnic or racial identity. Some group names will indicate the ethnicity, however, i.e. Native American organizations. Melissa Cordova who

handles this program indicated that it is a potential feature in AIRS (Zoo online program to apply for free tickets) that could be activated for future ticket data gathering.

For the ZAP outreach programming, this information isn't specifically tracked. Outreaches, however, are offered for social service programs and schools that serve low income youth—higher than 60% free/reduced lunch. Program staff believe teens in the program reflect the audiences it reaches.

33. Please describe how your organization evaluates the quality and effectiveness of interpretation and translation services it either contracts for or provides.

Parks and Nature: N/A (Cemeteries, Community Investments & Partnerships, Communications, Volunteer program, Parks)

- We have 2 Spanish speakers who are fluent that interact with grantees in their native languages and have received good verbal feedback.
- Communications staff has two native speakers in Spanish and Chinese, as well as a fluent staff member in Portuguese. Any feedback that is received is informal.
- Currently, we don't measure how effective our interpretation and translations services are. But, it is in Metro's Limited English Proficiency work plan for this fiscal year to develop an online survey to ask how the experience was and we plan to follow up with those that used the telephone interpreter service and ask similar questions.

PES: RCR follows Communications Dept. guidelines and practices, and their vetting of translators. Solid Waste Ops doesn't evaluate effectiveness of its translation services.

Planning and Development: Currently, we don't measure how effective our interpretation and translations services are except through community feedback on events such as the Powell-Division multilingual open house.

Expo: We base the quality and effectiveness of our interpretation on customer comments and customer satisfaction.

OCC: Currently, we lack the tools to perform assessments. The OCC would love to see Metro address the ability to use Google Analytics Demographics Research tools to accurately assess website traffic and usage. This would enhance our ability to address different interests of various ethnic groups, specifically, local and community groups.

Portland5: We base our evaluations on customer comments.

Zoo: Our only feedback is based on customer comments if they provide them to us either voluntarily or if asked on a survey.

Service-User Voice & Influence

34. Do you collect data on service-user or constituent satisfaction with your organization regarding racial equity? If so, do you share the findings with communities of color?

No for all locations.

35. Please list organizational structures that ensure service-user participation by communities of color (e.g. program planning, service delivery, evaluation, quality improvement, hiring practices, performance appraisals, service user satisfaction).

Parks and Nature:

- Our outreach strategies target participation by communities of color and our program goals ensure participation. During hiring, especially for our Community Partnerships Project Manager, we focused on experience working with diverse communities and our outreach was intended to recruit people with that experience (Community Investment & Partnerships).
- We invest in our staff's professional development and almost all staff have goals related to improving their skills and knowledge of Diversity, Equity, and Inclusion issues.
- Our hiring practices are super important as well as the programming that we are creating. Having a diverse team is essential and has a huge impact on our work.
- "Connect with Nature" is a project that the planning team is working on. We work closely with Verde and their input and feedback does shape our program planning.
- We include racial equity (historically underserved communities) in our evaluation framework to ensure that the volunteer voice is heard through open-ended interview questions. This is done program-wide.
- Our contracting/purchasing specifically looks at offering opportunities to hire communities of color.
- This is the core goal of the Partners in Nature program.
- When we hire in Parks, we work with Youth Ecology Corps to create career paths for at risk youth. We also work with HR for community outreach. We have open houses for recruitment and this has definitely changed the demographic of our staff and have been able to add more people of color and ethnic backgrounds to our team.

PES:

- CPMO works with Procurement Services to increase outreach to minority chambers of commerce and business associations for contracting opportunities with Metro.
- The waste reduction education program includes bilingual outreach in program planning, which includes a bilingual assembly program ("Super Ana") at elementary schools with high percentages of LEP students who speak Spanish. We're also intentional about having slight variations of language built into our classroom presentations (by language, we mean the choice of words we use, depending on whether we're in an urban or rural school).
- The Natural Gardening program has translated a handful of our resources into Spanish (the pesticide free pledge, composting booklet, kids coloring book and bookmarks). – see attached samples.

Planning and Development: Title VI program that has guidance for assessing demographics, including in engagement efforts and determining disproportionate impacts, National Environmental Policy Act process and Environmental Justice guidance to determine short- and long-term and cumulative impacts on communities of color and of people with low-income, the Metro Public Engagement Guide with standards and practices to engage communities of color and others.

Expo: Expo partners with its clients to market all events at Expo, including culturally specific events. Each event is listed in our printed and electronic calendar of events and posted to Facebook and Twitter accounts.

OCC: We do not have the ability to actively ensure racially diverse business comes to the OCC. The OCC does ensure that groups that inquire and meet financial criteria receive the services in line with all groups. As an organization, we feel that all groups, no matter what the content or race, deserve the best service possible. OCC leadership regularly participates in culturally specific events, both locally (like the Urban League dinner) and nationally (like the Congressional Black Caucus in Washington, DC).

Portland'5: We make an effort to program artists and works by people of color and minorities. We have started an Educational Outreach Program that is going to bring Title 1 school children into our buildings and give them the opportunity to experience the performing arts and artists who are minorities and people of color.

Zoo: From ZAP – “In terms of culturally appropriate service delivery—the teens (who are racially and ethnically diverse) play a significant role in developing the programming and they deliver the program. Also, we have conducted focus groups with staff from organizations (SUN schools, Portland Parks and Rec. etc.) to garner their input for the programming. “

36. Please provide a couple of examples of how service-user voice of communities of color has influenced your organization.

Parks and Nature:

- At Multnomah Park we had a new space open up, which would have been a good site as a cremation park. However, the Slavic community, which has sort of adopted this cemetery as their own, does not buy those services as they value burials. Because of this, we chose to make this site for burials instead of cremations in order to better serve the needs of this community.
- The Natural Areas Levy calls out equity much more predominately and specifically than we have done so in the past. We had an advisory committee that specifically included communities of color that helped guide us in shaping the levy and provided input on the language used in the levy. The levy requires us to meet equity programs, partly by incorporating an equity lens across each program.
- The partners in nature program was created because immigrant communities approached us requesting this service. The program grew out of those conversations.
- During our planning of Blue Lake Park, we have developed community events in order to get feedback from the community and hope to get more input from communities of color. Instead of having a traditional open house, we had an event (international food festival) which drew 500 people of various races and cultures to the event, where they could provide input on our services.
- We've heard that communities of color want access to and to be involved with natural areas/conservation but need our help to know how to / make access easier. We've also learned ways that we can improve our planning processes to make them more inclusive and incorporate needs/wants of communities of color.

PES:

- Resource Conservation and Recycling:
 - Elem School Programs: We now offer a bilingual assembly program (Super Ana) that is targeted toward Spanish-speaking LEP students.
 - Our outreach to Spanish-speaking residents of Washington County has been informed by input from Lara Media, a Hispanic-run firm. In addition, we did intercept surveys at Hispanic community events that drove the focus areas of the Haz tu parte? Campaign.
- Solid Waste Compliance and Cleanup: Design services tailored to community needs such as: Working with Russian immigrant community on waste disposal practices that are different than those in their home country (where it is more common to bury waste yourself); Cully-specific community outreach pilot about RID (Regional Illegal Dumping Patrol) cleanup services in a very diverse neighborhood.

Planning and Development:

- The 2018 Regional Transportation Plan update will be conducting a Transportation Equity Analysis. The TEA work plan has been designed to address recommendations that came

from a 2014 Civil Rights Assessment of the 2014 Regional Transportation Plan and 2018-21 Metropolitan Transportation Improvement Program in response to concerns raised by Community-based organizations working to advance equitable outcomes for communities of color and other historically underrepresented communities in the region.

- Communications staff have directly engaged members of the Transportation Justice Alliance and community leaders to inform development of a public engagement plan to support the 2018 Regional Transportation Plan update. Tools and strategies identified in Metro’s Public Engagement Guide aim to be more inclusive of communities of color and other historically underrepresented communities in the region.

Expo: Expo has gender neutral bathrooms in all hall lobbies. Our sales team also works with or reaches out to show promoters to bring culturally diverse events to the Expo Center (specifically Hispanic dances).

OCC: Gender-neutral bathrooms; all contracts speak to equity of races and non-discrimination; we have focused food offerings for a variety of groups diverse race groups – facilitating kosher meals, creating regional desserts, addressing religious food restrictions/choices.

Portland’5: We are reaching out to the Latino community, both by sponsoring LAXIdeAL, and presenting Latino focused events. We are reaching out to the African American community through our Portland’5 Presents events. We have been engaged in conversations at Metro on work they are doing within communities of color so we can better connect with those communities. We are engaging in discussions with the Hispanic and African American communities about what artists they would like to see in our venues.

Zoo: Gender-neutral bathrooms. We do ticketing for free days to better serve underprivileged communities in the Portland Metro area. The Pivot survey has also recently informed us that on Discount Tuesdays we do reach a greater proportion of Portland area residents who are of low income, expanding access to the zoo for those who are economically disadvantaged, and we see a greater number of Hispanic attendees on those days as well .

Workforce Composition & Quality

37. Do you collect the racial, ethnic and linguistic makeup of your workforce?

Yes, Metro collects voluntary data from employees to comply with Equal Employment Opportunity standards. (See Appendix A for EEO Data)

38. Does your organization have written procedures to increase the recruitment, retention and promotion of people of color?

No. The organization did “ban the box” in early 2015, so that applicants do not have to respond to questions about or disclose criminal history at the time of application.

39. If your organization is unionized, please describe the role of the union in promoting workforce diversity.

According to AFSCME 3580 President, Matt Tracy, AFSCME is in a more reactive role with regard to promoting workforce diversity. When they become aware of concerns or issues related to this topic they bring them to HR’s awareness for review and resolution. This holds true for Metro’s other unions as well.

In addition, management supports AFSCME represented positions related to this work.

Human resources holds joint labor/management meetings with various unions to surface topics and issues proactively.

40. If your organization has an internal structure or position dedicated to promoting workforce diversity, e.g. an officer of diversity or office of diversity, please briefly describe the structure or role, and the scope of work.

Metro hired a Diversity Program Manager in 2012 to implement the agency's Diversity Action Plan, which has five core areas of focus: internal awareness and inclusive environment, recruitment and retention, public engagement and committee representation, procurement, and accessibility (in scope development). The Diversity Program Manager is part of the Diversity, Equity and Inclusion team housed in the Office of the Chief Operating Officer (COO). The position reports to the Diversity, Equity, and Inclusion program director, who reports directly to the COO.

41. Are racial justice knowledge, skills and practices incorporated into performance objectives (such as job descriptions and work plans) and appraisals/evaluations for staff?

No, not yet.

42. Do performance appraisals/evaluations include progress on racial equity and cultural competency goals?

No, not specifically. Staff are evaluated on the six Metro values, one of which is respect.

43. Are there effective formal and informal complaint procedures for staff regarding race-related complaints?

Yes, staff can file a complaint or request assistance from the Human Resources department. The Diversity Program Manager is a resource for informal complaints and can refer them to Human Resources for a formal complaint. The Metro Auditor's Office provides an anonymous ethics hotline for filing complaints of any nature involving Metro staff.

44. If you are subject to Title VI (which prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance), has the federal government ever found your organization non-compliant?

No.

45. Are racial equity and cultural competency training and capacity building made available to your workforce?

Yes, Metro provides ongoing, required diversity training of all staff. The first series included two video and facilitated discussion groups called "Ouch, That Stereotype Hurts" and "Ouch, Your Silence Hurts". Building on those trainings, Metro is now embarking on an 18-month education process to explore unconscious bias – which will be required of all employees. Employees have also voluntarily participated in discussion groups including Uniting to Understand Racism; Race: The Power of an Illusion; Bridge 13 training on sexual orientation, gender identity, and gender expression; and an informal discussion following the events in Ferguson, MO. A discussion series of "American Denial" will be offered in 2016. All frontline staff are offered an annual training on language translation procedures and resources so they're trained to welcome visitors who speak languages other than English. Staff at Metro Regional Center were offered the opportunity to take Spanish language classes this summer during lunch (tuition paid by staff, not Metro). Also, the Zoo has been hosting Spanish language classes for their staff.

Temporary employees do not typically have the same access to trainings as regular-status staff and there is inconsistency in the frequency and flexibility of training opportunities for staff at venues. Offering print materials would be a good first step for temporary and part-time workers.

Staff of color feel that the OUCH training is ineffective and inadequate; they believe Metro should invest in professional trainers rather than rely on a mostly white workforce to deliver in-house training. They would also like to see Metro leaders and managers take a more in-depth diversity training, such as United to Understand Racism.

46. Are racial equity and cultural competency training voluntary or mandatory?

All employees will be required to participate in some facet of the unconscious bias training. We will need to develop a strategy for making this training available to temporary employees. Additional training is provided and employees can choose to participate.

47. Do communities of color in your area participate in the development and evaluation of racial equity and/or cultural competency trainings available for your staff?

No, although we're exploring having a community member co-facilitate some of the unconscious bias discussion groups.

48. Please list your organization's key priorities related to cultural and linguistic competencies for staff and leadership.

Metro seeks to create an inclusive and welcoming environment for community members, customers and staff. We conduct regular cultural celebrations and learning events (from fiestas to speakers to participation in parades). The Diversity, Equity, and Inclusion team provides annual training for frontline staff on how to access a phone translation service to assist customers in person or on the phone. We also maintain a list of staff who speak languages other than English and are willing to assist customers in those languages.

With some exceptions, participation is not consistent among senior leaders. There is considerable interest in cultural and language learning from staff at many of the facilities other than Metro Regional Center and this remains a priority and a challenge to engage those staff equally.

49. How do racial justice and cultural competency goals inform the organization's investments in training and professional development?

Adopted by Council, the Diversity Action Plan has specific goals and action items related to education and internal awareness. The Diversity Program receives funds each year, primarily to conduct training and educational events such as the Ouch series and the upcoming training on unconscious bias.

50. How do you evaluate the effectiveness of racial equity and cultural competency trainings available for staff and leadership?

Evaluations are conducted at the end of most internal trainings for immediate feedback on the quality of the course. Every two years, Metro conducts a "cultural compass" survey of all employees to assess the inclusivity and cultural competence of the work environment. The next survey is scheduled to be conducted this fall and will include baseline questions to test unconscious bias awareness and progress in the future.

Metro does not conduct a 360 degree evaluation of the effectiveness of the trainings, such as surveying community members.

Community Collaboration

51. Does your organization have formal, ongoing partnerships with organizations of color?

Yes.

At the Zoo, the Zoo Animal Presenter and Urban Nature Overnight teams work with specific organizations and schools.

52. Does your organization allocate resources for engagement and outreach in communities of color?

Yes.

The Zoo's diversity committee also works with organizations directly when giving out free tickets on MLK day.

53. Do you have a method in place to assess the overall satisfaction of communities of color with your organization?

No, not agency-wide but some projects do this type of assessment.

54. In what ways are communities of color formally recognized as key stakeholders in organizational decision-making?

Specific projects often focus specifically on communities of color, particularly if the project location impacts particular underserved communities – like the Powell Division transit project, the Partners in Nature program, Regional Transportation Plan, Metropolitan Transportation Improvement Program, etc. Some projects themselves are focused on specific communities – like the redesign of the First Opportunity Target Area program which convened a task force made up only of African American community leaders.

Metro's Public Engagement Guide calls for consideration and planning for engaging disadvantaged and underserved communities in every engagement effort; however, outreach and engagement do not always result in impacting decision-making.

55. How do you ensure that your community engagement practices with communities of color are culturally-appropriate for particular communities of color? Please include some specific practices.

There are a variety of ways we conduct and get feedback to help inform our culturally-appropriate engagement practices for particular communities of color including:

- Partnering/contracting with Community Based Organizations to design and/or conduct culturally appropriate engagement for certain projects and initiatives.
- Conducting culturally-specific discussion groups with communities of color to review and inform our engagement practices.
- Facilitate and support training and professional development for public engagement staff on culturally-specific engagement practices.

It's important to note that there isn't a consistent, ongoing agency-wide method of ensuring and evaluating our culturally-specific practices with communities of color. We are, however, currently engaged in developing an approach and evaluation tool through the Oregon Innovation project that will help support our culturally-specific engagement practices.

56. How do you ensure that your organization is responsive to current and emerging issues in communities of color?

Many Metro programs – from Parks and Nature to Diversity, Equity, and Inclusion to the Zoo – are focusing on developing long-term, meaningful relationships with organizations serving communities of color. This is the best path to understanding emerging issues and finding collaborative ways to address them. As an agency, we have a ways to go to continue developing these relationships. Another path is to have a more diverse staff at Metro – this is also a priority but is a long-term strategy.

The equity strategy has engaged culturally specific discussion groups to identify priorities from the community in creating a more equitable region and is incorporating that feedback into development of the strategy. The equity strategy is using a racial equity approach to address the barriers faced by communities of color first.

57. How does your organization formally collaborate with community-based organizations of color to determine and address your organization's responsiveness to the needs of communities of color?

Metro has increased the use of contracts with community based organizations to co-create program development and engagement processes. The equity strategy team contracted with six community-based organizations over a 15-month period to develop a framework for equity, or the community's perspective of what needs to be addressed to develop equitable outcomes. The equity strategy, Community Relations and Regional Infrastructure Supporting our Economy (RISE) staff conducted a series of culturally specific discussion and focus groups to learn what communities currently think of Metro, what their priorities are and how we can best address their needs. The Partners in Nature program piloted an approach in which they worked collaboratively over a year with a small number of community-based organizations to co-create programs to increase access for communities of color to nature.

The MERC Commission played a very active role in convening a community task force to address unsatisfactory results from the First Opportunity Target Area program in hiring for OCC and Expo. The FOTA task force met four times to fulfill their charge of redefining the FOTA boundary area and changing the income cap and then continued to meet to address more general issues related to Metro recruitment, retention and procurement.

Metro does not have a formal evaluation process in which communities of color assess Metro's responsiveness to their needs.

Resource Allocation & Contracting Practices

58. Does your organization have a Minority, Women & Emerging Small Business (MWESB) policy? If so, please attach.

Yes, in the Metro Code (See Appendix A for Metro Code 2.04).

59. Does your organization routinely collect data on minority, women, emerging small business utilization? If so, please attach and disaggregate if possible into minority, women, and emerging small business. (Y/N)

Yes, in the MWESB Annual Utilization Report (See Appendix A for FY14 report).

60. If your organization has equity practices and policies, do you require your vendors and contractors to adhere to the same practices and policies?

Yes, for large projects with prime contractors only. (There is no clear monetary threshold that differentiates large and small projects.) Smaller projects use a voluntary compliance approach. All our proposals contain diversity requirements. (See Appendix A for Request for Proposal template which includes diversity requirements)

61. Please provide a couple of examples of how racial justice values influence your organization's investments.

The primary areas in which racial equity impacts investments is in grants and sponsorships. Metro's Nature in Neighborhood grants has committed to increasing the number of grants awarded to communities of color and took a face-to-face approach, with assistance and flexibility paying off in increases in grants to those communities. The Community Planning and Development grants included an elevated focus on equity in the last round and more jurisdictions partnered with community-based organizations successfully. Metro's sponsorship team reviews all requests for sponsorship with several criteria, including connection to Metro's mission and supporting underserved communities. Metro has MWESB targets for contracting and is developing a social equity contracting policy. Two large-scale upcoming projects potentially provide opportunities for investment with a racial justice lens – Willamette Falls development and the Oregon Convention Center hotel.

62. In what ways are your organization's budget allocations aligned with racial equity goals, plans, policies and/or values?

The Chief Operating Officer created the Diversity, Equity and Inclusion program in 2014, combining staff previously working in those three areas and adding two new positions. The community-based organizations budget is aligned with Metro's diversity and equity program missions.

Metro does not yet have a budget tool to evaluate investments from a racial equity lens.

Data, Metrics & Continuous Quality Improvement

63. Does your organization have a written policy or formal practice regarding the collection of race and ethnicity data? If so, please attach.

No. We comply with Title VI requirements regarding data collection and are developing a standard set of demographic data to include on every Metro survey. However, this policy does not extend to customer service surveys.

64. If you collect race and ethnicity data (either workforce or constituency), are you able to disaggregate your data into the following communities: African, African American, Asian (may want to further disaggregate), Pacific Islander, Latino, Native American and Slavic?

Yes, but data collected is voluntary.

65. If you collect race and ethnicity data, are individuals able to self-identify their race and ethnicity?

Yes.

66. If you collect race and ethnicity data, are individuals allowed to designate multiple races and/or ethnicities?

Yes, for employment demographic data. Yes, for standard surveys.

EEO data is collected on a voluntary basis from new employees and while individuals are allowed to designate 2 or more races the system set-up does not allow them to identify the specific races and/or ethnicities. They can simply designate “two or more”.

67. Do you reveal race and ethnicity data in a way that is accessible to your staff?

No.

68. Do you reveal race and ethnicity data in a way that is accessible to the public?

No.

69. Does your organization meet regularly with leaders from communities of color specifically to discuss racial equity within your organization?

Yes, but focused on specific project outreach, not regular discussions about agency-wide racial equity.

70. Please provide a couple of examples of how race and ethnicity data from within your organization has affected your services, investments or employment practices.

Human Resources staff has been working on how to more effectively reach out to diverse communities in order to increase diversity at Metro. While the organization’s aggregate employee composition mirrors that of the region, detailed data has shown that much of the organization’s diversity is concentrated in service level or administrative positions and not in management and professional levels. Knowing that has resulted in a more concerted focus on professional development, retention and growth, and more effective/targeted outreach. There are limitations currently to how much more/different outreach can be done, given existing workloads and capacity of staff.

Parks and Nature:

- In grant making and contracting, we are collecting the data to assess how effective we are and if we are receiving applications from our target communities. We adjust our outreach based on groups that are under-represented. We do this for each grant cycle. For example, last year there was a push to outreach to the Asian community because we hadn’t received any grant applications that year. Our outreach worked and Asian Pacific American Network of Oregon applied this year with a very strong application and we were able to award them. Our grants support capacity building and designed to build capacity in communities of color so they can be successful in their applications. For example, Momentum Alliance, who works with youth of color.
- Our audience mapping has helped shape our services.
- Our levy hiring has focused on reaching out and hiring staff from different ethnic groups to bring diversity into our workforce.

- We know we have struggled to diversify the workforce in the conservation program. We've put extra effort into using minority, women, and emerging small business contracting to complete work and to developing pathways to employment for youth ecology crew members from underrepresented communities.

PES: In the Construction Project Management Office, diversity in hiring practices is a priority. The RCR division is working on being more conscious about increasing diversity of staff, including more attentiveness to recruit channels and interview panel diversity. When hiring a classroom presenter for the waste reduction education programs, we took into account the fact that we preferred a candidate who also spoke Spanish, as some of our classroom presentations are requested in Spanish (mostly by private language immersion schools).

Planning and Development: The 2010 Regional High Capacity Transit Plan included an equity measure (based on service for people of color) to help determine which corridors would be prioritized for regional high capacity transit investment. Based in part on that equity measurement, the Powell-Division corridor was chosen as a near term priority and has moved forward to project development.

Expo: We do not collect any race or ethnicity data. Expo employment practices are all inclusive of all cultures, races and ethnic origins.

OCC: The OCC participates fully in the First Opportunity Target Area program, focusing on hiring people of color. We use Affirmative Action statistics to ensure that we have a racially diverse workgroup.

Portland'5: We do not collect any race or ethnicity data.

Zoo: MWESB for food procurement; we are just beginning to better track ethnicity with visitor statistics to better inform what we do at the zoo.

71. Please describe how your programs are evaluated in terms of their impact on communities of color and racial equity goals? You may include internal and external evaluation processes.

Parks and Nature:

- Grant review committees: Our grant process does informal evaluations and assessments of impacts on communities of color. Externally, we have community members who are also watching our programs. There are no formal evaluations.
- In our Partners in Nature program, our partners complete a form (survey) on a regular basis.
- Equity consultants/advisors for the Parks and Nature system plan provide a professional level review of the plan to make sure we incorporate diversity and account for much more than just communities of color. In developing the system plan, staff created an opt-in survey and hosted a "nature values" booth at more than a dozen culturally diverse events across the region, such as Cornelius Wellness Fair, the Jade Night Market and the Troutdale International Fest. More than 1,000 one-on-one conversations helped shape a draft set of values for the system plan.
- We also evaluate our communications effect (qualitatively) to see if we are accurately representing our community.
- The primary way that the conservation program has done this is through our minority, women, and emerging small business contractor use and hiring practices/staff composition.
- The Volunteer program is conducting an internal evaluation of our program with six sections. One section is specifically on how well the program is meeting the needs of historically underserved communities and another is about the value of the volunteer program to volunteers. Here is a list of what is covered in each section:

What is the value of the volunteer programs to volunteers?

- C1. Skill development and attainment of goals
- C2. Community
- C3. Enjoyment
- C4. Meaningful work
- C5. Volunteer Appreciation

How well do volunteer programs serve historically underserved communities?

- D1. Partnership (peer to peer)
- D2. Relationship (Metro lead)
- D3. Outreach
- D4. Diverse offerings
- D5. Welcoming environment

PES: The education programs in the RCR division collect teacher satisfaction surveys from schools who host our Super Ana bilingual assembly program, as we do with all of our other programming. We also collect feedback on the *Haz tu parte?* campaign.

Planning and Development: As mentioned the civil rights assessment for the 2014 Regional Transportation Plan and 2015-18 Metropolitan Transportation Improvement Project sought to identify disproportionate levels of investment that would be interpreted as disproportionate impacts on communities of color. From feedback on that work, Metro has committed to creating more robust measurements on the equity impacts of regional plans and programs. This transportation equity assessment will be applied to the 2018 Regional Transportation Plan and other programs to better determine the equity outcomes of those plans and programs. Also mentioned, the National Environmental Policy Act and the Executive Order on Environmental Justice sets guidelines for corridor projects to determine the impacts of potential projects and requires avoidance, minimization and mitigation of those impacts for all communities, with special attention for assessment and documentation when it comes to communities of color and of those with low income.

Expo: Events are evaluated based on a customer survey, which is not specific to communities of color or racial equity goals; this survey evaluates customer satisfaction in culturally specific events.

OCC: The First Opportunity Target Area program is heavily supported by the MERC Commission and Communities of color. Some of the diverse events include: Urban League dinner, OAME tradeshow, Hispanic Chamber of Commerce Annual Dinner, Islamic Center of Portland EID prayers; Chinese New Year; TET; Romanian Pentecostal. Sales staff and leadership attend culturally diverse networking events (e.g. Black Caucus event in Washington D.C.).

Portland'5: We will evaluate our efforts based on the response of ticket buyers to our shows. Following our Educational Outreach Program, we will send out a survey to the educators who attended the events to get their opinions on the program's effectiveness. The event programs will include historical and cultural content of minorities and people of color.

Zoo: The ZAP program conducts (administrative area review) ADAR evaluations at the end of each significant period in the program—end of hiring/training of teens, end of the summer outreach season, etc., to get feedback from the teens and adult staff, and has held focus groups and conducted surveys with partnering organizations. The program has also had a couple of formal evaluations over the years and will likely have another in the next year or so; however, these evaluations do not specifically measure our success in terms of racial equity goals. Regarding zoo-wide operations, we are just beginning to track this information and it is too early to tell.