
Strategic Plan to Advance Diversity, Equity, & Inclusion

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FOREWORD

1. Metro Council
2. COO
3. ESAC

DRAFT

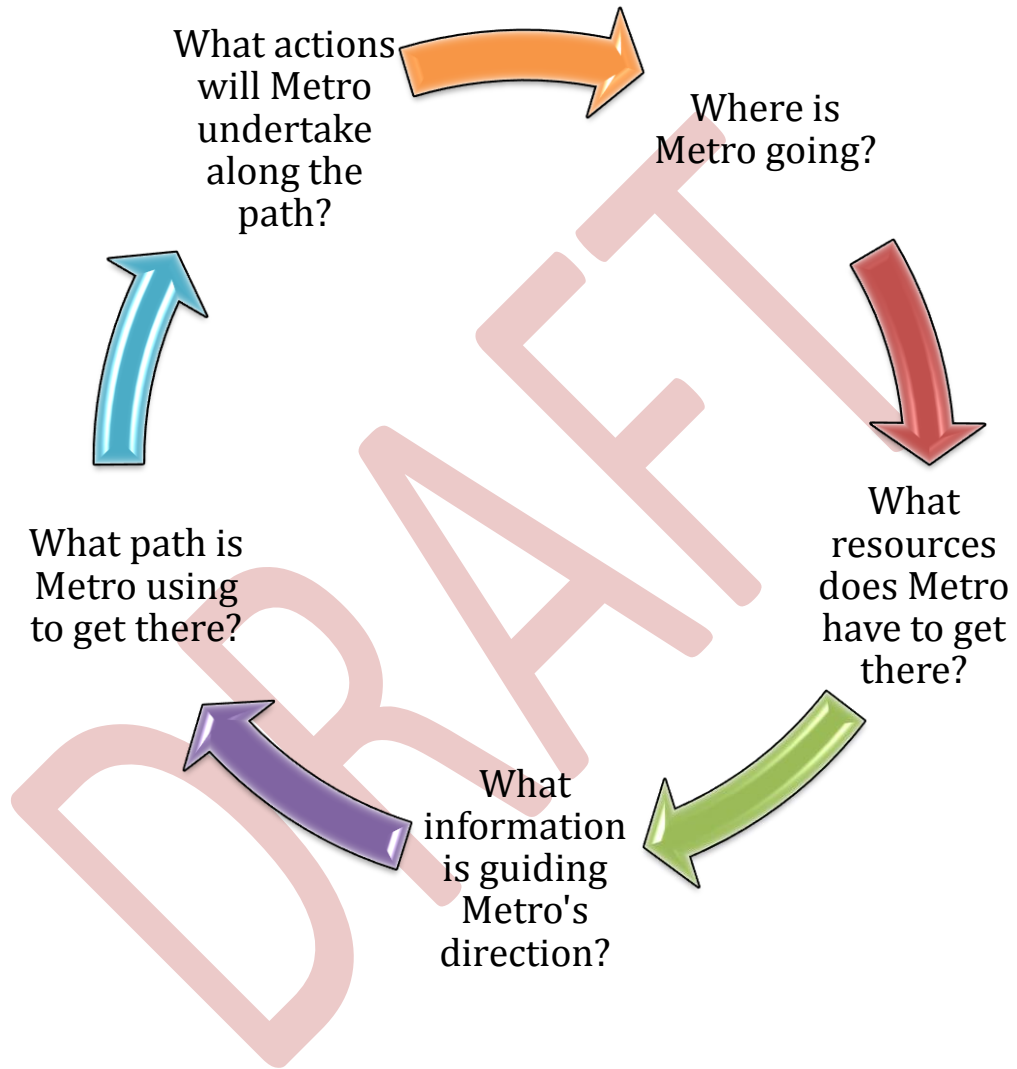


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WHERE IS METRO GOING?

Vision

- Metro believes that our region is stronger when everyone has the same opportunity to succeed. Research also shows the more prosperous regions are also the regions where there is a greater degree of equity among all their residents.
- Despite government's best efforts to create equal opportunity for everyone, numerous local and national studies show that Native Americans, African Americans, African and Slavic immigrants, Asian Americans and Pacific Islanders, and Latinos or Hispanics, to whom we collectively refer to as "people of color," experience disparate outcomes in nearly every category of social well-being, including housing, transportation, access to nature, education and health.
- People of color share the same barriers to better outcomes with other vulnerable communities like people with low income, people with disabilities, seniors, youth, and the LGBTQ community. However, people of color experience those barriers more deeply, and face additional barriers due to their race, language and immigration status.
- For the past fifty years, government has used primarily a color-blind approach to improving the situation of all people. However, those color-blind policies and programs have led us to the current situation in which people of color experience the worst outcomes.
- Metro believes that it is time to use a different strategy. The selected strategy consists in intentionally removing the barriers that people of color face. By removing the barriers experienced by these, the most vulnerable people in our region, we will effectively also remove the barriers they share with other vulnerable groups, so all people in the region will experience better outcomes as a result.

Metro's Vision for the Future of our Region related to Equity

- As an organization, Metro is focused on charting the best possible path for the region to be prepared for the future, whether by making sure farm and forest land is protected from sprawl, that people have transportation choices to reduce congestion, or that we can accommodate the growing number of people who move to our region from around the country and around the globe.
- The Metro region has been experiencing a significant demographic change for the last 30 years: we are attracting more people than many other regions in the country. This population growth has also brought increased racial, ethnic and

linguistic diversity. Metro is committed to being an effective government entity for all people in the region. Metro is establishing this Strategic Plan to Advance Equity in order to address the barriers that people of color face to improve outcomes for all disadvantaged residents of the region.

- Metro also seeks to partner in this effort with the 25 cities and three counties in the region, to increase the region's capacity to effectively serve our changing, increasingly diverse communities.

Organizational Goals

Description...

Draft Goals:

- Community is at the heart of Metro's work.
- Metro is the most diverse public agency in the region.
- Metro culture is fearless in acting to advance equity.
- Metro advances the future of local youth through employment, involvement, and educational opportunities.
- Metro procurement and contracting processes are accessible and advance minority, women and emerging small businesses.
- Metro services are structured for equitable access, especially around language support for limited English speakers.

WHAT RESOURCES DOES METRO HAVE TO GET THERE?

Metro Commitment to Diversity, Equity, and Inclusion

IN DEVELOPMENT.

Metro's Four Lines of Business

IN DEVELOPMENT.

Community Guidance and Support

Equity Framework Report Process/Recommendations

Community Collaboration Engagement (Internal, External, and Racial Equity Assessment)

IN DEVELOPMENT.

Process of Developing the Strategic Plan to Advance Diversity, Equity, and Inclusion

DAP Merger (insert 4 levels of racism image) - **IN DEVELOPMENT.**

Inventory of Metro's Current Equity Efforts

IN DEVELOPMENT.

WHAT INFORMATION IS GUIDING METRO'S DIRECTION

This section will describe each aspect of the multi-year, multi-pronged engagement and research effort that Metro has engaged in to inform the direction of this Strategic Plan to Advance Diversity, Equity, and Inclusion. As will be evident, the intentionality behind creating various points of input, collecting various types of input, and the inclusion of community and staff has ensured the development of a strategic direction that will provide Metro with the greatest opportunity to reach the equity goals that the agency has set for itself.

Equity Baseline Workgroup and Equity Framework Report

Completed in March 2015, the *Equity Framework Report* was an authentic community-led report resulting from a yearlong collaborative effort conducted by six local community-based organizations (CBOs): Adelante Mujeres, Asian Pacific American Network of Oregon, Center for Intercultural Organizing, Coalition for a Livable Future, OPAL – Environmental Justice Oregon, and the Urban League of Portland. The organizations were selected competitively to work under contract with Metro staff to identify, inventory, classify and recommend quantitative and qualitative evidence-based indicators and corresponding data sets that measure the varying degrees by which people experience equity in our region.

Building an effective Equity Strategy and Action Plan requires a keen understanding of the historical and current community needs that Metro seeks to address. From such a foundation, Metro can better understand current needs, track future trends and assess the impact of public policy. This effort also requires making an honest assessment of internal policies, programs and services, and their corresponding investments and infrastructure practices that may either have helped advance or further hindered progress in achieving equitable outcomes. To objectively recognize these challenges, it was important for Metro to engage diverse community members and their representatives as front-line “experts” to convey the lived experience of residents, interpret the most critical regional equity-related needs and formulate recommendations to inform the creation of a useful Equity Strategy and Action Plan.

The work of the CBO’s included inventorying over 400 datasets and potential regional indicators of equity and identifying, classifying and defining 10 indicator categories, each with its own associated data points, and related them to Metro’s level of authority and influence.

The Equity Baseline Workgroup presented three major recommendations within the *Equity Framework Report*:

1. Metro uses a racial and economic justice-based approach to its equity strategy in order to adequately take into account its social, political, environmental, and economic dimensions.
2. Metro recognizes that equity and the agency’s other five desired outcomes cannot be segregated from one another or discussed in isolation. Equity is unique among these desired outcomes because it is fully integrated into the other five. For Metro to meaningfully improve the other five outcomes at the regional level, it must improve equity. Likewise, in order to meaningfully improve equity, Metro must improve the other five outcomes. Therefore, the workgroup recommended that Metro reframe the 6 Regional Desired Outcomes to the “Equity +5” Regional Desired Outcomes.
3. Metro utilizes the established 10-indicator framework to complete a community-led internal equity assessment. This assessment will present the foundational

information needed for Metro more fully understand its roles and responsibilities to advance equity in the region and the authority that it has to impact the disparities faced by communities. For Metro to succeed in reaching its equity goals, Metro must commit to making internal and institutional changes that reduce these disparities, where Metro has the authority and influence to do so.

Metro Staff Engagement

Building off the recommendation from the Equity Baseline Workgroup, Metro engaged in a community-led internal equity assessment. Continuing its collaboration with the community-based organizations that comprised the Equity Baseline Workgroup, Metro hired the organizations to design and facilitate a three-month internal staff engagement effort to more fully understand Metro's roles and responsibilities to advance equity in the region and the authority that it has to impact the disparities faced by communities.

Collaborating with representatives from the Equity Strategy Advisory Committee, the community-based organizations created a four-step Metro staff engagement process to achieve the desired outcomes of the internal assessment:

Step 1: Preparation Survey — Each staff participant completed a survey that assessed their current level of awareness and understanding of the term “equity” and provided initial opportunities for staff to share insight related to Metro's role to advance equity in the region given its authority.

Step 2: Kick-Off Meetings — Each participant attended a kick-off meeting that provided standard baseline information, definitions, and context related to the Strategic Plan to Advance Diversity, Equity, and Inclusion. The purpose of the meetings was to ensure that each participant felt prepared for subsequent equity discussions.

Step 3: Small Group Engagement Sessions — Over a two-month period, ten small group meetings were held to gather opinions, insights, suggestions, and direction on how Metro could address current equity issues or expand its equity efforts. Each small group meeting was facilitated by two community-based organization members and involved five to fourteen staff members representing various departments and programs throughout Metro.

Step 4: Optional Closing Survey — To ensure additional opportunities for staff to share suggestions or insight, each staff participant was sent an optional survey at the end of each small group discussion.

At the end, over 80 staff members from every division in Metro participated in this internal engagement effort. The consistent themes that were found across the small group

discussions and surveys were compiled and informed the direction of the Strategic Plan to Advance Diversity, Equity, and Inclusion.

Community Engagement

During the spring and fall of 2015, Metro staff conducted a two-pronged community engagement effort that began with the engagement of over 50 local elected officials, governmental staff, business leaders, and leaders in philanthropy. This initial three-month engagement looked to accomplish three items:

1. Inform key regional stakeholders of the development of the Strategic Plan to Advance Diversity, Equity, and Inclusion,
2. Elicit feedback into critical regional equity issues and potential roles for Metro to help advance equity throughout the region,
3. Cultivate regional partners to work with Metro in the future once the implementation of the Strategic Plan to Advance Diversity, Equity, and Inclusion begins.

In addition to this initial engagement effort, Metro partnered with a local community-based consulting firm, MultiCultural Collaborative, to help organize, recruit, facilitate, capture and summarize comments from 18 discussions held between June and October 2015. The discussions were split into two rounds of nine with participation from six culturally-based groups, one youth group, and two groups of leaders in the fields of transportation, parks, and housing. In all, over 250 individuals participated in the discussions.

The first round of discussion groups were aimed at gathering input on potential actions that Metro could implement to address regional or community specific disparities, barriers and opportunities to long-term and meaningful engagement with Metro, and gauging community preferences on key Metro programs, policies and initiatives. From these discussions, Metro staff received ~140 ideas related to strategies and actions that Metro could pursue to address issues of equity in the region.

The second round of discussions (priorities and loop back) - **IN DEVELOPMENT.**

Organizational Self-Assessment Related to Racial Equity

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 Diversity, Equity, and Inclusion. 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 of 15 Metro staff members 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 to assess three major organizational categories:

1. **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,
2. **Customer and client service**, which includes the areas of service-based equity, service-user voice and influence; and data metrics,
3. **Community interface**, which includes the areas of organizational climate, culture and communications; community collaboration; and continuous quality improvement.

In addition to convening the workgroup, DEI staff also engaged with Metro 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?

The overall analysis identified progress and gaps. The recommended actions to fill the gaps have helped guide this Strategic Plan to Advance Diversity, Equity, and Inclusion.

Equity Strategy Advisory Committee Guidance

IN DEVELOPMENT.

WHAT PATH IS METRO USING TO GET THERE?

Addressing Racial Disparities

Despite government's best efforts to create equal opportunity for everyone, numerous local and national studies show that communities of color experience disparate outcomes in nearly every category of social well-being, including housing, transportation, access to nature, education and health. People of color share the same barriers to better outcomes with other vulnerable communities like people with low income, people with disabilities, seniors, youth, and the LGBTQ community. However, people of color experience those barriers more deeply, and face additional barriers due to their race, language and immigration status.

Addressing racial disparities, therefore, is at the core of Metro's work and of this Strategic Plan. This section will overview Metro's commitment to addressing racial disparities in more detail and explain how it will guide the implementation of the work identified in this document. This section will use data to highlight the racial disparities that are evident in our region and underscore current and historical realities that communities face, which calls for urgency in this effort. The selected strategy consists in intentionally removing the barriers that people of color face. By removing the barriers experienced by these, the most vulnerable people in our region, we will effectively remove the barriers they share with other vulnerable groups, so all people in the region will experience better outcomes as a result.

Implementation

This section will describe the institutional infrastructure that will be recommended to efficiently and strategically implement identified actions. The institutional infrastructure will help to normalize the practice of equity and increase the space for community transparency. Moreover, institutional infrastructure will be strengthened by the establishment of equity decision making tools that help to codify the practice of advancing equity in the agency.

IN DEVELOPMENT.

Evaluation

This effort will be driven by evaluation. Evaluation will add a level of accountability to ensure that internal equity efforts are moving in the same direction as well as ensure that Metro can measure the impact of the efforts. This section will outline the evaluation procedures and needs that will be required.

IN DEVELOPMENT.

Decision-making Tool

IN DEVELOPMENT.

Plan Integration

This segment will be a brief discussion on how the Strategic Plan to Advance Equity is informed by and aligned with various other plans and efforts that are striving to reach the same Metro equity goals. These plans and initiatives include the Diversity Action Plan, Oregon Innovation Award, the Affirmative Action Plan, the Title VI plan, the Sustainability Plan, and the Equitable Housing Initiative.

IN DEVELOPMENT.

WHAT ACTIONS WILL METRO UNDERTAKE ALONG THE PATH?

Through the development of this strategic plan, Metro has identified (#) of goals for the agency:

- **Community is at the heart of Metro's work.**
- **Metro is the most diverse public agency in the region.**
- **Metro culture is fearless in acting to advance equity.**
- **Metro advances the future of local youth through employment, involvement, and educational opportunities.**

- **Metro procurement and contracting processes are accessible and advance minority, women and emerging small businesses.**
- **Metro services are structured for equitable access, especially around language support for limited English speakers.**

To achieve these goals, it will require Metro to take action in each of the four levels of racism and discrimination: individual, interpersonal, institutional, and systemic.

There are many actions that Metro can make in the policies, programs, services, venues and parks and natural areas under its direct control. However, to fully achieve the goals listed, it will require working in partnership with cities and counties in the region to act on items that extend beyond Metro's authority.

Five-Year Objectives and Action Items

Below are tables for each identified goal. Within each goal there are specific objectives associated with a list of action items that, once completed, will advance Metro towards completing those goals and objectives. Each objective is set along a five-year horizon for completion, although we expect to have additional work remaining at the end of the five-year term.

The list below does not represent the comprehensive list of actions that Metro will work to implement over the next five years. The intention of this document is to implement and track the actions listed below while continuing to work with community and Metro staff to evaluate and add actions that will assist the agency in reaching each objective and goals.

NOTE – Objectives and Action Items listed below are draft. The list is intended to be illustrative. Further refinement and addition of items is ongoing.

GOAL – COMMUNITY IS AT THE HEART OF METRO’S WORK

Description...

Five-Year Objectives	Action Items	Plan Location
<i>Strengthen community connections</i>	Investment of staff time and resources to build relationships on a personal level with communities.	Strategic Plan to Advance Diversity, Equity and Inclusion
	Ensure that all future corridor projects have the same steering committee make up as the Powell-Division Transit and Development Project.	Strategic Plan to Advance Diversity, Equity and Inclusion
<i>Prioritize the improvement of inclusion of marginalized communities</i>	Create a policy to provide compensation, food, and transportation to community committee members and community engagement participants to break down participation barriers.	Strategic Plan to Advance Diversity, Equity and Inclusion
	Expand culturally appropriate engagement with underserved communities and share best practices with local cities and counties.	Strategic Plan to Advance Diversity, Equity and Inclusion
<i>Metro is a regional convener to advance strategic, coordinated, and collaborative public engagement efforts.</i>	Ensure better community engagement coordination on projects and programs by cities and counties to limit fatigue in participation by Community-based Organizations.	Strategic Plan to Advance Diversity, Equity and Inclusion
	Develop an engagement summit that brings communities together to connect with all public agencies at once to limit fatigue in participation by Community-based Organizations.	Strategic Plan to Advance Diversity, Equity and Inclusion
<i>Metro increases measures for community accountability</i>	Senior leadership creates equity accountability measures for all Metro employees to ensure commitment and prioritization to advancing equity.	Strategic Plan to Advance Diversity, Equity and Inclusion
	Continue to expand community-led efforts to co-design policies and programs.	Strategic Plan to Advance Diversity, Equity and Inclusion

GOAL – METRO IS THE MOST DIVERSE PUBLIC AGENCY IN THE REGION

Description ...

Five-Year Objectives	Action Items	Plan Location
<p><i>Increase diversity in the Metro applicant pool.</i></p>	<p>Create “Open House” opportunities for all vacant Metro positions for potential applicants to learn more about the position and speak to staff.</p>	<p>Strategic Plan to Advance Diversity, Equity and Inclusion</p>
	<p>Invest resources in building professional relationships with community partners.</p> <ol style="list-style-type: none"> 1. Create professional networking opportunities for community members. 2. Partner and invest in local communities and community organizations to do personal recruitment. 	<p>Diversity Action Plan</p>
	<p>Use existing resources within the organization to help promote and attract a diverse representation of candidates.</p> <ol style="list-style-type: none"> 1. Create a structure to empower all Metro staff to act as recruiters when they are with community. 	<p>Diversity Action Plan</p>
<p><i>Increase diversity of new hires according to gender, age group, minority group membership, and other indicators of diversity.</i></p>	<p>Involve community members on hiring committees.</p>	<p>Strategic Plan to Advance Diversity, Equity and Inclusion</p>
	<p>Require unconscious bias training and cultural sensitivity training for all members of hiring committees.</p>	<p>Strategic Plan to Advance Diversity, Equity and Inclusion</p>
	<p>Increase intentionality of hiring individuals of color in management positions through potential policies such as the Rooney Rule.</p>	<p>Strategic Plan to Advance Diversity, Equity and Inclusion</p>
<p><i>Increase retention rate and create clear advancement pathways for employees from historically marginalized</i></p>	<p>Use existing and new resources to increase retention of diverse employees</p> <ol style="list-style-type: none"> 1. Create a succession plan that outlines the approaches to advance internal staff development and hiring from within. The succession plan must outline pathways for front-line, temporary, seasonal, and part-time staff to grow and advance within Metro. 2. Create a professional <u>mentorship</u> program that cultivates from-line staff of color to 	<p>Diversity Action Plan</p>

NOTE – Objectives and Action Items listed below are draft. The list is intended to be illustrative. Further refinement and addition of items is ongoing.

communities.	<p>become future Metro leaders.</p> <p>3. Create a professional <u>sponsorship</u> program that assists staff of color in maneuvering through the complex structures and processes at Metro.</p>	
Increase intentionality of supporting front-line, temporary, part-time, seasonal staff	<p>Establish an “out of class” policy to provide staff the opportunity to take time to gain experience and work outside of their position/department.</p> <p>Create a “Closed House” (an open house at the close of each season) event to support seasonal workers in obtaining new jobs by providing skills support and inviting recruiters from other Metro departments and agencies.</p>	Strategic Plan to Advance Diversity, Equity and Inclusion
	<p>Create a professional mentorship program that cultivates and prepares non full-time staff for advancement.</p>	Strategic Plan to Advance Diversity, Equity and Inclusion
	<p>Provide accessible training opportunities for non full-time staff to build skill sets and strengthen their connection to Metro.</p>	Strategic Plan to Advance Diversity, Equity and Inclusion
Creation of a Succession Plan	<p>Improve pathways for front-line, temporary, part-time, and seasonal staff to advance within Metro.</p>	Strategic Plan to Advance Diversity, Equity and Inclusion
	<p>Intentionally invest in our staff of color to advance them into leadership positions.</p>	Strategic Plan to Advance Diversity, Equity and Inclusion
	<p>Intentionally provide staff with skill building opportunities and experience to set them up to advance into higher level positions.</p>	Strategic Plan to Advance Diversity, Equity and Inclusion
Provide additional resources and support for Human Resources to advance equity	<p>Increased recruitment staffing to improve community relationships for increased intentionality around job recruitment and FOTA announcement purposes.</p>	Strategic Plan to Advance Diversity, Equity and Inclusion
	<p>Shifting Human Resources priority from level of service to relationships building:</p> <ol style="list-style-type: none"> 1. Less expectation on swift internal response. 2. More focus on increased involvement at the venues to build employee trust. 3. More focus on community relationship building. 	Strategic Plan to Advance Diversity, Equity and Inclusion

GOAL - METRO CULTURE IS FEARLESS IN ACTING TO ADVANCE EQUITY

Description...

Five-Year Objectives	Action Items	Plan Location
<i>Increase staff capacity to advance equity in their work.</i>	Include diversity, equity, and inclusion as a major responsibility within every staff member's job description.	Strategic Plan to Advance Diversity, Equity and Inclusion
	Use resources to identify and address rigid processes that prevent the advancement of equity (e.g. Personal Service Contract with a hard monetary \$10,000 limit, project timelines).	Strategic Plan to Advance Diversity, Equity and Inclusion
	Provide tailored trainings on how staff members can apply and be innovative in infusing equity into their work. <ol style="list-style-type: none"> 1. Equity in communications training. 2. Training for management on how to share power and create a stronger dynamic with front-line staff. 	Strategic Plan to Advance Diversity, Equity and Inclusion
<i>Equity is the guiding value for all Metro work.</i>	Invest resources of time and funding into implementing the Strategic Plan to Advance Diversity, Equity, and Inclusion	Strategic Plan to Advance Diversity, Equity and Inclusion
	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.	Strategic Plan to Advance Diversity, Equity and Inclusion
	Develop a budget tool to make decisions and evaluate investments from a racial equity lens.	Strategic Plan to Advance Diversity, Equity and Inclusion
<i>Increase in cross agency partnerships to advance equity</i>	Departments that share programs or engage in similar work collaborate on a consistent basis (e.g. Parks and Transportation, education and conservation team, Expo and OCC), especially when it comes to community engagement.	Strategic Plan to Advance Diversity, Equity and Inclusion
	Create more opportunities for cross-departmental learning to take place (e.g. re: youth	Strategic Plan to Advance

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	engagement).	Diversity, Equity and Inclusion
	Place more MRC staff positions into the venues (e.g. planning positions in the Zoo) to create more integration and breakdown silos.	Strategic Plan to Advance Diversity, Equity and Inclusion
<i>Adjust staff trainings to increase effectiveness</i>	DEI skills trainings should be required as are the trainings for safety and ethics.	Strategic Plan to Advance Diversity, Equity and Inclusion
	Increase accessibility of DEI trainings for venue staff and temporary/seasonal/part-time/graveyard staff.	Strategic Plan to Advance Diversity, Equity and Inclusion
	Metro Council participates as part of the train the trainer program.	Strategic Plan to Advance Diversity, Equity and Inclusion
<i>Creation of intentional space for honest and respectful discussions on diversity, equity, and inclusion topics</i>	Develop language to help staff engage in conversations around equity and to assist in creating space where staff are not afraid to state their opinion.	Strategic Plan to Advance Diversity, Equity and Inclusion
	Ensure internal staff resources are in place to support these conversations, which may produce or reintroduce trauma.	Strategic Plan to Advance Diversity, Equity and Inclusion
	The intentional spaces should include discussions between staff and management around values, commitment to community, reasons why staff is engaging in their work, and innovations to advance Metro’s equity impact.	Strategic Plan to Advance Diversity, Equity and Inclusion
<i>Metro leadership are visible and vocal champions of advancing equity</i>	Senior leadership creates equity accountability measures for all Metro employees to ensure commitment and prioritization to advancing equity.	Strategic Plan to Advance Diversity, Equity and Inclusion
	Pass policy that Metro management positions must attend all DEI related trainings.	Strategic Plan to Advance Diversity, Equity and Inclusion
	Leadership is active in working to incorporate equity discussions into all Metro advisory committees (e.g. JPACT) to ensure all decision-making tables uphold commitment to equity.	Strategic Plan to Advance Diversity, Equity and Inclusion

GOAL – METRO ADVANCES THE FUTURE OF LOCAL YOUTH THROUGH EMPLOYMENT, INVOLVEMENT, AND EDUCATIONAL OPPORTUNITIES

Description...

Five-Year Objectives	Action Items	Plan Location
<i>Strengthen internal internship program</i>	Provide interns with educational opportunities to assist them in entering the workforce.	Strategic Plan to Advance Diversity, Equity and Inclusion
	Pass a policy that Metro all internships will be paid.	Strategic Plan to Advance Diversity, Equity and Inclusion
	Build on the success of the parks volunteer program and expand this effort throughout all departments in Metro.	Strategic Plan to Advance Diversity, Equity and Inclusion
<i>Metro prioritizes youth involvement in decisions.</i>	Create supported youth seats on advisory boards and committees.	Youth Engagement Strategy
	Metro convenes a network of youth leaders to facilitate youth participation in engagement opportunities.	Youth Engagement Strategy
<i>Increase staff coordination, capacity and systems to engage youth for decision making.</i>	Update Public Engagement guide to include youth.	Youth Engagement Strategy
	Learn from other departments about how their culture supports youth.	Youth Engagement Strategy
<i>Increase partnerships with community-based organizations that involve youth and build</i>	Develop civic engagement cohort around environmental equity with Momentum Alliance.	Youth Engagement Strategy
	Partner with youth organizations, such as Youth Builder, to connect youth with construction opportunities at Metro parks.	Strategic Plan to Advance Diversity, Equity and Inclusion

NOTE – Objectives and Action Items listed below are draft. The list is intended to be illustrative. Further refinement and addition of items is ongoing.

<i>youth leaders.</i>		
<i>Increase youth knowledge, skills, capacity and opportunities to participate in decision-making.</i>	Metro convenes a network of youth leaders to facilitate youth participation in engagement opportunities.	Youth Engagement Strategy
<i>Create pathways for youth engaged in programs to get involved in opportunities across focus areas and decision-making processes.</i>	Develop web portal for youth.	Youth Engagement Strategy
	Develop civic engagement cohort around environmental equity with Momentum Alliance.	Youth Engagement Strategy
<i>Empower youth for community education.</i>	Metro empowers youth as the conduit to educate communities about the functions of Metro.	Strategic Plan to Advance Diversity, Equity and Inclusion
<i>Invest in educational institutions to expose students to new career opportunities.</i>	Metro staff is involved more in the classroom setting to get students engaged in careers such as urban planning, zoo keeping, park ranger, and other Metro related careers.	Strategic Plan to Advance Diversity, Equity and Inclusion
	Metro invests in STEM and STEAM programs to support marginalized students.	Strategic Plan to Advance Diversity, Equity and Inclusion
<i>Expose more youth to nature.</i>	Increase engagement programs to expose youth to nature.	Strategic Plan to Advance Diversity, Equity and Inclusion

GOAL – METRO PROCUREMENT AND CONTRACTING PROCESSES ARE ACCESSIBLE AND ADVANCE MINORITY, WOMEN AND EMERGING SMALL BUSINESSES

Description...

Five-Year Objectives	Action Items	Plan Location
<i>Improve staff knowledge of current equitable contractor & procurement policies</i>	Train departments regarding the ability to give extra procurement/contractor evaluation points for the diversity of a non-profit/community-based organization.	Strategic Plan to Advance Diversity, Equity and Inclusion
<i>Institutionalize equity into procurement and contracting processes</i>	Create an equity tool for contract insurance waivers.	Strategic Plan to Advance Diversity, Equity and Inclusion
	Build DEI metrics into contract evaluation.	Strategic Plan to Advance Diversity, Equity and Inclusion
	Ensure that hired contractors who provide a public service have language/translation capacity to work with diverse populations.	Strategic Plan to Advance Diversity, Equity and Inclusion
<i>Increase accessibility of procurement and contracting processes</i>	Work with community organizations to redesign procurement process to ensure accessibility for community organizations.	Strategic Plan to Advance Diversity, Equity and Inclusion
	Increase intentional outreach to communities and community organizations regarding FOTA benefits and opportunities.	Strategic Plan to Advance Diversity, Equity and Inclusion
	Empower all resources staff to reach out and cultivate partnerships with MWESB contractors.	Strategic Plan to Advance Diversity, Equity and Inclusion
<i>Increase transparency of</i>	Create a policy to have managers explain why they decided to not go with MWESB contractor if	Strategic Plan to Advance

NOTE – Objectives and Action Items listed below are draft. The list is intended to be illustrative. Further refinement and addition of items is ongoing.

<i>procurement and contracting decisions</i>	applicable.	Diversity, Equity and Inclusion
	Regularly report on MWESB investments with a breakdown by project, type of work or service.	Strategic Plan to Advance Diversity, Equity and Inclusion
<i>Increase accountability of hired consultants for their MWESB efforts.</i>	Check in with the subcontractors on contracts to evaluate how the primary contractors did on MWESB.	Strategic Plan to Advance Diversity, Equity and Inclusion
<i>Metro is a regional convener to advance MWESB contracting</i>	Metro convenes and coordinates governmental agencies throughout the region to build new pipelines for new MWESB contractors.	Strategic Plan to Advance Diversity, Equity and Inclusion
<i>Metro prioritizes local hiring of contractors</i>	Continue to contract and partner with community-based organizations for engagement efforts because community-based organizations have long lasting relationships and can offer community engagement liaisons.	Strategic Plan to Advance Diversity, Equity and Inclusion

GOAL – METRO SERVICES ARE STRUCTURED FOR EQUITABLE ACCESS, ESPECIALLY AROUND LANGUAGE SUPPORT FOR LIMITED ENGLISH SPEAKERS

Description...

Five-Year Objectives	Action Items	Plan Location
<i>UNDER DEVELOPMENT</i>		

DRAFT