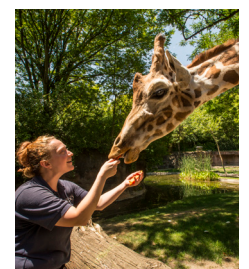
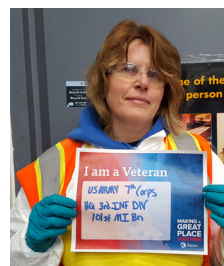




Metro

May 2017



# Diversity Action Plan



If you picnic at Blue Lake or take your kids to the Oregon Zoo, enjoy symphonies at the Schnitz or auto shows at the convention center, put out your trash or drive your car – we’ve already crossed paths.

**So, hello. We’re Metro – nice to meet you.**

In a metropolitan area as big as Portland, we can do a lot of things better together. Join us to help the region prepare for a happy, healthy future.

**Stay in touch with Metro’s Diversity program.**

[oregonmetro.gov/diversity](http://oregonmetro.gov/diversity)

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**Metro Council President**

Tom Hughes

**Metro Councilors**

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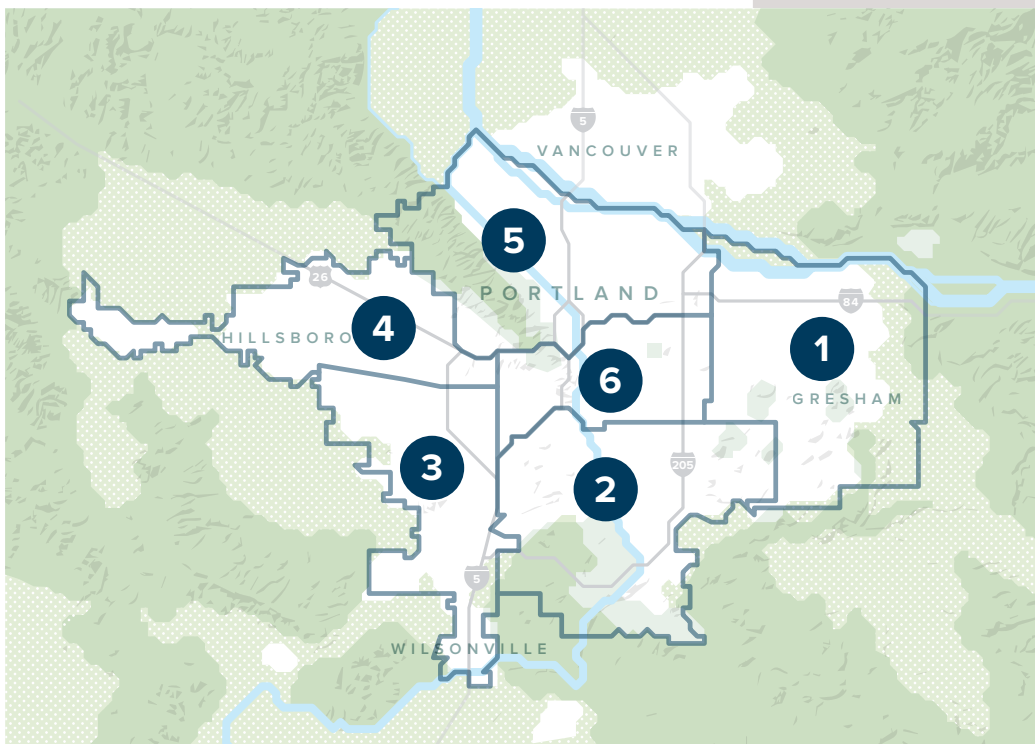
Kathryn Harrington, District 4

Sam Chase, District 5

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# Acknowledgements

This Diversity Action Plan has been updated with tremendous contributions from staff across the agency. The previous plan adopted by the Metro Council in November 2012 provided a framework for Metro to advance diversity with four goals related to workplace culture, recruitment and retention, public involvement and procurement. Throughout these five years, the Council has approved funding and supported the agency's expanding efforts to advance this work. During this time Metro has celebrated many successes towards these goals and is making progress toward being a more diverse and inclusive organization. In June of 2016, the Metro Council adopted the Strategic Plan to Advance Racial Equity, Diversity and Inclusion and the intersecting goals and actions are reflected in this version of the Diversity Action Plan.

This plan reflects and guides the work underway at Metro to advance diversity, equity and inclusion in the greater Portland region. It is the intention of this plan to provide employees with the skills and tools to effectively implement procedures, programs and policies that improve outcomes for all people of greater Portland.

Metro expresses gratitude to the following staff and stakeholders that have shaped our diversity work and lent their time and talent to update this Diversity Action Plan. We apologize if we have unintentionally omitted any names and welcome your additions:

Alexandra Eldridge, Amanda Martinez, Antoinette Gasbarre, Becca Uherbelau, Cary Stacey, Catherine Moore, Craig Beebe, Daniel Lorenzen, Danielle Johnson, Debbie Humphrey, Ellen Wyoming DeLoy, Gabi Schuster, Grady Wheeler, Heather Coston, Heather Nelson Kent, Ina Zucker, Ivan Ratcliff, Jan Jung, Janet Lee, Janice Larson, Jason Blackwell, Jenna Garmon, Jennifer Payne, Jenny Martinez, Jody Van Riper, Joe Durr, John Sheehan, Jon Deveaux, Karen Blauer, Katie Hentges, Kim Bardes, Kim Ellis, Linda Lechler, Lisa Colling, Lisa Hrenko, Lori Ford, Lupine DeSnyder, Marcia Sinclair, Mary Rose Navarro, Matthew Uchtman, Michelle Duenas, Molly Chidsey, Monty Woods, Nathan Sykes, Nike Greene, Patrick Morgan, Pam McElwee, Peggy Morrell, Peri Tharp, Rod Wojtanik, Riko Frohnmayer, Robby Cotterell, Rosalynn Greene, Serin Bussell, Sheilagh Diaz, Sue Melone, Susan Unrein, Thaya Patton and Tracy Sagal.

The Senior Leadership Team, in particular Martha Bennett, Scott Robinson, Paul Slyman, Mary Rowe, Jim Middaugh and Tim Collier.

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The entire Diversity, Equity and Inclusion team under the leadership of Patty Unfred, including Amy Croover, Bill Tolbert, Cassie Salinas, David Fortney, Juan Carlos Ocaña-Chíu, Nathan Baptiste, Nyla Moore and Stacey Hopkins, with special thanks to Scotty Ellis for his tireless input and efforts in every phase of the update.

This update was guided and led by Kari Meyer, on loan to the DEI team for this purpose. Kari brought 24 years of experience as a Metro facility employee and her personal passion for diversity, equity and inclusion to the work. She finds inspiration in the many positive ways Bill Tolbert impacted the workplace culture at Metro.

Also, photo credits to Jason Quigley for the top left cover photo taken at P'5 and to Diego Diaz for the cover photo repeated on page 19.

## Dedication

This updated Diversity Action Plan is dedicated to the memory and legacy of Bill Tolbert, Metro's first Diversity Program Manager who passed away in November, 2016. Bill led the agency in implementing the 2012 Diversity Action Plan, inspiring and leading by example to create a more welcoming, inclusive and increasingly diverse work culture at Metro. This plan, and the many Metro staff touched by Bill's commitment to diversity, will continue to champion the work and cultivate the seeds that Bill planted.



# Metro

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[oregonmetro.gov](http://oregonmetro.gov)

**Metro Council President Tom Hughes**

May 11, 2017

The Metro Council is committed to embracing diversity and upholding our organizational value of respect. It is my firm belief that sustaining and celebrating a workplace culture of diversity, inclusion and respect is critical to Metro's success. We also recognize diversity, equity and inclusion are interconnected strategies to advance opportunity for the residents of greater Portland, including Metro staff. By reflecting the growing diversity of the community we serve, we will be better prepared to effectively implement procedures, programs and policies that improve outcomes for all people of greater Portland.

It is important to recognize that the Diversity Action Plan is a living document which will be measured, evaluated and adapted to meet the evolving needs of Metro and the region. The benefits of embracing diversity in our business operations and our workforce culture to serve our increasingly diverse communities simply make sense. With this plan as a guide, we support and encourage efforts for Metro staff to take personal and collective responsibility for advancing diversity, equity and inclusion at the agency and across the greater Portland region.

Sincerely,

Tom Hughes  
Metro Council President

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## Vision

Metro values diversity by demonstrating respect for the perspective of others and appreciation for the strength of individual and group differences.

Metro practices inclusion by:

- developing culturally proficient staff at every level to best serve all residents of the region
- empowering staff to bring their complete identities to work
- recognizing and valuing multicultural skills and norms as integral to our primary job functions.

Metro's culture supports and encourages employees' efforts to take personal and collective responsibility for advancing diversity, equity and inclusion at the agency and across the greater Portland region.

## Quick Glossary

### Diversity:

Differences among people include dimensions of race, ethnicity, gender, age, religion, nationality, language preference, socioeconomic status, disability, sexual orientation, and gender identity. There are also differences related to work style, life experience, education, beliefs and ideas. Honoring these differences while upholding our value of respect is central to our diversity philosophy.



# Introduction

## Quick Glossary

### **Cultural proficiency:**

A comprehensive collection of behavior, attitudes, practices, and policies that creates an inclusive environment for people of diverse backgrounds. Culturally proficient organizations have the awareness, knowledge base and learned skills to effectively and sensitively work with and provide services to people of diverse backgrounds.

Diversity, equity, and inclusion are interconnected strategies to advance opportunity for Metro staff and residents of greater Portland. This Diversity Action Plan relates to other efforts in these areas such as the Strategic Plan to Advance Racial Equity, Diversity and Inclusion (Strategic Plan).

Metro's Diversity, Equity and Inclusion (DEI) program is responsible for aligning the Strategic Plan with this Diversity Action Plan (DAP). While the two plans have similar, often overlapping goals, the former focuses on identifying and addressing the barriers facing communities of color as an effective path to achieving equitable outcomes, while the DAP develops and improves an inclusive work culture that celebrates all dimensions of diversity.

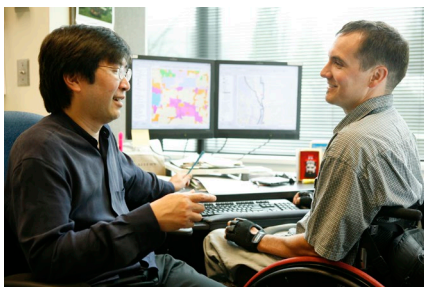
The plans inform and support each other. Work groups may achieve progress in both plans. DEI staff is responsible for providing clear communications support to assist leadership and staff to better understand and convey the comprehensive nature of the DEI work taking place at Metro. DEI staff also recommend resources and provide support to this work.

## Background

The diversity of greater Portland's residents necessitates a regional government that advances and celebrates diversity in its workforce and work.

Metro staff and leaders have long worked to advance diversity in the agency's workforce. In 2012, the Metro Council adopted an enhanced and expanded Diversity Action Plan with four goals related to workplace culture, recruitment and retention, public involvement and procurement.

Core teams associated with each of the goal areas worked to accomplish action items identified in the 2012 Diversity Action Plan. After five years, staff reviewed the process, progress and results. This review informed the development of this updated Diversity Action Plan.







This update retains the four central diversity goals and also provides:

- alignment with Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion, which the Metro Council adopted in 2016
- a strengthened set of measures and evaluation processes to track success
- changes to the implementation structure to provide efficient and effective operations and progress toward goals.

This Diversity Action Plan includes goals, objectives and actions that address individual and interpersonal biases that impact the workplace culture at Metro. By improving awareness of cultural differences and developing a culturally proficient workforce, Metro will be better prepared to serve all people of the region.

We will know that we have achieved cultural proficiency when all Metro employees have the skills and tools they need to effectively implement procedures, programs and policies that improve outcomes for all people of greater Portland.

This goal depends on a welcoming, inclusive culture to attract and retain a diverse workforce. A diverse workforce will reflect and engage the increasingly diverse people of the region. In turn, engaged community members will shape decision-making and ensure the equitable investment of public dollars.

### About this document

This Diversity Action Plan includes these elements:

- Several concurrent approaches to achieve long-term goals that advance diversity and improve how Metro serves all people of the region.
- Goals, objectives and actions: Four long-term goals will advance diversity. Each goal contains several objectives that will be achieved by multiple associated actions.
- Measurement: Key measures with targets to track progress are associated with each goal.
- Implementation structure: A framework for implementation is outlined that includes participation of Metro leadership and staff from across Metro.
- Reporting: Progress in each of the goal areas is reported annually to the Metro Council, staff, and the public.

This plan does not address physical accessibility of Metro facilities and properties. Metro is addressing accessibility issues through capital projects outside of the DAP as part of Metro's agency goals.

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## Goal 1: Metro's workplace culture fosters and celebrates all dimensions of diversity.

*A culturally proficient workforce will be better equipped to provide service and carry out Metro programs, policies and processes to the benefit of greater Portland. Metro will provide trainings and learning opportunities, support staff development, and foster dialogue to achieve staff awareness and sensitivity to all dimensions of diversity.*



# Goal 1 Objectives, actions and measures

## OBJECTIVE 1.1: Metro develops a culturally proficient workforce.

Action	Start year
Provide required trainings to develop foundational individual and interpersonal cultural competencies for all staff as detailed in the Metro agency-wide training plan.	Fiscal year 2017/2018
Provide additional customized trainings, as detailed in the Metro agency-wide training plan, to further develop cultural competencies and deepen understanding for these groups: <ul style="list-style-type: none"> <li>• Elected and appointed officials</li> <li>• Senior leadership team</li> <li>• Managers (including hiring managers) and supervisors</li> <li>• DEI staff, collaborators and facilitators</li> <li>• Customer service/frontline staff</li> <li>• Human Resources staff</li> <li>• Other groups pending training plan</li> </ul>	Fiscal year 2017/2018
Provide comprehensive review of all competencies during new employee onboarding to establish awareness of foundational cultural competencies and importance to Metro.	Fiscal year 2018/2019
Include evaluation of foundational individual and interpersonal competencies in the employee evaluation process (PACe).	After fiscal year 2018/2019

## Quick Glossary

### Metro agency-wide training plan:

This is a comprehensive staff development roadmap to develop skills and abilities of all staff including the necessary competencies and skills to implement the Diversity Action Plan and the Strategic Plan to Advance Racial Equity, Diversity, and Inclusion. The training plan includes an overall organizational goal for racial equity training, the specific core competencies desired, recommended trainings to develop those core competencies, and recommended delivery and accountability mechanisms. Completion and implementation scheduled for FY 17/18.





**OBJECTIVE 1.2: Metro values an inclusive work environment where respect for all dimensions of diversity is demonstrated.**

Action	Start year
Provide a variety of speakers, events and conversations to raise awareness of diversity among staff and enhance understanding and appreciation of cultural differences.	Fiscal year 2017/2018
Improve internal communication by using accessible methods, resources and tools to share DEI information, articles, conversations, trainings and learning opportunities with staff.	Fiscal year 2017/2018
Improve staff access to internal communication methods, resources and tools as they relate to DEI information, articles, conversations, trainings and learning opportunities.	Fiscal year 2018/2019
Provide content and methods for Metro managers and employees to engage in regular conversation about diversity, equity, inclusion and cultural proficiency.	Fiscal year 2017/2018
Develop a survey question for the internal staff survey that evaluates effectiveness of DEI internal communication methods, resources and tools as they relate to staff DEI competency.	After Fiscal year 2018/2019
Develop a system to encourage, recognize and reward multilingual proficiency of Metro staff.	After fiscal year 2018/2019



## Measurement and reporting methods

Metro's Cultural Compass and internal engagement surveys gather data by measuring employees' perspectives of diversity and their overall personal experience at Metro. These perspectives are collected through survey responses to agreement statements on a five-point scale. These surveys also collect demographic data including work place, tenure, age, race/ethnicity, gender and sexual orientation, among others. These groupings are disaggregated in reporting on each of these surveys. Additional measures to be developed as actions within the DAP include a measure associated with the employee evaluation process (PACe) and a DEI internal communication measure.

Objective Measured	Measure	Target
1.1	PACe measure pending development: See action in 1.1.	Requires baseline
1.1 and 1.2	Overall mean/average score for the agreement statement: "Our organization is taking sufficient action to address and manage diversity."	3.5 (or above)
1.1 and 1.2	Mean/average score for the agreement statement: "Our organization is taking sufficient action to address and manage diversity," disaggregated for all groups.	Each within 20% of the overall agreement mean
1.1 and 1.2	Overall mean/average score for the agreement statement: "All employees regardless of their differences are respected and valued for their contribution to our organization."	3.5 (or above)
1.1 and 1.2	Mean/average score for the agreement statement: "All employees regardless of their differences are respected and valued for their contribution to our organization," disaggregated for all groups.	Each within 20% of the overall agreement mean
1.1 and 1.2	Overall mean/average score for the agreement statement: "My immediate supervisor or manager supports or acts on our organization's diversity goals and processes."	3.5 (or above)
1.1 and 1.2	Mean/average score for the agreement statement: "My immediate supervisor or manager supports or acts on our organization's diversity goals and processes," disaggregated for all groups.	Each within 20% of the overall agreement mean
1.2	DEI internal communication measure pending development: See action in 1.2.	Requires baseline



## Goal 2: Diversity of Metro staff at all job classification levels reflects the demographics of the region.

*Diversity in the workforce establishes a culture that strengthens the agency and allows Metro to better serve all people of the region. Actions toward this goal complement efforts from Goal C, Objective 3 of the Strategic Plan to diversify the racial and ethnic makeup of Metro staff. Actions toward this goal will increase the Metro workforce's diversity in all its dimensions to closely reflect the demographics of the region.*



## Goal 2 Objectives, actions and measures

**OBJECTIVE 2.1: Through equitable recruitment and hiring practices, Metro attracts and hires a diverse workforce that reflects the demographics of the region.**

Action	Start year
Update job announcements to place value upon an applicant's lived experience and interpersonal skills and abilities related to effectively serving the diverse population of the region.	Fiscal year 2017/2018
Include Metro's commitment to diversity, equity and inclusion in job announcements and supplemental questions.	Fiscal year 2017/2018
Provide hiring managers and hiring panels with tools and techniques to mitigate the role unconscious bias can play in candidate selection.	Fiscal year 2017/2018
Hiring panels comprise a diverse representation of staff and, where appropriate, a diverse representation of external stakeholders.	Fiscal year 2017/2018
Promote recruitment outreach events and invite diverse employee representation.	Fiscal year 2017/2018
Host and attend job opportunity awareness and application training events with partners in the region and the public.	Fiscal year 2017/2018
Coordinate internship opportunities with academic, youth leadership development and workforce training programs to attract and recruit applicants.	Fiscal year 2017/2018
Invest in internship programs to assist diverse community members in building skills and gaining work experience at Metro.	Fiscal year 2017/2018
Identify and use culturally specific hiring strategies to attract diverse applicants.	Fiscal year 2018/2019
Analyze recruitment data to identify if any disparities and barriers to hiring exist for particular groups and develop tools to respond to the results.	After fiscal year 2018/2019







**OBJECTIVE 2.2: Increase retention of employees to reflect all dimensions of diversity in the demographics of region.**

Action	Start year
Identify methods and tools to engage staff and encourage managers to have frequent dialogue with all reports.	Fiscal year 2017/2018
Promote staff involvement in employee resource groups to support inclusion at Metro.	Fiscal year 2017/2018
Introduce and celebrate new employees during onboarding to connect staff across the agency and foster professional development opportunities.	Fiscal year 2018/2019
Establish and support mentorship programs to connect staff with leaders at Metro and across the region to foster professional development opportunities.	Fiscal year 2018/2019
Develop and implement a plan to identify how to increase pathways for Metro staff to gain skills for career advancement at all levels.	Fiscal year 2018/2019
Evaluate exit interviews and incorporate findings into a measurement tool to address turnover and retention of a diverse workforce.	After fiscal year 2018/2019

## Measurement and reporting methods

Metro's Human Resources department measures, tracks and reports in the Affirmative Action Report. Metro's internal engagement survey gathers data by measuring the mean/average score for various agreement statements regarding overall personal experience at Metro. This survey collects demographic data including work place, tenure, age, race/ethnicity, gender and sexual orientation, among others. These groupings are disaggregated in reporting on this survey.

Objective Measured	Measure	Target
2.1	Employee population at management, represented and non-represented levels as reflected in the Affirmative Action Plan.	Meet or exceed current racial diversity of those available with requisite skills
2.1	Employee population at management, represented and non-represented levels as reflected in the Affirmative Action Plan.	Meet or exceed current gender diversity of those available with requisite skills
2.2	Turnover rate by race.	Requires baseline
2.2	Turnover rate by gender.	Requires baseline
2.2	Employee engagement mean/average score in all areas.	3.5 (or above)
2.2	Employee engagement mean/average score in all areas disaggregated for all groups.	Each within 20% of the overall agreement mean







### Goal 3: Metro engages people who reflect the diversity of the region to shape decision-making, programs and policy.

*Building lasting relationships and regional partnerships with diverse communities will provide Metro staff and programs the benefit of access to their expertise and their participation in decisions. By co-creating engagement approaches for Metro plans, practices and policies, more people from diverse backgrounds will gain access to the Metro processes and the decision makers that shape the future of the region and will ultimately lead to equitable outcomes. Through these inclusive engagement practices, Metro will expand the range of voices that inform policies, plans, programs and services. The objectives in this section work closely with those in Goal B of the Strategic Plan.*

## Goal 3 Objectives, actions and measures

### Objective 3.1: Strengthen relationships to enhance engagement with a diverse population representing the region.

Action	Start year
Review, update and use Metro's Public Engagement Guide to advance diversity in our public involvement and public outreach practices.	Fiscal year 2017/2018
Improve and implement the use of language and outreach materials in culturally specific ways to improve outcomes of the engagement process.	Fiscal year 2017/2018
Co-create with Metro's Public Engagement Review Committee an approach to measure and evaluate progress toward achieving this objective.	Fiscal year 2017/2018
Review, update and use Metro's Youth Engagement Strategy to involve youth in decision making, educational opportunities and employment at Metro.	Fiscal year 2018/2019
Evaluate and address language barriers that impede communication with a diverse audience.	Fiscal year 2018/2019

*The actions in Objective 3.1 support the guiding principle of the Strategic Plan and align with the plan's Goal B, Objective 1: Establish and strengthen relationships with communities of color.*

### Racial Equity

**By addressing the barriers experienced by people of color, we will effectively also identify solutions and remove barriers for other disadvantaged groups.**

*- Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion*





**OBJECTIVE 3.2: Metro advisory committees reflect the diversity of the greater Portland region.**

For the purpose of the actions listed below and associated measures, advisory committee refers to committees that are long-term (standing or supporting multi-year projects) and require some form of appointment as outlined in the Metro Advisory Committees Baseline Demographic Survey Report.

Action	Start year
Develop budget recommendations and a training program to develop diversity competencies among committee members.	Fiscal year 2017/2018
Review and improve Standardized Demographic Questions used to compile demographic data collected in the engagement process.	Fiscal year 2017/2018
Develop and implement guidelines for a stipend offered to those serving on Metro advisory committees.	Fiscal year 2017/2018
Develop and apply a diversity lens to inform committee selection criteria.	Fiscal year 2018/2019
Conduct outreach to identify barriers to participation in advisory committees.	Fiscal year 2018/2019
Amend committee bylaws to address barriers and limitations to participation experienced by diverse members of the region and establish expectations that committee members will assist with engaging diverse communities in the region.	Fiscal year 2018/2019

*The actions in Objective 3.2 support the guiding principle of the Strategic Plan and align with the plan's Goal B, Objective 3: Increase participation of communities of color in Metro decision-making.*



## Measurement and reporting methods

Metro uses standardized demographic questions to collect data from people that participate in public involvement activities and those that apply for and serve on advisory committees. This data is compared and reported as these encounters occur during committee formation and in projects with public involvement. An additional measure to gauge and track the effectiveness of the engagement process is to be co-created with the Public Engagement Review Committee.

Objective Measured	Measure	Target
3.1	Co-created engagement action effectiveness measure pending development: See action in 3.1.	Requires baseline
3.1	Demographic composition of people participating in public involvement activities as compared to the demographics of the greater Portland region.	Match or exceed
3.2	Demographic composition of committee applicant pool as compared with demographics of the greater Portland region.	Match or exceed
3.2	Demographic composition of committee members as compared with demographics of the greater Portland region.	Match or exceed







## Goal 4: Metro's procurement procedures and processes advance economic opportunities for the greater Portland region.

*Metro's procurement procedures and policies will adhere to Metro's Equity in Contracting program to provide maximum opportunity to businesses certified by the State of Oregon's Certification Office for Business Inclusion and Diversity (COBID). In collaboration with Goal E, Objective 2 of the Strategic Plan, Metro will also advance financial opportunity for all in the region. Metro's regional leadership role will increase the number of COBID-certified firms and contracting opportunities with Metro and increase diversity in the workforce trades used to fulfill agency contracts.*

## Goal 4 Objectives and Actions

### **OBJECTIVE 4.1: Increase COBID-certified firm participation in Metro's procurement process.**

Action	Start year
Fund, host and/or partner with other agencies and community based organizations to provide meet and certify events to extend outreach to COBID-eligible firms.	Fiscal year 2017/2018
Fund, host and/or partner with other agencies and community based organizations to provide technical assistance to COBID-certified firms to navigate ORPIN and the bidding process.	Fiscal year 2017/2018
Conduct user testing to improve access to and awareness of digital tools to communicate all contracting opportunities at Metro.	Fiscal year 2018/2019
Conduct follow-up with firms that did not submit responses and firms that responded but were not awarded contracts to identify barriers in the solicitation process.	Fiscal year 2018/2019

### **OBJECTIVE 4.2: Increase contract dollars awarded to COBID-certified contractors.**

Action	Start year
Provide training on the Equity in Contracting Program to staff that participate in the procurement process.	Fiscal year 2017/2018
Review a sample of solicitations quarterly to ensure adherence to the Equity in Contracting Program.	Fiscal year 2017/2018

### **OBJECTIVE 4.3: Increase subcontract dollars awarded to COBID-certified subcontractors.**

Action	Start year
Review eligible solicitations to ensure adherence to the Subcontractor Equity Program.	Fiscal year 2017/2018
Examine alternatives for arranging public contract solicitations by type of work, sub-contracting opportunities and partnerships.	Fiscal year 2017/2018
Identify and invest in systems to track and report subcontract dollars awarded.	Fiscal year 2018/2019



**OBJECTIVE 4.4: Increase Disadvantaged Business Enterprises (DBE) utilization in federally funded projects.**

Action	Start year
Review and update DBE program.	Fiscal year 2017/2018
Include DBE appropriate language in intergovernmental agreements.	Fiscal year 2017/2018
Review eligible solicitations prior to issuance for all federally funded projects.	Fiscal year 2017/2018

**OBJECTIVE 4.5: Increase utilization of a diverse workforce to fulfill contract staffing in Metro's contracting and procurement process.**

Action	Start year
Invest in efforts to enhance the use of a diverse workforce in public improvement projects in the region.	Fiscal year 2017/2018
Implement policy to support the inclusion of diversity, equity and inclusion metrics into contract proposal evaluation.	Fiscal year 2017/2018
Use alternative procurement methods to increase the workforce utilization of women and people of color in contracts and procurement.	Fiscal year 2018/2019



## MEASUREMENT AND REPORTING METHODS

Metro tracks and reports COBID contracting in the Equity in Contracting report.

Objective Measured	Measure	Target
4.1	Share of contracts awarded to COBID-certified firms out of the total number of COBID-eligible contracts awarded.	25%
4.1 and 4.2	Percent of dollars awarded to COBID-certified contractors out of the total COBID-eligible dollar amount awarded.	20%
4.1 and 4.2	Percent of dollars spent on contracts with COBID-certified firms out of the total amount of dollars spent on contracts.	16%
4.3	Amount of dollars spent on contracts with COBID-certified subcontractor firms out of the total amount of dollars spent on contracts pending development: See action in 4.3.	Requires baseline
4.4	Percent of contracts awarded to Disadvantaged Business Enterprise firms compared to total federally funded contracts.	Requires baseline





## Implementation

### **Who will implement the plan?**

Each of the goals in this plan will have an executive sponsor member of the Senior Leadership Team who is responsible for the success of the actions within that goal. This executive sponsor will collaborate with DEI staff to prioritize specific actions and coordinate the actions within the Strategic Plan. DEI staff efforts will be coordinated by a diversity program manager.

Project sponsors and managers assigned to these actions will assemble work teams, including staff and leadership from across Metro, to address prioritized actions or sets of actions. When appropriate, community members will be invited to participate. Participation in these teams will be determined by subject area expertise, ability and capacity. In many cases participation can be an opportunity for leadership and professional development. Participation on standing teams will be for a pre-determined length of time to allow an individual to serve with a start and end date and evaluation of work completed. Work teams may be dissolved upon completing the action or actions assigned to them.





## How will the plan be implemented?

Metro's ability to successfully complete the actions outlined in this Diversity Action Plan and evaluate progress toward its goals will rely heavily upon the strength of its implementation and evaluation process. Managed jointly by each goal's executive sponsor and DEI staff, implementation and evaluation will include these six components.

- Set and evaluate success targets and progress measures.
- Meaningfully involve a diverse array of Metro staff and community members.
- Dedicate sufficient resources for efficient and effective action completion.
- Provide sufficient level of authority to implementation work teams.
- Establish accountability through open communication with all staff.
- Create a model for continuous learning and improvement.

## Four-step implementation process

The structure for implementation has four steps: Plan, Act, Check and Adjust.

### Step 1-Plan:

Step 1 is the design stage. Based upon what is required to complete an action or set of actions (e.g. authority, financial requirements, staff support), the diversity program manager will work closely with executive sponsors to identify an appropriate work team to move forward to complete an action or set of actions. Senior leadership may select from an already established work team, DEI Program staff or sponsor a DEI action work team to complete specific actions.



**Step 2-Act:**

Step 2 is the implementation stage. During this step, each action's work team will collaborate closely with the diversity program manager to develop a work plan. The work plan will detail how the action or actions will be achieved and measured to determine its success.

Careful project planning will clarify cost, resources and scheduling. Once the work plan is completed and approved by the team's executive sponsor, the team will move forward to take action.

In some cases, work teams will form at Metro to achieve a broad scope of work including an action or some actions within the Diversity Action Plan, but also work that is germane to the Strategic Plan or department functions. It will be imperative that the diversity program manager work closely with senior leadership and the equity program manager to participate in planning and tracking the progress of the actions within the Diversity Action Plan.

**Step 3-Check:**

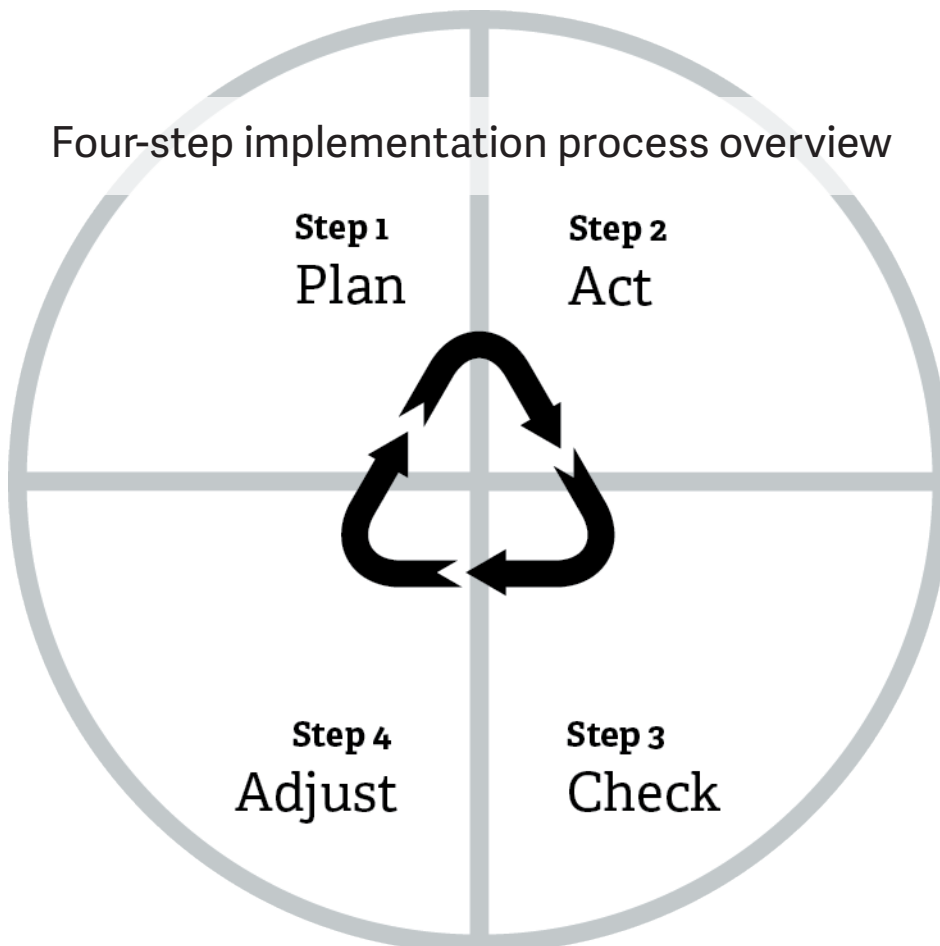
Step 3 is the evaluation stage. This stage is informed by tracking progress through the measures established in the Diversity Action Plan and reported in the various ways outlined in each goal. Recommendations provided through data analysis and disaggregation will guide the diversity program manager and the executive sponsors for each goal.

**Step 4-Adjust:**

The fourth step is the improvement stage. In conjunction with an annual DEI report, the diversity program manager will create a report to be delivered to the Metro Council and Senior Leadership Team annually.

Annual reporting, coupled with data from Step 3 and the findings from the Cultural Compass Survey will inform recommended adjustments for improvement in the planning phase.

### Four-step implementation process overview



# Glossary

**COBID** - COBID means the State of Oregon's Certification Office for Business Inclusion and Diversity, created within the Oregon Business Development Department or such state agency, department or entity to which has been delegated the responsibility to certify minority-owned businesses (MBE), women-owned businesses (WBE), businesses that service-disabled veterans own (SDV) and emerging small businesses (ESB). MBE denotes firms that are 51% ownership by a racial minority; WBE denotes firms with 51% or higher woman ownership, SDV denotes firms that are 51% ownership by a service disabled veteran. ESB is characterized as an emerging small business with two tiers; Tier 1 requires firms to have 19 or fewer employees whose average annual gross receipts over the last three years are under \$1,699,953 for construction firms and under \$679,981 for non-construction-related firms. Tier 2 requires firms with 29 or fewer employees whose average annual gross receipts over the last three years are under \$3,399,907 for construction-related businesses and under \$1,133,302 for non-construction businesses. COBID is the Certification Office for Business Inclusion and Diversity, which is the sole certifying authority for the state of Oregon.

**COBID marketplace** - Metro's COBID marketplace restricts bids for public improvement contracts with dollar amounts between \$5,000 and \$50,000 to COBID-certified firms.

**Color-blind** - The racial ideology that posits the best way to end discrimination is by treating individuals as equally as possible, without regard to race, culture or ethnicity. It focuses on commonalities between people, such as their shared humanity.

– Wise, T. J. (2010). *Colorblind: the rise of post-racial politics and the retreat from racial equity*. San Francisco, CA: City Lights Books.

**Community** - All individuals who live, work, play or pray in the Portland metropolitan region.

**Communities of Color** - For the purposes of this plan, Communities of Color are Native Americans, African Americans, Asian Americans and Pacific Islanders, Latinos or Hispanics, and immigrants and refugees who do not speak English well, including African immigrants, Slavic and Russian speaking communities, and people from the Middle East.

**Cultural proficiency** - A comprehensive collection of behavior, attitudes, practices and policies that creates an inclusive environment for people of diverse backgrounds. Culturally proficient organizations have the awareness, knowledge base and learned skills to effectively and sensitively work with and provide services to people of diverse backgrounds.

– Metro (2012). *Diversity Action Plan*.

**Disadvantaged Business Enterprises (DBE)** - DBE is defined as those firms that are owned and operated by a woman or a member of a racial minority who are seeking federally funded contracts.

**Culture** - A social system of meaning and custom that is developed by a group of people to assure its adaptation and survival. These groups are distinguished by a set of unspoken rules that shape values, beliefs, habits, patterns of thinking, behaviors and styles of communication.

– Maguire, John, Sally Leiderman, and John Egerton (2000). *A Community Builder's Tool Kit – 15 Tools for Creating Healthy, Productive, Interracial/Multicultural Communities*. Claremont, CA: The Institute for Democratic Renewal and The Project Change Anti-Racism Initiative.



**Diversity** - The variance or difference amongst people. This variance includes race, ethnicity, gender, age, religion nationality, language preference, socioeconomic status, disability, sexual orientation, gender identity and others. These differences are tied to a variety of other aspects of diversity such as experience, work styles, life experience, education, beliefs and ideas. Honoring these differences while upholding our value for respect is central to our diversity philosophy.

– Metro (2012). Diversity Action Plan.

**Equity** - Metro's working definition of equity reads: "Our region is stronger when all individuals and communities benefit from quality jobs, living wages, a strong economy, stable and affordable housing, safe and reliable transportation, clean air and water, a healthy environment and sustainable resources that enhance our quality of life.

We share a responsibility as individuals within a community and communities within a region. Our future depends on the success of all, but avoidable inequities in the utilization of resources and opportunities prevent us from realizing our full potential.

Our region's population is growing and changing. Metro is committed with its programs, policies and services to create conditions which allow everyone to participate and enjoy the benefits of making this a great place today and for generations to come."

– Metro's Equity Strategy Advisory Committee (2014).

**Equity in Contracting Program** - Metro's program to advance equity in public contracting, promote economic growth of COBID Certified Businesses and provide additional competition for Metro contracts.

**Historically marginalized** - A limited term that refers to groups who have been denied access and/or suffered past institutional discrimination in the United States and, according to the Census and other federal measuring tools, includes African Americans, Asian Americans, Hispanics or Chicanos/Latinos and Native Americans. This is revealed by an imbalance in the representation of different groups in common pursuits such as education, jobs, housing, etc., resulting in marginalization for some groups and individuals and not for others, relative to the number of individuals who are members of the population involved.

Other groups in the United States have been marginalized and are currently underrepresented. These groups may include but are not limited to other ethnicities, adult learners, veterans, people with disabilities, lesbian, gay, bisexual, and transgender individuals, different religious groups and different economic backgrounds.

– University of California, Berkeley (2015). Berkeley Diversity – Glossary of Terms.

**Inclusion** - Inclusion refers to the degree to which diverse individuals are able to participate fully in the decision-making process within an organization or group. While a truly "inclusive" group is necessarily diverse, a "diverse" group may or may not be "inclusive."

– Metro (2012). Diversity Action Plan

**Individual racism** - Pre-judgment, bias, or discrimination based on race by an individual.

– Government Alliance on Race and Equity (2015) Advancing racial equity and transforming government: A resource guide to put ideas into action. [http://racialequityalliance.org/newsite/wp-content/uploads/2015/02/GARE-Resource\\_Guide.pdf](http://racialequityalliance.org/newsite/wp-content/uploads/2015/02/GARE-Resource_Guide.pdf)

**Institutional racism** - Policies, practices, and procedures that work better for white people than for people of color, often unintentionally.

– Government Alliance on Race and Equity (2015) Advancing racial equity and transforming government: A resource guide to put ideas into action. [http://racialequityalliance.org/newsite/wp-content/uploads/2015/02/GARE-Resource\\_Guide.pdf](http://racialequityalliance.org/newsite/wp-content/uploads/2015/02/GARE-Resource_Guide.pdf)

**Oregon Procurement Information Network (ORPIN)** - The online procurement solicitation system operated by the State of Oregon, and utilized by the State and other local governments and political subdivisions to issue procurement and contracting opportunities and information.

**Interpersonal racism** - Interpersonal racism occurs between individuals. Once we bring our private beliefs into our interaction with others, racism is now in the interpersonal realm.

– Tools and Concepts for Strengthening Racial Equity, Presentation to School District U-46 Terry Keleher, Applied Research Center, 2011.

**Race** - A social construct that artificially divides people into distinct groups based on characteristics such as physical appearance (particularly color), ancestral heritage, cultural affiliation, cultural history, ethnic classification, and the social, economic and political needs of a society at a given period of time. Racial categories subsume ethnic groups.

– Maurianne Adams, Lee Anne Bell and Pat Griffin, editors. Teaching for Diversity and Social Justice: A Sourcebook. New York: Routledge..

**Racial equity** - Race can no longer be used to predict life outcomes and outcomes for all groups are improved.

– Government Alliance on Race and Equity (2015) Advancing racial equity and transforming government: A resource guide to put ideas into action. [http://racialequityalliance.org/newsite/wp-content/uploads/2015/02/GARE-Resource\\_Guide.pdf](http://racialequityalliance.org/newsite/wp-content/uploads/2015/02/GARE-Resource_Guide.pdf)

**Racism** - Conduct, words, practices or policies which advantage or disadvantage people based on their culture, ethnic origin or color. Racism is just as damaging in obvious forms as it is in less obvious and subtle forms, and is still called racism whether intentional or unintentional.

– Lopes, T. & Thomas, B. (2006). Dancing on Live Embers: Challenging Racism in Organizations. Between the Lines: Toronto, Ontario.

**Sponsor** - In project management terminology, the Sponsor is responsible for the project's success and provides oversight, is a decision-maker, and removes barriers. The Sponsor approves expenditures and project change requests, and reviews the appropriate documentation.

– Metro (2013). Construction Project Management Guide. Retrieved May 2016.

**Social equity contracting** – Removing barriers and creating accessible contracting opportunities for vulnerable business communities.

**Structural racism** - A history and current reality of institutional racism across all institutions, combining to create a system that negatively impacts communities of color.

– Government Alliance on Race and Equity (2015) Advancing racial equity and transforming government: A resource guide to put ideas into action. [http://racialequityalliance.org/newsite/wp-content/uploads/2015/02/GARE-Resource\\_Guide.pdf](http://racialequityalliance.org/newsite/wp-content/uploads/2015/02/GARE-Resource_Guide.pdf)

**Targeted Universalism** - Targeted universalism alters the usual approach of universal strategies to achieve universal goals, and instead suggests **we use targeted strategies to reach universal goals**. For example, targeted strategies in hiring for people of color would look at access. If communities of color don't have better access to hiring announcements (e.g. by eliminating lack of awareness of job opportunities, unnecessary job requirements and inaccessible language), then the creation of a new job opportunity will not help much.

– Adapted from Perrius, C. (2011). Targeted Universalism. National Equity Project.

**Turnover rate:** Number of terminations divided by number of active employees.

– Metro Human Resources Department.

**Unconscious bias (or implicit bias)** - Unconscious attitudes and stereotypes toward individuals and social groups that affect our understanding, actions and decisions.

– Adapted from the Center for Social Inclusion (2015). Talking about Race Toolkit.



# Resources

**Below is a collection of resources referenced or consulted in this plan. To obtain more information about each resource, reference the Metro department and contact information listed.**

Resource	Metro Department	Contact Information
Metro agency-wide training plan	Human Resources	Human.Resources@oregonmetro.gov
Affirmative action plan	Human Resources	Human.Resources@oregonmetro.gov
Cultural compass survey	Diversity, Equity and Inclusion	Diversity@oregonmetro.gov
Employee engagement survey	Human Resources	Human.Resources@oregonmetro.gov
Standardized demographic survey	Communications	Communications.Help@oregonmetro.gov
Public engagement resource guide	Communications	Communications.Help@oregonmetro.gov
Youth engagement strategy	Communications	Communications.Help@oregonmetro.gov
Equity in contracting program	Finance and Regulatory Services	bidsandproposals@oregonmetro.gov
Agency wide goals	Chief Operating Officer	Deputy Chief Operating Officer
Balanced scorecard	Chief Operating Officer	Deputy Chief Operating Officer

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If you picnic at Blue Lake or take your kids to the Oregon Zoo, enjoy symphonies at the Schnitz or auto shows at the convention center, put out your trash or drive your car – we've already crossed paths.

**So, hello. We're Metro – nice to meet you.**

In a metropolitan area as big as Portland, we can do a lot of things better together. Join us to help the region prepare for a happy, healthy future.

**Metro Council President**

Tom Hughes

**Metro Councilors**

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Carlotta Collette, District 2

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Sam Chase, District 5

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