



Planning and Development Departmental Strategy for Achieving Racial Equity



Metro respects civil rights Metro fully complies with Title VI of the Civil Rights Act of 1964 that requires that no person be excluded from the participation in, be denied the benefits of, or be otherwise subjected to discrimination on the basis of race, color or national origin under any program or activity for which Metro receives federal financial assistance.

Metro fully complies with Title II of the Americans with Disabilities Act and Section 504 of the Rehabilitation Act that requires that no otherwise qualified individual with a disability be excluded from the participation in, be denied the benefits of, or be subjected to discrimination solely by reason of their disability under any program or activity for which Metro receives federal financial assistance.

If any person believes they have been discriminated against regarding the receipt of benefits or services because of race, color, national origin, sex, age or disability, they have the right to file a complaint with Metro. For information on Metro's civil rights program, or to obtain a discrimination complaint form, visit www.oregonmetro.gov/civilrights or call 503-797-1536.

Metro provides services or accommodations upon request to persons with disabilities and people who need an interpreter at public meetings. If you need a sign language interpreter, communication aid or language assistance, call 503-797-1700 or TDD/TTY 503-797-1804 (8 a.m. to 5 p.m. weekdays) 5 business days before the meeting. All Metro meetings are wheelchair accessible. For up-to-date public transportation information, visit TriMet's website at www.trimet.org.

Metro is the federally mandated metropolitan planning organization designated by the governor to develop an overall transportation plan and to allocate federal funds for the region.

Diversity, equity and inclusion website:

<https://www.oregonmetro.gov/regional-leadership/diversity-equity-and-inclusion>

Strategic plan to advance racial equity diversity and inclusion website:

<https://www.oregonmetro.gov/strategic-plan-advance-racial-equity-diversity-and-inclusion>

Letter from the Director

Colleagues, partners and metro region residents,

Planning and Development is proud to share with you our department strategy for achieving racial equity. Like many of the plans our department has created, the racial equity strategy represents a strong policy signal to our region about how Metro views its role in helping shape livable communities for all.

Our region has changed dramatically since we adopted our 2040 Growth Concept over two decades ago. Metro has played an important role in helping our region accommodate the population growth and change we have seen since then. We have historically been a leader in policies that give people choices about how they live, work and get around in our region. While Metro's plans and policies have been considered very successful, we now know that our work has also had consequences.

Places that used to be thriving neighborhoods are now freeways. For every new homeowner in NE Portland, there is a family that was involuntarily displaced. While wages have risen for white people, people of color have not seen the same increases in their pay. People who can't afford to live close to their jobs spend long hours stuck in traffic, whether in buses or cars. Where neighbors used to gather at the barbershop, tourists now wait in line at an ice cream shop. While the growth and change in our region has brought benefits for many, it has also left behind and harmed people of color.

We have an opportunity to acknowledge and recognize what we have heard from our community, learn from our successes and failures, and to continue to effect positive change. This strategy is a statement of our commitment to this change. We take this commitment very seriously and are prepared for the fundamental shifts that will be required in order to achieve a shared vision of racial equity. We are ready to let go of the way things have always been done and to embrace doing new things in new ways while engaging more voices in more ways.

The Planning and Development department can only succeed when our partners in cities and counties and in businesses and communities succeed. Our work is deeply intertwined with our partners and the goals and actions in this strategy are intended to be collective and collaborative, so that our efforts to advance racial equity are meaningful, practical, and noticeable. This strategy wouldn't be possible without all the efforts to date from community leaders, agency partners and the voices of people of color to get it to this point, and it will take all of us to accomplish the goals we have set forth here.

This strategy would also not be possible without the great work of the team of Planning and Development department staff and managers, who have provided valuable input, assistance, creativity, determination, and patience. I would especially like to thank André Lightsey Walker, Clifford Higgins, Margi Bradway, and Raahi Reddy, who were key anchors in pulling together the document and the call to action that we now all hold in our hands.

Sincerely,



Elissa Gertler
Planning and Development Director



Staff Endorsement

Project Team

Elissa Gertler | Director

Margi Bradway | Deputy Director

Clifford Higgins | Communications Manager

Noelle Dobson | Project Lead

André Lightsey-Walker | Project Manager

Raahi Reddy | DEI Director

Table of Contents

Introduction	1
How Planning and Development is unique	2
Planning and Development: What we do	3
Our vision	4
When is racial equity achieved?	5
Guiding principles.....	6
Addressing Our Past for a Better Future	7
Oregon: A territory of exclusion	8
Displacement map	10
Engagement processes	12
Areas of Influence	13
Regulation and policy	14
Land and infrastructure	14
Funding and finance	15
Community capital	15
Action Plan	16
Power actions	16
Influence actions	17
Innovation actions	19
Culture actions	20
Accountability actions	21
Appendices	
A: Metro Central Service Department Actions	A1
B: Staff Input Report	B1

Introduction

The Planning and Development Strategy for Achieving Racial Equity was developed in response to Metro's agency-wide Strategic Plan to Advance Racial Equity, Diversity and Inclusion (SPAREDI). In addition to a call for department-specific plans, the agency-wide plan listed five strategic plan goals to be included across all departmental strategies.



Five Strategic Plan goals	
Goal A	Metro convenes and supports regional partners to advance racial equity
Goal B	Metro meaningfully engages communities of color
Goal C	Metro hires, trains and promotes a racially diverse workforce
Goal D	Metro creates safe and welcoming services, programs and destinations
Goal E	Metro's resource allocation advances racial equity

These five goals were used to help Planning and Development develop a vision statement and five guiding principles specific to the operations of our department.

The vision statement and guiding principles are the pillars of this strategy. Each objective or action included in this document is aimed at supporting both the vision statement and at least one of the guiding principles.

At its roots this strategy has three primary objectives:

1. Acknowledge systems of racial inequity, both past and present.
2. Highlight the functions of the department and explore the different levers of change available.
3. Organize a comprehensive list of action items that work toward achieving racial equity.



Strategic plan to advance racial equity, diversity and inclusion

How Planning and Development is unique:

The agency-wide plan called for the establishment of department-specific plans. Four pilot departments/venues were selected. These included:

- Planning and Development (P&D)
- Parks and Nature
- Property and Environmental Services
- The Oregon Zoo

While the goals outlined by SPAREDI apply to all of the above organizational bodies, the scope of each plan varies and contains unique aspects specific to the work of the department/venue.

For instance, P&D has a significantly smaller staff than the other departments listed. With an average of 10 years spent in the department, turnover in the department is slow, making the diversification of our staff difficult. P&D is also the least racially diverse department in the cohort. Extra effort must be made to reach out and engage with communities of color in order to get a broader range of perspectives.

The scope of our work means that many of our programs and projects have significant long term impacts on aspects of daily life in our region - from new roads and rail lines, to affordable housing units. The work we do lasts. Recognizing the scale of our impact is critical to achieving our racial equity goals. The inability to recognize the importance of our work has the potential to negatively impact residents in our region for decades - or centuries to come.

P&D: BY THE NUMBERS

1979

The year the department was established

62

Total employees in P&D department

14%

Percentage of P&D employees that identify as people of color

\$1,268,714

Average yearly grant dollars distributed by P&D

4.5

Average number of plans produced by P&D between RTP cycles



Planning and Development: What we do

Metro's Planning and Development department works with and engages communities about how growth and development will affect our region over time. We are guided by the 2040 Growth Concept, a 50-year vision that has, over the last 25 years, shaped what we see around us today. The compact development inside our cities prevents sprawl and allows people to live close to the places they shop, work and play. Our integrated transportation system provides travel options connecting those places, and a network of natural areas is managed and protected for people, wildlife, and a clean water supply.

Additionally, the P&D department is required by state and federal law to perform specific functions. The department is able to successfully perform those functions because we also oversee complementary programs and partnerships that help bring together all involved parties to accomplish requirements.

Together, these elements create a unified portfolio of work that allows the department to create and implement a regional policy framework based on local community goals and aspirations. Because our economy, housing and transportation systems cross city and county lines, a regional approach allows for collaboration, leverage, and scale, but also requires agreement, compromise, and prioritization among many diverse partners and perspectives. Community input on these elements is critical to informing our decisions.

Policymakers in our region are responsible for shaping communities in ways that have led to revolutionary outcomes, from land use planning to recycling legislation. They've transformed freeways into parks, and parking lots into neighborhoods - however, many of the processes used to make these decisions often intentionally excluded or ignored certain residents of our region. Moving forward it's critical that we continue our tradition of innovation, but changes must be made to incorporate, empower, and support the voices we've historically ignored.

Metropolitan Planning Organization (MPO)

Our role as an MPO is to provide federally mandated regional transportation planning functions including a Regional Transportation Plan, Metropolitan Transportation Improvement Program, Air Quality Conformity, Title VI, and local Transportation System Plan compliance activities.

Urban Growth Management

We provide state mandated land use planning functions including an Urban Growth Report, Urban Growth Boundary, Urban and Rural Reserves, Land Readiness, local land use Comprehensive Plan compliance, and Department of Land Conservation and Development (DLCD) interface.

Regional Programs

We manage programs that invest in public and private partners to accomplish shared policy and planning goals, including Regional Travel Options, Transportation System Management and Operations, Transit Oriented Development, Equitable Housing, Investment Areas, Community Placemaking and 2040 Planning and Development Grants.

Partnerships

We convene public, private, and community stakeholders to help guide, advise, review and co-create the connections between the many parties who play a role in shaping how these policies and programs are made and implemented.

Our vision

Metro's Planning and Development Department will work together to ensure that all facets of our work actively advance or support the advancement of racial equity. We will actively dismantle structures of racial inequity, both internally and throughout the region. We will use Metro's unique position as a leader in the discipline of urban planning to normalize racial equity work in contemporary planning practice and **we will remain committed to this endeavor until racial equity is achieved.**



"Everything can be explained to the people, on the single condition that you want them to understand."

-Frantz Fanon



When is racial equity achieved?

Racial equity is both an outcome and a process. As an outcome, racial equity is achieved when race no longer determines an individual's socioeconomic, physiological, or psychological outcomes. In a racially equitable society everyone possess what they need to thrive, regardless of where they live. As a process, racial equity is applied when those most impacted by structural racial inequity are meaningfully engaged in the creation and implementation of the institutional policies and practices that impact their lives.

Guiding Principles



P O W E R

We will establish avenues of **power** for people of color by creating pathways to decision making, including committees, workgroups, and other organizational bodies that advise or enact policy decisions. We will create engagement and participation structures that empower people of color. We will highlight processes that impact equity in our region, and create space for people of color's voices to be heard and included in those processes.

I N F L U E N C E

We will use our **influence** to direct decision making, resources, and planning processes to ensure that people of color in the region have access to and benefit from quality jobs, affordable housing, safe and reliable transportation, clean air and a healthy environment. We will acknowledge the scope of our influence and commit to using it as a tool to inspire changes that support our racial equity goals.

I N N O V A T I O N

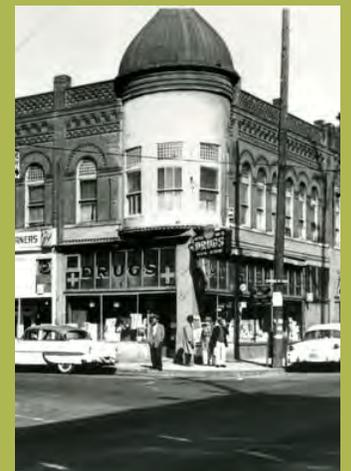
We will remain committed to **innovation** by devoting resources and time to reflection and experimentation. We recognize that work aimed at achieving racial equity is inherently innovative, and considering this, we will explore trends and emerging issues where new ideas, practices, and approaches can be established with a foundation on racial equity and inclusion. We will actively seek new ways to make our region more equitable. We will also recognize and retire outdated practices and replace them with those that support the achievement of racial equity.

C U L T U R E

We will shift **culture** by normalizing conversations about race and racial equity, both internally and with partner agencies. We will break down barriers in the field of urban planning for people of color, actively engage with schools in the region, and participate in organizations and events that provide professional development for people of color. We will recruit and hire staff that help the department reflect the communities we serve and incorporate a racial equity lens into our work.

A C C O U N T A B L E

We will increase **accountability** by establishing a comprehensive system for tracking our improvement over time. We will continually provide opportunities for community members, partner organizations and staff to offer feedback and advice on how to best accomplish our racial equity goals through our work programs. We will normalize and incorporate an evaluation specific to racial equity into annual employee performance reviews.



Addressing our past for
a better future

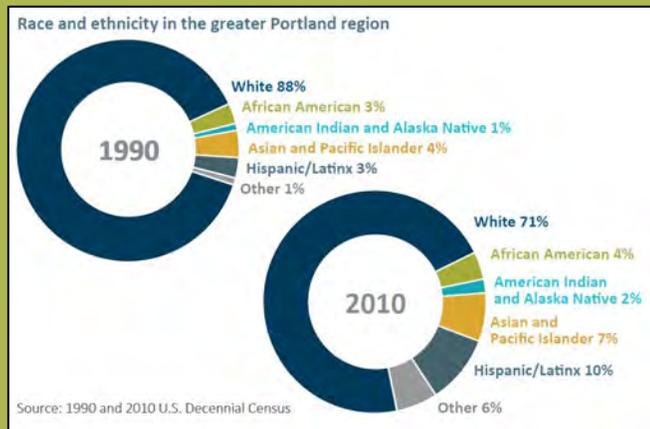


Oregon: A territory of exclusion

The history of Oregon is rooted in racial exclusion and bias which has resulted in the greater Portland region having less racial diversity than many other comparable American cities. Official governmentally-sanctioned exclusionary practices began in 1844, when the Oregon Provisional Legislature passed a bill that outlawed slavery and placed a limit on the duration to which free African-Americans were allowed to stay in the state (2 years for males and 3 for females). Those found in violation of the law were subject to “no more than 20 lashings” by whip. In 1849 a similar law was implemented which ordered any blacks entering the territory to leave within 40 days. Its preamble argued “it would be highly dangerous to allow free negroes and mulattoes to reside in the Territory or to intermix with the Indians, instilling in their minds feelings of hostility against the white race.” As a result of these early laws, in 1859 Oregon became the only state in the Union with a law preventing the settlement of African-Americans.

In 1882 (with support of the state’s full congressional delegation) the US Congress passed the Chinese Exclusion Act, barring Chinese labor immigration into the US. Oregon’s tensions around race continued to escalate and in 1919, Portland’s Realty Board approved a Code of Ethics forbidding realtors and bankers from selling or giving loans to minorities for properties located in white neighborhoods. By the 1920s, Oregon had the nation’s highest per capita membership in the Ku Klux Klan.

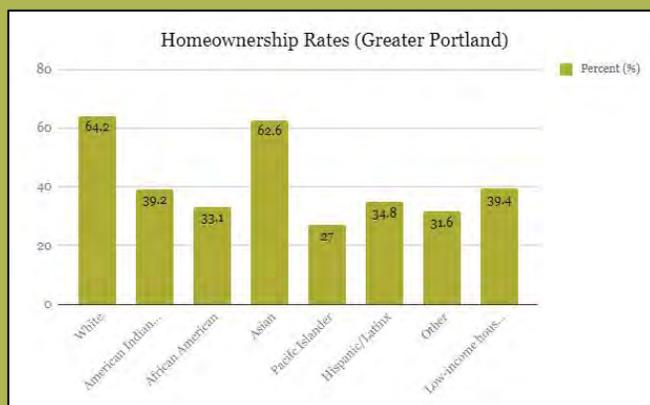
Continuing through the 1940s, land use regulations prevented people of color from buying or renting homes outside of designated neighborhoods. Japanese Portlanders were relocated to internment camps during World War II, while black migrants were housed on flood plains during the war. State law required people of color to pay additional surcharges on car insurance up until 1951. When Interstate 5 opened it took the “path of least resistance” and barreled through Portland’s established African-American neighborhood, destroying more than 50 square blocks of homes.



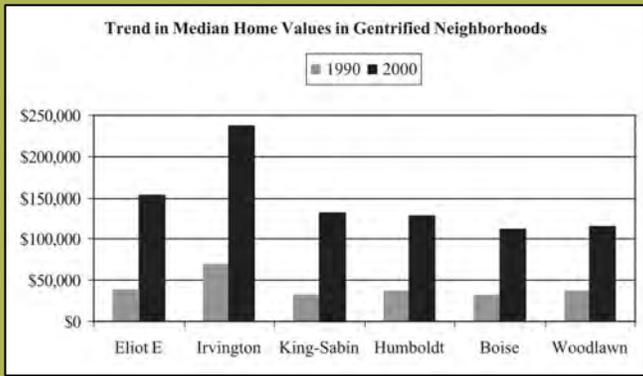
Our region continues to diversify but the impacts of 200 year old exclusionary policies still affect the diversity in the region today.



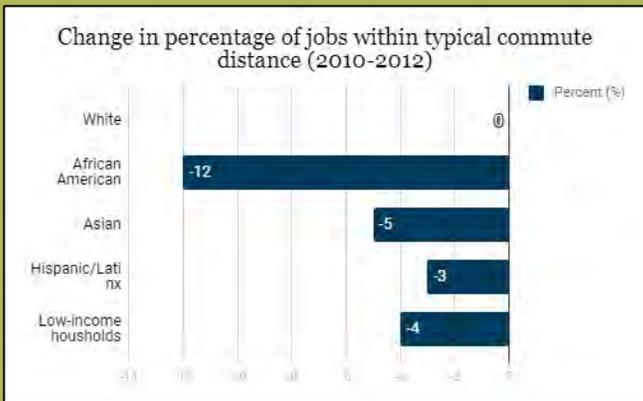
African-American settlers in Portland's Humboldt neighborhood welcome their first child (c. 1938)



Homeownership is often cited as a key tool in both family wealth development and community stabilization. As the chart above offers, people of color are significantly less likely to own homes in the region, making them more susceptible to displacement.



As residents of color left and White residents moved in, the price of median home values rose tremendously - with some neighborhoods seeing values quadruple.



Original data source did not provide information for American Indians or Pacific Islanders, Source: Brookings Institution



New Portland homeowner celebrates the financial security homeownership establishes across multiple generations.

This established a permanent corridor of ever-increasing automobile pollution.

Continuing through the 1970s and 1980s there was strategic political disinvestment in communities of color resulting in severe declines in property values in predominantly African-American neighborhoods throughout Portland.

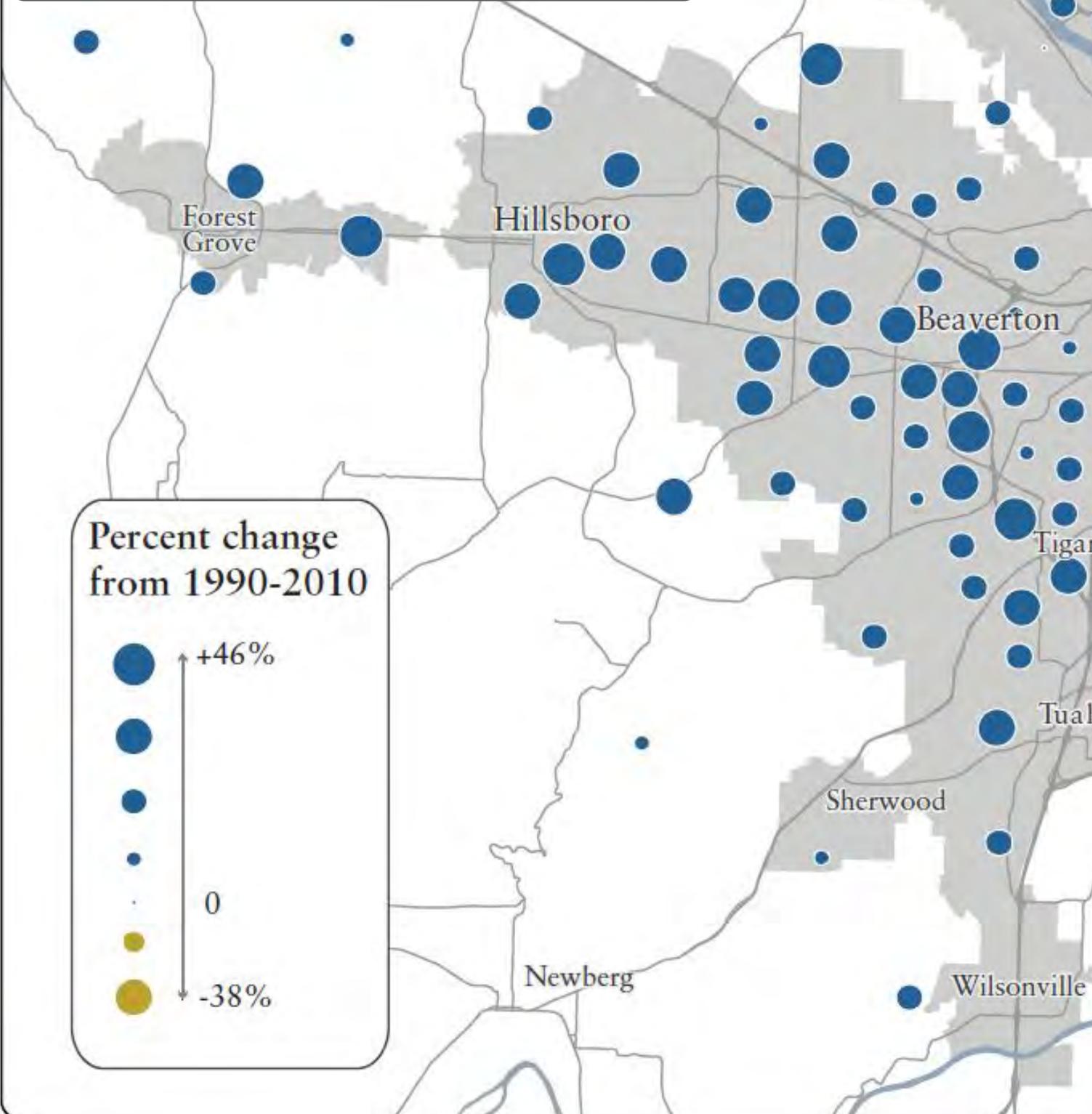
This, compounded with the passing away of many older black residents resulted in a substantial decrease in African-American homeownership in the region. The early 90s through the 2000s marked the first major displacement in greater Portland's modern history. Many African-Americans were displaced from the same areas they were forced to settle just 60 years earlier. As white residents returned to the houses they fled from a few generations prior they found Victorian housing stock, affordable prices, and new reinvestment efforts by the city.

The displacement of people of color in our region continues today. As the map on the next page shows, they continue to be pushed farther and farther from the urban core, making it harder to access jobs, transportation, and community places, effectively perpetuating a historic cycle of racial oppression.

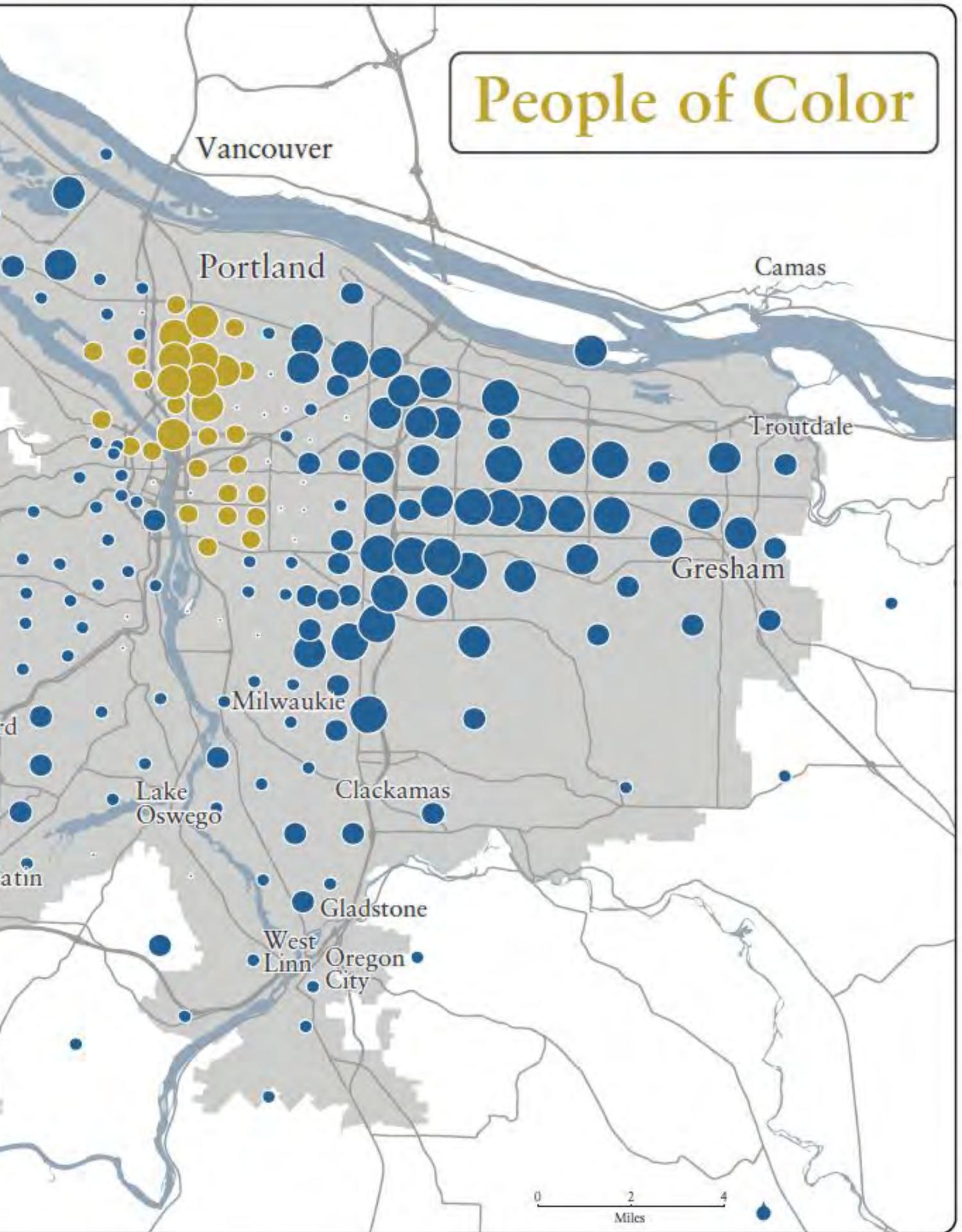
Beyond housing, communities of color in the region are still experiencing daily societal injustices. Be it the drivers who are less likely to stop for people of color, or law enforcement officers more likely to do the opposite. Communities of color face lower rates of homeownership, and higher rates of incarceration. While the popular opinion around diversity and inclusion may have progressed since the adoption of our state constitution, the mechanisms of systemic oppression it established are alive and well.

Metro's Planning and Development department acknowledges this fact and its historic role in perpetuating inequities throughout the region - and is dedicated to using its resources, influence, and expertise in the discipline of urban planning to reconcile the ills of the past to create a better future.

This map shows the percentage change of people of color across the Metropolitan Planning Area from 1990 to 2010. Blue dots represent areas where residents of color increased and the gold dots represent areas where the residents of color decreased. The size of the dots indicate the scale of change. Even through an era of progressive urban planning people of color continued to be pushed out of the urban center making it harder to access jobs, transportation, and culturally specific amenities.



People of Color



Engagement processes

Support for the development of this plan came from multiple sources. The plan was the primary subject at an array of P&D gatherings including all-staff meetings, team retreats, manager meetings and online assessments. The objective was to create spaces for P&D staff to share their ideas for potential goals, objectives and actions that could be incorporated into a department-wide racial equity plan.

P&D recognizes that as a result of our employee demographics there were multiple occasions where equity was discussed in spaces with racial homogeneity.

We value the expertise of our staff and support the creation of spaces where racial equity can be discussed but also place tremendous value on lived experience and recognize that the creation and preservation of diverse spaces are keys to achieving our racial equity goals.

Moving forward, our objective is to strike the perfect balance between outside engagement and the expertise of our exceptional staff. We want to continue working toward the diversification of the department so that our staff becomes more reflective of the communities we serve.

The feedback from these engagement efforts was critical in the development of the following sections.

Through the process we were able to confirm our staff's dedication to moving racial equity forward in their work and heard examples of where it was already taking place as well as new and innovative ways the department can support racial equity moving forward.



P&D staff meet to participate in an equity action brainstorming activity (June 19, 2018)

Engagement History

- **Planning and Development All Staff Meetings** | February 17, 2016 | June 19, 2018
- **P&D Small Council Meetings** | April 11, 12, 18 - 2017
- **P&D Manager Meetings** | July 10, 17, August 1, October 10, 2017 | May 30, 2018
- **P&D Admin Team Meeting** | July 26, 2017
- **Investment Areas Retreat** | August 2017
- **MPO Retreat** | September 7, 2017
- **Local Partner Liaison Meeting** | September 25, 2017
- **Land Use and Urban Development Team Meeting** | November 1, 2017
- **P&D Finance Team Meeting** | November 7, 2017
- **Policy & Innovation Team Meetings** | October 23, 2017 | September 4, 2018
- **Individual Planning Manager Meetings** | May 8 - 16, 2018

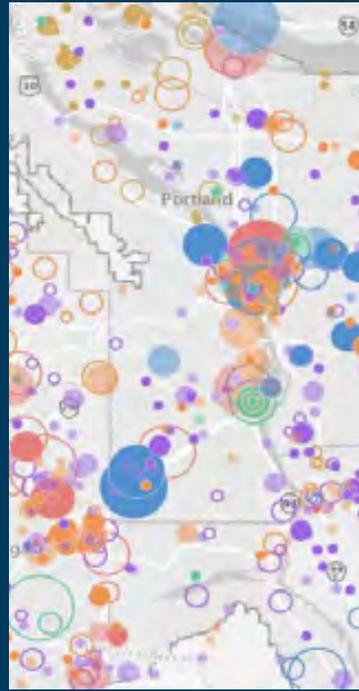
Areas of Influence

Regulation
and policy

Land and
infrastructure

Funding and
finance

Community
capital



Regulation and policy

As required by state and federal law, we oversee the creation, maintenance, and compliance with regional land use and transportation plans and policies. Policies and regulations establish expectations and set forth rules for accomplishing those expectations. Documents such as the Regional Transportation Plan and the Regional Framework Plan serve as foundational materials and guide the work of the department and our partners.

Metro's influence includes ensuring that our regional plans and policies are shaped by and reflect the needs of people of color, using the most relevant data to inform our work, providing resources to help our partners accomplish these goals, and ensuring that our partners are accountable for accomplishing the goals set forth in these policies and regulations. We aim to ensure that the documents that guide our work and the work of our partners reflect community input, an understanding of community needs and impacts, and set forth clear intentions of equitable outcomes.



2018 Regional Transportation Plan
Finalizing the 2018 Regional Transportation Plan
A briefing book for policymakers
July 11, 2018 oregonmetro.gov/rtp

Learn more at: oregonmetro.gov/rtp

Land and infrastructure

A key element of our 2040 Vision is to make efficient use of land in order to preserve natural and community resources. Metro accomplishes this by planning for neighborhoods that are accessible by many modes of transportation, have a wide range of housing choices, and provide access to parks, schools, and jobs.

Metro's influence includes planning for and investing in major housing and transportation projects that seek to create these housing and transportation choices for people. We will integrate people of color into the planning processes we establish from engagement to decision making, we will make investments in projects that have been developed by and for people of color, and will actively seek to prevent major public investments from causing further harm to communities of color in our region. We will focus our work on planning for diverse, inclusive and equitable communities.

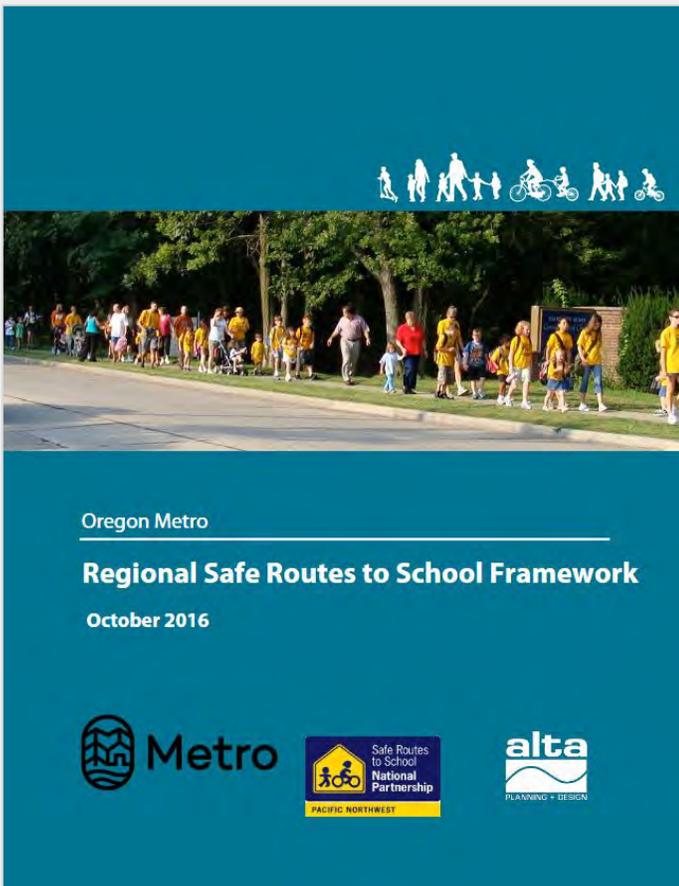


Learn more at: oregonmetro.gov/southwestcorridorplan

Funding and finance

Part of Metro's role includes providing direct investments into transportation and housing projects, as well as providing grants to partners for planning and outreach to facilitate equitable development. These funding programs allow Metro to direct our investments toward helping accomplish our policy goals. In some cases we oversee funds that require a decision by the Joint Policy Advisory Committee (JPACT), a body of elected officials from around the region, requiring us to use our influence to bring all decision-makers to a shared agreement.

Metro's influence includes overseeing the distribution of funds according to established policy and program goals, ensuring performance accountability of these funds, and providing technical assistance to ensure our partners have the capacity to accomplish the goals of the investments. We will ensure our investment and grant criteria emphasize racial equity and ensure that the input and ideas of people of color shape the programs, policies and decisions that guide these investments.



Community capital

If our goal is to help shape great places for people to live, work and have fun, we must recognize that these places are not just about the buildings and the roads that shape them. These places are made great by the people who live there. Our work recognizes that culture and creativity are fundamental elements of what makes people thrive in their communities. We also recognize that some of the history of our work has created a loss of culture where people of color have been displaced from formerly vibrant neighborhoods.

Metro's influence includes investing in people as well as projects. We will make investments that focus on culture and creativity that reflect the communities of color who live throughout our region. We will build genuine and lasting relationships with people and organizations of color and invest in their capacity to partner with Metro meaningfully. We have a platform for communication that we will use to lift up the voices of people of color and highlight their cultural value to our neighborhoods and to our region.



Action Plan

These actions were developed with the objective of balancing broad applicability and specificity. The processes, projects and programs within the department vary widely and the following actions were designed with this in mind.

Power

The actions under the Power principle aim to create engagement and participation structures that empower people of color and create space for their voices to be heard and included in Metro decisions.



Power actions		Timeline (fiscal year)				
Action	Agency Goal	FY19	FY20	FY21	FY22	FY23
Make meetings welcoming for all including translation, childcare, and any other strategies that improve ease of access.	D	✓	✓	✓	✓	✓
Develop capacity for emerging community leaders to participate in committees.	A	✓	✓	✓	✓	✓
Increase diverse participation on Metro committees by providing stipends in accordance with agency-wide policies.	B	✓	✓	✓	✓	✓
Ensure committee recruitment processes include proactive and meaningful efforts to reach out to and recruit candidates of color, make the recruitment process friendly and accessible.	C	✓	✓	✓	✓	✓
Co-create community projects and programs in partnership with community based organizations (CBOs) to ensure they genuinely reflect community values and voices associated with the project or program.	B		✓			
Develop and standardize opportunities for people of color who served on decision-making/influencing bodies to provide feedback about whether they feel they actually made or influenced decisions. Invite elaboration and document responses. Elevate processes where responses are favorable and retool processes where they are not.	B	✓				

Influence

It is clear that there are limits to our power. Therefore the actions under the Influence principle support directing decision-making, resources and planning processes to support people of color in our region. These actions are also divided into our four areas of influence: Regulation and policy, Land and infrastructure, Funding and finance, and Community capital.



Influence actions		Timeline (fiscal year)				
Action	Agency goal	FY19	FY20	FY21	FY22	FY23
Regulation and policy						
Seek access to, and utilize the most relevant, accurate and informative data and analysis methods to better understand and articulate how our work affects people of color.	A	✓	✓	✓	✓	✓
Utilize and regularly update the Regional Transportation Plan to guide transportation investments, programs, priorities and evaluation of our work to advance a safer and more equitable transportation system.	E	✓	✓	✓	✓	✓
Utilize and regularly update the Regional Framework and Functional Plan to guide housing and economic development programs, priorities and evaluation of our work to advance the 2040 Growth Concept.	E	✓	✓	✓	✓	✓
Land and infrastructure						
Develop the affordable housing bond program in partnership with community organizations to ensure that investments include engagement and outreach, and result in projects that benefit people of color.	E	✓	✓	✓		
Continue SW Corridor Equitable Development Strategy efforts and investments to build community capacity, prevent displacement and strengthen local businesses. Scale the practices learned from the Equitable Development Strategy and apply to other programs as appropriate.	E	✓	✓	✓		
Continue Transit-Oriented Development program focus on affordable housing; continue to seek specific feedback from communities of color about affordable housing needs that may be stronger in their community.	B	✓	✓	✓	✓	✓
Ensure conversations about a regional transportation investment measure include people of color in influential advisory and decision-making roles and advance projects and programs that improve outcomes for communities of color.	B	✓	✓			

Influence actions		Timeline (fiscal year)				
Action	Agency goal	FY19	FY20	FY21	FY22	FY23
Funding and finance						
Prioritize equity practices from Metro’s Equity in Contracting program for all procurement efforts. Ensure staff is trained and knowledgeable about equity best practices for procurement. To the extent possible, require our partners to apply Equity in Contracting principles when they are using Metro funds for projects.	E	✓	✓	✓	✓	
Ensure that investment criteria for all grant programs in Planning and Development require specific and transparent consideration of racial equity in the evaluation process.	E	✓	✓	✓	✓	✓
Where Metro is the agent for federal, state, or regional funds invested in transportation infrastructure projects and makes allocation decisions in accordance with our MPO role, analyze the impacts of the proposed projects on people of color, analyze the transportation needs of people of color, clearly communicate those needs and impacts to the decision-making bodies and require project evaluations that consider racial equity.	E		✓	✓	✓	✓
Community capital						
Continue and expand Placemaking program to provide resources to community based groups.	E	✓	✓	✓	✓	✓
Continue and expand Partnership program working with organizations that involve youth of color in P&D projects and programs.	C		✓	✓	✓	
Continue and expand Regional Snapshots program to provide a forum for voices of color to tell stories of their experience living, working and getting around in the region.	E	✓	✓	✓	✓	✓

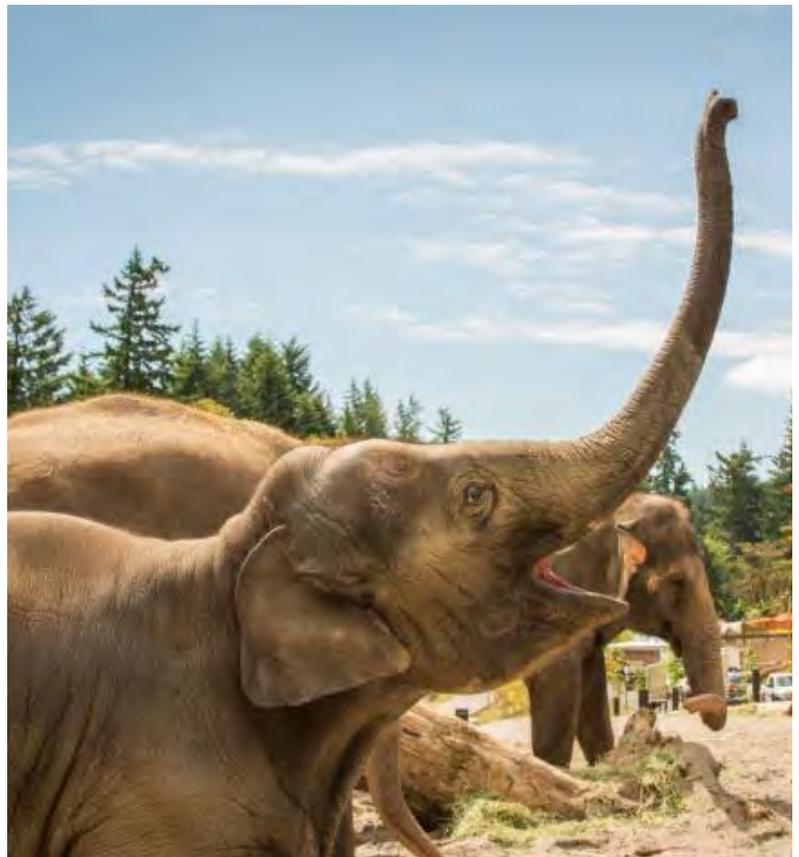


Innovation

The actions under the Innovation principle are about establishing new ideas, practices and approaches with a foundation on racial equity and inclusion.



Innovation actions		Timeline (fiscal year)				
Action	Agency goal	FY19	FY20	FY21	FY22	FY23
Initiate new Safe Routes to Schools program with a focus on Title 1 schools.	E	✓	✓			
Initiate efforts to include the perspectives of people of color in new transportation efforts including jurisdictional transfer, congestion pricing, enhanced transit and emerging technology.	B	✓	✓	✓		
Learn and apply new approaches to co-creation of community engagement and partnership efforts.	A	✓	✓	✓	✓	✓
In partnership with Metro's Committee on Racial Equity, develop methodology for keeping up to date on emerging strategies in racial equity work.	B	✓	✓	✓	✓	✓



Culture

The actions under the Culture principle are shifting the way our staff, agency and partners think and engage with the subject of racial equity, as well as taking steps to support the diversification of the urban planning discipline by actively supporting the development of people of color in the field.



Culture actions		Timeline (fiscal year)				
Action	Agency goal	FY19	FY20	FY21	FY22	FY23
Provide opportunities for formal staff training and informal discussion of racial equity concepts.	C	✓	✓	✓	✓	✓
Provide opportunities for staff to collaborate and connect with colleagues in other Metro departments and other partner public agencies who are working on applying racial equity to their work.	A	✓	✓	✓	✓	✓
Provide professional development and advancement opportunities for people of color in Planning and Development.	C	✓	✓	✓	✓	✓
Actively participate in groups and organizations that are advancing people of color in the field of urban planning, develop relationships with others who are working on similar goals in the field.	C	✓	✓	✓	✓	✓
Participate in mentorship and professional development programs to advance people of color.	C	✓	✓	✓	✓	✓
Seek opportunities to communicate with peers locally and nationally about Metro's commitment to racial equity and exchange best practices in order to effect change in the field.	A	✓	✓	✓	✓	✓



Accountability

The actions under the Accountability principle are about preserving forward momentum. By intimately involving outside stakeholders in our strategic plan we are more likely to achieve our racial equity goals and allow for more opportunities to be creative in our approach.



Accountability actions		Timeline (fiscal year)				
Action	Agency goal	FY19	FY20	FY21	FY22	FY23
Meet with Metro’s Committee on Racial Equity at least annually to review progress, challenges and successes of Planning and Development’s equity work.	B	✓	✓	✓	✓	✓
Establish indicators, tools and processes for tracking and reporting progress on the goals of this strategy.	E	✓				
Recognize that these goals must be responsive and adaptable to change. Review and update these actions on an annual basis.	E		✓	✓	✓	✓
Create opportunities for staff to interact with community members of color around trends, challenges or opportunities that emerge from programs such as the Community Placemaking Program, Southwest Corridor Equitable Development Strategy or the Regional Transportation Options program.	C	✓	✓	✓	✓	✓



Appendices

Appendix A



Appendix A: Metro Central Services Department Actions

Background

The Oregon Zoo, Parks and Nature, Property and Environmental Services, and Planning and Development are leading the way on implementing Metro’s Strategic Plan to Advance Racial Equity, Diversity and Inclusion. Each department committed to independent actions specific to their public service. They also identified common actions best coordinated by Metro’s central services team at an agency-wide level.

This appendix describes each common action and the central service department responsible for agency-wide coordination.

Communications			
Action	Action Description	Support	Start Year
Compile, share and support implementation of a DEI best practice guide that ensures meaningful engagement of marginalized communities is Metro’s standard of practice for all projects.	A best practice guide for community engagement, advisory committees, translation support and DEI terminology will provide needed direction to staff and partners and help ensure Metro walks its talk by documenting the importance of building engagement plans with direct input from the communities being engaged. The guide should cover the “how,” “why” and “when” components for the topics.	Diversity, Equity and Inclusion; Research Center, line department project managers	Fiscal Year 18/19
Provide communications direction and resources to assist staff with explaining why Metro is moving forward with a racial equity approach.	Create products and trainings that help staff feel confident they are on message when explaining why Metro is moving forward with a racial equity approach.	Diversity, Equity and Inclusion; representative Metro staff	Fiscal Year 18/19
Establish and host a space for Metro staff to share their experiences regarding community engagement efforts.	Metro will become even more effective in coordinating engagement efforts across the agency by investing more in systems and structures that allow Metro staff to share experiences they have had in their engagement efforts. Such a process should help with cross-departmental learning and strengthen engagement efforts.	Diversity, Equity and Inclusion; line department project managers	Fiscal Year 18/19
Create and gain approval of a Metro-wide policy on providing stipends to community members who engage with Metro.	Consistent stipend use across the agency will provide better support for community members who engage with Metro. An agency-wide policy, procedures and guidance on how and when to provide stipends to communities who engage with Metro will improve performance overall.	Communications; Diversity, Equity and Inclusion; Research Center Office of Metro Attorney	Fiscal Year 18/19

Finance and Regulatory Services			
Action	Action Description	Support	Start Year
Lead an effort to improve the quality and detail of data reporting on the utilization of COBID-certified firms by department and venue.	Enhancing Metro's COBID contracting data tracking and reporting will improve transparency and increase purchasing leaders' ability to meet Metro's goals. The reporting should include the disaggregation of utilized COBID firms by emerging small business, women business enterprise and minority business enterprise.	Research Center; Diversity, Equity and Inclusion; line departments	Fiscal Year 18/19
Create and implement a communications and training strategy to encourage staff to contract with community organizations.	There is a need to increase awareness about Metro's special procurement authority and the procedures to contract with community-based non-profit organizations.	Communications; Human Resources; line departments	Fiscal Year 18/19
Propose and implement a solution to improve the ability for directors, staff and the general public to monitor progress of departmental attainment of Metro's COBID utilization goals.	There is a desire for an easily accessible way to monitor departmental and agency-wide progress toward the attainment of COBID utilization goals.	Research Center; Diversity, Equity and Inclusion; Communications	Fiscal Year 19/20
Review, approve and support implementation of a Metro-wide policy on providing stipends to community members who engage with Metro.	Communications and DEI are creating an agency-wide stipends policy. FRS will review, approve and support implementation of the policy when it is complete.	Communications; Diversity, Equity and Inclusion; Office of Metro Attorney	Fiscal Year 19/20
Work with the DCOO, directors and others to leverage the budget process to create improvements in community involvement in program and plan design.	There is a desire to increase engagement of communities of color in Metro's budget process. The most effective way to do so is by increasing engagement during the design phase of a new program or plan. This phase highly influences the final budget allocation and decision for that program or plan. This action will help ensure increased engagement during this phase of all Metro programs and projects.	DCOO; Communications; Diversity, Equity and Inclusion; directors	Fiscal Year 20/21

Human Resources			
Action	Action Description	Support	Start Year
Create and offer training opportunities for Metro staff (required for hiring managers) to conduct equitable recruitment and hiring processes.	Training will increase equitable outcomes and ensure a diverse Metro workforce. The trainings should focus on helping hiring managers conduct an equitable process through the entire recruitment and hiring cycle.	Diversity, Equity and Inclusion	Fiscal Year 18/19
Create and ensure consistent use of a DEI lens for the entire life cycle of recruitment and hiring.	Hiring managers will benefit from new tools and improved understanding of important equity considerations during recruitment and hiring.	Diversity, Equity and Inclusion; hiring managers	Fiscal Year 19/20
Create evaluation metrics and an accountability plan for recruitment efforts.	The creation of target goals and measures for Metro's recruitment efforts informed by the findings from the DEI Impact Evaluation project are needed to support effective tracking of progress and ongoing accountability for hiring managers.	Research Center; Diversity, Equity and Inclusion; Communications	Fiscal Year 19/20
Develop retention and promotion mechanisms (the "pathway") to ensure staff of color have the opportunity to access regular status jobs and advance their careers at Metro.	More transparent and available career ladders for staff advancement will improve Metro's ability to meet its agency-wide people goals.	Diversity, Equity and Inclusion	Fiscal Year 20/21
Develop a strategy to effectively incorporate racial equity in the staff performance evaluation (PACe).	The inclusion of responsibilities or goals related to racial equity in PACe will contribute to ensure all Metro employees are accountable for this key area of their work.	DCOO; Directors; Diversity, Equity and Inclusion	Fiscal Year 20/21

Information Services			
Action	Action Description	Support	Start Year
Identify needs, issues and barriers related to non-networked staff having access to important Metro news and information.	Many Metro employees have no or limited access to a computer and internet. Increasing the number of channels used to communicate with non-networked employees will improve engagement. This action will establish a process to better understand the issues and begin exploring potential solutions.	Human Resources; Communications; managers of non-networked staff; non-networked staff	Fiscal Year 18/19
Propose solutions to the issues identified related to staff access to internet	Once Information Services acquires a comprehensive understanding of issues related to computer and internet access for frontline staff, the department will propose resolutions.	Human Resources; Communications	Fiscal Year 18/19

Research Center			
Action	Action Description	Support	Start Year
Develop a strategy for the Research Center to increase equity capacity and expertise in order to provide equity data and analysis support.	Develop a strategy to meet the increased demand for Research Center to obtain and maintain data and expertise to appropriately analyze equity.	Diversity, Equity and Inclusion	Fiscal Year 18/19
Lead the development of an agency-wide equity data plan that includes the establishment of standards of practice, outlines actions to improve community access to Metro data, and identifies key data sets for future collection that are critical to Metro's understanding of racial inequities in greater Portland.	Produce a cross-agency, coordinated plan assessing, acquiring and applying equity data and analysis. Provide strategic direction for Metro in addressing data limitations as well as clarifying data relationships with regional partners.	Coo; Deputy COO; line department directors; Diversity, Equity and Inclusion; community partners	Fiscal Year 18/19
Increase Metro staff and community awareness of Research Center's capabilities to assist in analyzing, tracking and forecasting equity impacts.	Improved staff and community awareness and understanding of the variety of tools that the Research Center can offer to assist staff in analyzing, tracking and forecasting equity impacts (e.g. modeling and forecasting) to increase the equity of plans, programs and policies.	Communications; Human Resources; Diversity, Equity and Inclusion; appropriate line department personnel; community partners	Fiscal Year 19/20

Appendix B

Appendix B

Planning & Development staff input report | November 7, 2017

Adopted in June 2016, Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion set a direction for the agency to advance equity in every aspect of its work. A major component within the Strategic Plan is the action that each Metro department will develop their own equity action plans that will align with the direction set by the Strategic Plan.

Feedback in this report came from many conversations with staff and community, including in person and online discussions:

Staff equity assessment

In spring 2016 the Planning & Development department conducted an equity assessment with staff to identify themes regarding equity practice and culture within the department. 27 staff (58%) completed the survey. A small group of staff also participated in spring 2017 group discussions to provide guidance on the next steps for the planning phase.

Staff and work team meetings and retreats

In summer/fall 2017 staff participated in a variety of activities (work team meetings, retreats, Lunch and Learn Together events, online surveys) to share their ideas for goals, objectives and actions that could be incorporated into a department-wide racial equity plan.

- Planning and Development All Staff Meeting | February 17, 2016
- P&D Small Council meetings | April 11, 12, 18, 2017
- P&D Managers meetings | July 10, 17, August 1, October 10
- P&D Administration work team meeting | July 26, 2017
- Investment Areas retreat | August 2017, follow up e-survey
- MPO retreat | September 2017, follow up e-survey
- Local partner liaison meeting | September 25, 2017
- Investment Areas work team meeting | September 26, 2017
- Land Use & Urban Development work team meeting | November 1, 2017
- P&D Finance work team meeting | November 7, 2017
- Policy & Innovation work team meeting | October 23, 2017

Lunch and Learn Together Series: Informal, optional opportunities for staff to discuss various topics related to racial equity work in Planning & Development

- Staff debrief on Scott Winn racial equity training | June 8, 2017
- Committee bylaws and charters: What’s equity got to do with it? | September 19, 2017
- Show them the money: Leverage P&D grant and sponsorship dollars to advance racial equity outcomes | September 25, 2017
- Considering racial equity in the RTP Safety Plan | August 3, 2017
- Leveraging P&D data for racial equity | October 25, 2017
- P&D Equity Strategy Small Group | November 4, 2015

Community conversations | May, June, Oct, Nov 2017

Metro managers and staff from across departments attended a series of half-day discussions with community leaders from the BRIDGES alumni program and Momentum Alliance.

Staff input

Below is a list of ideas generated by P&D staff. This list isn’t every idea verbatim—some have been combined or slightly edited—but for the most part retains the language and intent of all comments received. Some duplicates are included in more than one section.

Data	
Elevate value of qualitative data from communities of color into P&D decision making	Create a racial equity research agenda for P&D that identifies priorities and resources for disaggregating existing data by race and income, and identifies priorities and resources for collecting new data on race and income
Build staff capacity throughout department to comply with and exceed requirements in environmental justice and Title VI analysis	Partner with community based organizations to collect community-based data to use in our work
Generate and analyze data that informs federal environmental justice and Title VI analysis	Normalize conversations/expectations that racial equity data will be used to inform our work
Explore benefit, cost and feasibility of a regional census	Create expectation that technology programs include equity at a fundamental level
Update Oregon Household Survey more often, every 8 years	Conduct transportation equity needs assessment to better understand current issues
Provide data to partners that describes community impacts related to displacement and community destabilization	Define what is racial equity data Develop Housing + Transportation cost model
Persuade ODOT to provide data disaggregated by race	Better forecasting of racial data
Standardize equity criteria (for use in x, y, z projects...) for assessing impacts and prioritizing	Establish performance measures around racial data

Data	
<p>investments that benefit historically marginalized communities</p> <p>Measure equity with the base year and forecast equity in the future</p> <p>Develop a model/tool to track, predict and address displacement</p> <p>Integrate racial equity data in staff recommendations on regional housing policy</p>	<p>Strategies to move beyond census, ACS data</p> <p>Support academic partners to research where investments can make the biggest impact</p> <p>Implement consumer satisfaction evaluation</p>

Increasing access to decision making/engagement	
<p>Use culturally-specific public engagement tools/frameworks</p> <p>Conduct a gap analysis about what relationship building and partnership is happening with community groups.</p> <p>Promote partnerships with local agencies and disadvantaged communities</p> <p>Talk to communities of color and learn how to meet their needs and effectively engage with them</p> <p>Empower the community</p> <p>Provide funding to initiatives such as Mosaic to understand how to effectively communication with culturally-specific groups</p> <p>Increase the number of community representatives on our committees and advisory groups. Include funding in project budgets for community seats on committees and contracting with CBOs for engagement</p> <p>Lived experience is experience</p> <p>Break down committees for specific projects and make committees for general topics so that we are not overlapping communities and we can share their capacity</p> <p>Commit to improving the experience of community representatives on committees so that their input is truly heard in the process and the experience is a step in building trust between community groups and Metro</p>	<p>Create more opportunities for community members to interact directly with elected officials and senior Planning & Development staff</p> <p>Work with CBOs to co-create engagement plans and provide resources for community partners to help implement outreach efforts</p> <p>Create better strategies for informing community members how their input was used in Planning & Development decision making</p> <p>Develop '5P' equity lens for committee work to guide staff who set up and manage committees</p> <p>Diversify committees at all levels</p> <p>Provide budget for meeting logistics that make meetings more accessible</p> <p>Ensure disadvantaged communities can successfully advocate</p> <p>Community-led planning. Work with communities to hear what they need</p> <p>Build capacity for community groups to participate in decision making process, shared empowerment</p> <p>Make Metro processes and plan more accessible</p> <p>Provide citizen members on TPAC with a liaison</p> <p>Continue to improve how public meetings and events are welcoming and accessible for all participants, including off-site meeting locations</p>

Partnership/Relationships/Convening	
<p>Do an inventory to figure out what CBO missions are and what they want to engage with us on</p> <p>Build capacity of and provide tools to support local jurisdictions in racial equity efforts</p> <p>Build relationships over time</p> <p>Partnership mapping to identify new communities of color, invite them</p> <p>Influence existing members of PAC TRAC committees, don't put the entire responsibility for "doing equity" on CBOs</p> <p>Normalize racial equity conversations on JPACT, MPAC, TPAC, share our SPAREDI and P&D plans and get their feedback</p> <p>Leverage our allies on committees</p> <p>Direct staff to enhance the diversity of all committees</p> <p>Citizen recruitment for TPAC</p>	<p>Engage Metro technical advisory committees to develop a shared understanding about why advancing racial equity is important</p> <p>Skill sharing, exchange skills training between Metro and CBOs</p> <p>Where do good ideas from the community with no home go? Keep those ideas in a hopper for future grant strategies?</p> <p>Conduct a gap analysis about what relationship building and partnership is happening with community groups.</p> <p>Ask local jurisdictions what community groups they work with</p> <p>Have one or two people with the role of liaison to CBO, not a different staff for each one</p> <p>Take a policy stand to explain to our partners why a racial equity lens is important</p> <p>Can we cultivate technical experts in the community to act as liaison with Metro and the community?</p>

Places	
<p>Embed arts and culture work in our planning and community engagement, elevate the role of arts and culture in our work</p> <p>Untie livability investments and gentrification</p> <p>Explicitly address barriers to walk/bike for people of color, including personal safety and profiling</p> <p>Acknowledge the role that transportation and infrastructure investments play in contributing to involuntary displacement</p> <p>Actively collaborate with partners who are developing housing, workforce, education strategies that can mitigate involuntary displacement due to infrastructure investments</p>	<p>Leverage the influence/role we do have in community stabilization and advocating that great communities include transportation, housing, jobs, education, safety, diversity, such as a) data we bring to the table such as community impacts, profiles and typologies 2) convening stakeholders in advisory groups and through outreach events 3) council and department leadership 4) TOD</p> <p>Define ways to further integrate equity and policy/projects selection processes</p> <p>Ask/require partners to do more in TSP updates and plans that identify process to engage communities of color in identifying their needs</p> <p>Rethink the order of how we plan corridors</p>

Resource Allocation

<p>Provide guidance and technical assistance to 2040 grantees on how to develop and implement funded projects to advance racial equity</p> <p>Align P&D grants, sponsorships, RFQ dollars to achieve resource allocation goals/vision</p> <p>Lead regional efforts to secure funding for affordable housing</p> <p>Develop and encourage use of best practice strategies to maximize racial equity benefits of the grants and sponsorships that Metro awards to local jurisdictions and community partners. For example: Use equity criteria to determine allocation of grant, sponsorship and RFQ resources</p> <p>Include communities of color on committees that determine resource allocation (for example: advisory committee for how transportation dollars are spent, committees that determine grant awards)</p> <p>Connect large firms looking for subs with MWESB subs</p> <p>Allocate staff time and resources to support policy and program initiatives and take political risks to do so</p> <p>Determine team spending on professional development</p> <p>Increase resource allocation for translation of technical and outreach materials.</p> <p>Include funding in project budgets for community seats on committees and contracting with CBOs for engagement</p> <p>Increase / prioritize allocation of staff professional development funding for racial equity professional development</p> <p>Budget for food, rental fees, etc that make welcoming, accessible meetings</p> <p>Provide resources for Title VI four factor analysis</p> <p>Ensure work programs include resources for meaningful engagement of communities of color</p> <p>Provide funding to learn how to more effectively communicate with communities of color</p> <p>Report on equity goals/outcomes as part of department and program budgets</p>	<p>Continue to diversify the TOD steering committee</p> <p>Develop equity lens that lays out equity considerations for staff developing/managing grant programs</p> <p>Tool for supporting staff when writing grants, a process flow chart that helps others think about equity during this grant writing stage of project planning</p> <p>Look for ways to financially support projects that are community led, and integrate community voice into projects</p> <p>Be more clear about the equity elements a project much contain to be competitive</p> <p>Have evaluation measures on equity for grant awards</p> <p>Respond to applicants not awarded to provide feedback</p> <p>Assess how to best distribute grant funds to community based groups</p> <p>Establish baseline for COBID firms that receive P&D contracts</p> <p>Require staff developing RFPs to hold pre-conference meetings to recruit COBID firms</p> <p>Staff preparing RFQs should plan ahead so that there is time to recruit COBID firms</p> <p>Enforce agency-wide procurement policies</p> <p>Establish procurement procedures that facilitate contracting with CBOs</p> <p>Prioritizing RTP projects that address racial equity</p> <p>Provide training to local jurisdictions on inclusive engagement practices and utilizing an equity lens</p> <p>Develop example projects to include in grants handbook to inspire ideas around equity related projects</p> <p>Encourage grantees to include in their budget funds to hire local CBOs to conduct outreach</p> <p>Continue equity set aside for grants awards</p>
---	--

Resource Allocation	
<p>Fund local programs with regional money</p> <p>Identify successful grant models/funding structures for communities in need</p> <p>Focus investment in people of color, equity weights higher than other criteria</p> <p>Should Metro RTO select grantees because we have background knowledge or give more decision making to jurisdictions?</p> <p>Work with local jurisdictions to co-create and develop selection advisory committees that represent the broader community</p>	<p>Develop off the shelf programs that local jurisdictions can automatically apply for such as a Fair Housing Assessment</p> <p>Continue to add affordability goals to RFQ/Ps for Metro owned property</p> <p>Purchase office supplies through community-based supplier when possible</p> <p>Look for volunteer-based opportunities to eliminate/ease need for \$\$</p> <p>If we want to do work differently with an equity focus we need to call that out and write grants to get funding to do our work differently</p>

Internal culture and expertise	
<p>Normalize conversations about racial equity</p> <p>Customize equity lens for staff to use on different projects/processes</p> <p>Empower staff to do racial equity work</p> <p>Develop standardized, effective way to share information and equity resources throughout the department</p> <p>Encourage professional development, remove barriers to professional development</p> <p>Management of staff to ensure accountability Help remove barriers for staff to attend trainings and other opportunities to learn about meaningful engagement</p> <p>Build department director and project manager capacities to be racial equity champions</p> <p>Champion/prioritize programs and projects that promote racial equity</p> <p>Metro staff have the ability to influence elected officials</p> <p>More small exercises/dialogues should be had consistently in order to continue pressing into difficult conversations and having more opportunities to learn from one another</p> <p>I think we need to have more discussions amongst</p>	<p>Courageous conversations with colleagues</p> <p>Bring in expert speakers</p> <p>Need talking points about why we are leading with racial equity</p> <p>It is not the job of those who have experienced inequity in some form or another to educate our coworkers on their misinformation</p> <p>P&D equity strategy needs to inform COO, Council and HR on leadership needs (gaps) that we will need to be successful</p> <p>Here's an idea for understanding/acknowledging white privilege: short quiz of examples, ie: last time you were pulled over? Last time you were followed in a store? Last time you had someone cross the street? Hold their purse? Etc.</p> <p>More training and conversation about how to talk about race</p> <p>Leadership-Where is it? Who should be leading? Everyone.</p> <p>Humor works well to break down walls</p> <p>The culture within the department is that optional trainings will never be attended because everyone is just too busy. In order to get staff to attend they need to be mandatory. Mandatory meetings would not</p>

Internal culture and expertise	
<p>our group about racial equity</p> <p>I am concerned that discussions on race may not be as comprehensive or effective given the overrepresentation of white people in our group</p> <p>I would like to continue to work on this issue as a regular part of our efforts</p> <p>Without department direction staff feels like they do not have something to point at to give them the reasoning/support to be able to attend an equity focused training or educational opportunity because they cannot explain how it will help advance the department's racial equity work.</p> <p>Further discussions about structural racism are critical. Maybe asking everyone to review the Race Forward report and discuss it together?</p> <p>For me, a discussion of how we can apply knowledge to make a difference in our daily work would be most useful. I have no idea how to address the problems that I know exist in the work that I do</p> <p>Create equity questionnaire for X# of programs and processes</p> <p>On the whole managers tend to be very supportive of ideas and conversations related to advancing racial equity. However, managers tend to be hesitant to hold these conversations due to the lack of department direction.</p> <p>Racial equity cannot be a grassroots movement within the department, leadership needs to be visible and vocal advocates</p> <p>The management team is where many of the equity conversations related to department direction should take place</p> <p>There should be dedicated staff or consultant hired to support each program to help them better understand and implement racial equity</p>	<p>create resentment. It would actually do the opposite.</p> <p>Need understanding of history of race and Metro for staff</p> <p>Lack of direction in the department also causes problems with understanding the tools that staff can use to advance racial equity</p> <p>The current perception is that equity is just a "check the box" activity because without a direction it does not seem to be a critical priority for the department</p> <p>Help develop an elevator speech around targeted universalism for staff to use</p> <p>Learn from best practices around the country, how is this changing decision-making, are they seeing results?</p> <p>Acknowledge/address office cliques that can create division and feelings of exclusion among staff at different pay grades</p> <p>All staff have responsibility for this work, but we need to identify staff who can be a resource, mentor, coordinator for all staff implementing equity work</p> <p>Ask equity questions in all exit interviews</p> <p>Regular/quarterly discussions at work team meetings about race, racial equity and implementing racial equity actions at work</p> <p>It seems like each division has an "equity" person that tends to get saddled with all the work related to equity. This creates a tokenistic perception that equity is not everyone's responsibility.</p> <p>There should be co-learning opportunities to learn from successes in other departments</p> <p>Charismatic leadership is key to the success of DEI in P&D</p>

Implementation/Accountability	
<p>Report on equity goals/outcomes as part of department and program budgets</p> <p>Use PACE process to support staff to set individual</p>	<p>Need ongoing short or longer term staff committees/work groups to assure implementation of the work and build department buy in</p> <p>Set targets, timetables for making progress. Too</p>

Implementation/Accountability	
<p>racial equity goals</p> <p>Work teams create punch list of P&D equity plan actions they will focus on</p>	<p>important to allow to stop due to our workloads</p>

Hiring/Recruitment/Retention	
<p>Remove bias in hiring. Diversify hiring panels.</p> <p>We should, as an agency, look like the communities that we represent</p> <p>In addition to hiring practices, Metro and P&D need to look at promotions to lead roles and into leadership</p> <p>I just went through the hiring process and I didn't hear any mention of racial equity/SPAREDI. Missed opportunity?</p> <p>I commend the conversation on hiring a more diverse and educated workforce, but what are we doing to ensure our current colleagues are doing more to forward their own professional and person development when it comes to equity?</p> <p>Focus on emerging leaders. Connect our home-grown talent to our agency.</p> <p>P&D can only be credible as an agent of change in the community on behalf of racial equity if we look like the community. HR and the COO need to support us in getting there.</p> <p>Education – access high school students at job fairs</p> <p>Refine department internship program to recruit interns with a broad range of skills and interests; prioritize hiring interns from communities of color.</p> <p>Educate and inform youth about benefits and learning objectives of the internship program</p> <p>Increase exposure of new jobs to emerging leaders from diverse communities. Partner with CBOs to recruit for new planning positions.</p> <p>Increase participation of Planning & Development staff at Metro job fairs.</p> <p>Continue to improve how job postings are written to make postings more welcoming, relatable, more concise and clear</p> <p>Plan activities to get planners out in the community to talk to youth about careers in land use and transportation planning.</p> <p>Use PACE process to support staff to set individual</p>	<p>Work to recruit a diverse applicant pool</p> <p>Emphasize value of diversity into hiring process and acknowledge the benefits it brings</p> <p>Ensure recruitment postings and interview materials are drafted with equity in mind</p> <p>Consider equity when creating job descriptions, duties and requirements, determining salary range, writing interview questions</p> <p>Support career advancement goals of employees who are persons of color</p> <p>Moving from theory to practice in recruiting and mentoring future planners from communities of color would be a proactive next step</p> <p>People of color should be sought after and hired broadly across the board for different positions, mentored appropriately to become effective leaders. Yes, their stories are valuable and can be used to educate others, but it can also be emotionally draining.</p> <p>Ensure recruitments are approved by HR and meet diversity standards</p> <p>Ensure educational requirements include equivalent, lived or cultural experience are included on all Metro job announcements and educate/train hiring managers on the important of reframing/knowledge/skills/abilities questions</p> <p>Be transparent in what the hiring manager is looking for in a candidate</p> <p>Create a recruitment street team and develop a plan to consistently engage youth and diverse communities</p> <p>Develop and consistently use a diversity, equity and inclusion statement on all job postings and incorporate DEI values into position descriptions</p> <p>Provide clarity around purpose of background checks and what is considered a disqualifier</p> <p>Ensure all job postings and internships include salary or hourly rate range on the written postings</p>

Hiring/Recruitment/Retention	
racial equity goals Review policies for prayer and/or cultural expression through dress code at work Develop a mentorship program for staff of color to connect with leaders in the agency	Research and develop a language proficiency test and provide additional compensation for staff that are bilingual and use their language skills on the job Routinely ask questions about equity work in exit interviews

Other	
What are we asking of jurisdictions before we “give them things”? For example: UGB decision Develop set of tools to address social, cultural, barriers to active transportation Incorporate equity theme into existing programs, such as Regional Snapshots	Bring back capacity building Metro needs to be prepared to discuss where the other communities (not communities of color) fit into the DEI plan, so these communities do not feel even more marginalized as a results, or that Metro isn’t making them a priority We need clarity on our equity vision for the department.

Professional development

Throughout this period multiple staff expressed a desire for more, and more intentional professional development on racial equity. Below are results from two exercises where staff votes on the types of information they needed more tools/knowledge/comfort on.

I need tools to.....

- Support courageous conversations with colleagues (7)
- Operationalize/Work approach or products to improve equity/NEPA work (4 votes)
- Understand why Metro is leading with racial equity and not equity (4)
- Engaging advocates and diverse partners (3)
- Understand unconscious bias (2)
- Recognizing/unpacking white privilege (2)
- Thinking globally (1)
- Spectrum of oppression (1)
- Diversify our team (1)
- History of systemic racism (1)
- How to defend someone’s culture (1)
- Protecting existing communities from gentrification (1)
- Language support other than English (1)

I need more comfort with...

- Courageous conversations with colleagues and people of color/talking without fear of offending (10)
- Privilege (2)
- Implicit bias (2)
- Government's role in racial equity (2)
- Operationalize (1)
- Feeling empowered (1)
- Improvement vs. gentrification (1)
- Conversations connecting race and income and health impacts (1)
- Diversity in hiring (1)
- Structural racism (1)

I need more knowledge on....

- History of racism at Metro/in urban planning/in housing/Oregon (8)
- Implicit bias (3)
- Operationalizing this in my work (2)
- Spectrum of oppression (1)
- Leadership's expectations (1)
- Displacement (1)
- Why is Metro leading with race (1)
- Metro's hiring practices (1)
- Language compensation for bilingual Metro employees (1)
- How do our investments affect communities of color? (1)

Themes from Planning and Development racial equity staff assessment summary

Below is a set of takeaways, opportunities, and challenges from the spring 2016 assessment survey. The opportunities and challenges were identified because they were mentioned several times by multiple staff through the evaluation.

Takeaways from staff survey. Of the 27 people that responded to the survey:

- A majority understand that we are working on a department strategy to advance racial equity
- A majority understand that their job is important to addressing institutional racism
- A majority understand how their work is connected to the broader agency-wide equity goals
- A majority perceive that professional development opportunities to build racial equity and cultural responsiveness are made available to P&D staff
- A majority perceive that race and ethnicity data is used to prioritize decision-making
- Fifty percent perceive that staff practices process improvement and evaluate the impacts of the work on racial equity

Opportunities: themes identified based on staff survey responses

- Dive into how these concepts are operationalized day-to-day in different work teams and job classifications
 - Better coordinate existing and future racial equity work among various staff in the department
 - Create opportunities for P&D to learn from the work that PES and Parks and Nature are doing to address racial equity
- Create more opportunities for staff to talk and better understand why the plan is focusing on racial equity; for staff to better understand the relationship between Diversity and Racial Equity efforts
- Create a vision for the department and empower champions for this work at all levels, including leadership
 - Leadership demonstrate to staff that this is a priority and that this work is not an add-on to their workloads
 - Describe more concretely how staff can be involved in ongoing DEI efforts
 - Provide more department funding for this work
 - Highlight existing racial equity work happening in the department
 - Create a culture within P&D that makes all staff feels safe and supported to participate in efforts to promote racial equity
- Create and promote professional development opportunities
- Improve practices throughout all steps of the recruiting, hiring and training process to increase the diversity of our staff.
- Increase understanding of how our work benefits from having more diverse perspectives and greater diversity of staff.
- Implement steps to track accountability for racial equity goals and outcomes (ie: PACE)
-

Challenges: themes identified by staff

- Lack of understanding about how to actually operationalize this work, how the work impacts decisions, how work is coordinated among project teams within the department, what is happening in other departments
- Staff does not feel empowered to take on this work, feels like if they do they get pigeonholed as “the equity person” or that it is on top of their existing workloads
- Lack of staff diversity; lack of understanding about how to leverage hiring practices to recruit and hire more diverse staff
- Don’t understand why the focus is on racial equity and not equity in general
- Not feeling like spaces are created for having courageous conversations
- Leadership does not consistently demonstrate that this work is important and how to build it into our department culture

Manager feedback on connecting their work to SPARED! Goals, completed August 1, 2017

Goal	How does my work as a manager relate to this goal?
<p>Goal A: Metro convenes and supports regional partners to advance racial equity.</p>	<ul style="list-style-type: none"> • Take a policy stand to explain to our partners why a racial equity lens is important • Identify new communities of color that we have not brought into the convening process, incorporate them into our work plan • Some managers are lead staff and/or facilitator for committee and partner meetings • Provide oversight to senior staff who are leading/facilitating committee/partner meetings • Lead and/or facilitate PAC-TRAC and other regional committees • Citizen recruitment for TPAC • Creating bylaws, directing staff to create bylaws
<p>Goal B: Metro meaningfully engages communities of color.</p>	<ul style="list-style-type: none"> • Ensure work programs include resources for meaningful engagement to communities of color. • Support staff to ensure outreach processes are inclusive • Provide funding to initiatives such as Mosaic to understand how to effectively communicate with culturally specific populations (fund research) • Direct staff to enhance the diversity of all committees • Encourage staff to attend trainings and other opportunities to learn about meaningful engagement. Help to remove barriers (where possible) if they feel they don't have time for these opportunities, etc.
<p>Goal C: Metro hires, trains and promotes a racially diverse workforce.</p>	<p>Hiring</p> <ul style="list-style-type: none"> • Work to recruit a diverse applicant pool, think about how we advertise/post/develop positions • Emphasize value of diversity into hiring process and acknowledge the benefits it brings • Ensure recruitment postings and interview materials (questions, etc.) are drafted with equity in mind, conduct competitive recruitments, • Ensure hiring panels are diverse, selecting and preparing interview panels • Budget and dedicated time to support interns (pipeline) • Creating job description, duties and requirements, determining salary range, writing interview questions • Orienting new staff members, need clarity on who does this <p>Retention:</p> <ul style="list-style-type: none"> • Promotions, salaries, PACE process, professional development suggestions and approvals, leading team culture • Support career advancement goals of employees who are persons of color

Goal	How does my work as a manager relate to this goal?
	<ul style="list-style-type: none"> • Be more proactive about promotion conversations, don't wait for nervous employees to bring it up
Goal D: Metro creates safe and welcoming services, programs and destinations.	<ul style="list-style-type: none"> • Oversee project staff work that determines how data and research are used in our place-based projects • Assure team has competencies to fulfill EJ and Title VI regulations • Seek resources to address and support efforts to improve cultural competence of staff • Support staff to identify appropriate meeting locations within the region. Assure staff that project team can offer help for complicated off-site meeting set ups • Secure resources for meeting logistics such as sound system, food, rental costs, etc.
Goal E: Metro's resource allocation advances racial equity	<ul style="list-style-type: none"> • Allocate funding at the project level: • approve budget for food for meetings, rental fees, room set up (ie: microphones) stipends for community members on committees • approve budget for stipends for non-profit and community partners to participate on committee • provide budget for outreach activities and communication materials: • Ensure that funding is provided to support programs with the strongest racial equity lens (internal and external); Champion for maximizing (expending) Metro resources on racial equity at work team, department, SLT level, and with external partners • Ensure that all of our MPO funding programs maximize benefit to people of color • Support staff to identify a selection of vendors • Allocate staff time and resources to support policy and program initiatives and take political risk to do so • Determine team spending on professional development • Report on equity process as part of budgeting process • Determine managers role in determining allocation of grant dollars • Better define on-call contracting and procurement process
Other - an area you think is important for racial equity but not represented in these goals / creating a culture on your team	<p>Culture:</p> <ul style="list-style-type: none"> • Support development and implementation of department racial equity work program. <p>Integrating racial equity into ongoing team work</p> <ul style="list-style-type: none"> • Ensure that staff understand importance of using a racial equity lens in all of their work • Support efforts of DEI initiatives to encourage a culturally engaged work place.

Community input

Metro managers and staff from across departments attended a series of half day discussions (May, June, October, and November 2018) with community leaders from the BRIDGES alumni program and Momentum Alliance. Below are key themes that emerged.

Increasing access to decision making

- Increase the number of community representatives on committees and advisory groups. Include funding in project budgets for community seats on committees and contracting with CBOs for engagement
- Improve advertising opportunities to serve on advisory committees
- Use Metro's role as conveners to engage entire committee in equity work, not just talk to "equity representatives" about equity
- Be more clear about timelines for information and decision making

Data

- Use plain language to talk about data and technical findings
- Emphasize the importance of qualitative data
- Pilot new ways to use race data
- Fund community-based research
- Work to eliminate bias when using data
- Support community to obtain the data they need for grants, projects
- Utilize/integrate more racial equity data into work that informs plans, policies and programs
- Identify priorities and resources for disaggregating existing data by race and income and collecting new data
- Elevate value of qualitative data from communities of color into P&D decision-making

Resource allocation

- Develop and encourage use of best practice strategies to maximize racial equity benefits of the grants, RFQ and sponsorships that Metro awards to local jurisdictions and community partners. For example, use equity criteria to determine allocation of resources
- Include communities of color on committees that determine resource allocation (for example: advisory committee for how transportation dollars are spent, committees that determine grant awards)

Hiring, recruitment, retention

- Refine department internship program to recruit interns with a broad range of skills and interests, prioritize hiring interns of color, meaningfully integrate interns into P&D work

- Increase exposure of job opportunities to emerging leaders from diverse communities. Partner with CBOs to recruit for new planning positions
- Continue to create pipelines of students of color interested in planning careers and jobs at Metro
- Train hiring managers on the importance of reframing knowledge/skills/abilities questions to elevate value of lived and cultural experiences
- Ensure all job postings and internships include salary or hourly rate range on the written postings
- Include community partners when making decisions about candidates

Acknowledgments

Many thanks and deep appreciation are due to all of the Planning & Development and additional staff who contributed to and supported the development of this strategy.

Elissa Gertler	Director	Jonathan Williams	Senior Regional Planner
Margi Bradway	Deputy Director	Kale Mattias	Assistant Transportation Planner
Alan Gunn	Senior Transportation Planner	Ken Lobeck	Senior Transportation Planner
Alecia Giombolini	Program Assistant, Records	Kim Ellis	Principal Transportation Planner
Alex Oreschak	Assistant Transportation Planner	Lake McTighe	Senior Transportation Planner
Ambar Espinoza	Senior Public Affairs Specialist	Laura Dawson-Bodner	Program Assistant
André Lightsey-Walker	Associate Transportation Planner	Lisa Hunrichs	Executive Assistant
Anthony Buczek	Transportation Engineer	Lisa Miles	Principal Regional Planner
Arashi Young	Public Affairs Specialist	Malu Wilkinson	Investment Areas Manager
Brian Harper	Senior Regional Planner	Marie Miller	Program Assistant
Ben Ruef	Finance Manager	Marne Duke	Senior Public Affairs Specialist
Caleb Winter	Senior Transportation Planner	Mary Anderson	Assistant Management Analyst
Chevy Pham	Program Assistant	Matt Bihn	Principal Transportation Planner
Chris Ford	Principal Regional Planner	Matthew Hampton	Senior Transportation Planner
Cliff Higgins	Citizen Engagement and Outreach Manager	Megan Gibb	Land Use and Urban Development Manager
Dana Lucero	Senior Regional Planner	Michaela Skiles	Assistant Transportation Planner
Dan Kaempff	Principal Transportation Planner	Noelle Dobson	Senior Public Affairs Specialist
Dianne Hutchins	Senior Management Analyst	Pamela Blackhorse	Program Assistant
Eliot Rose	Senior Transportation Planner	Patrick McLaughlin	Senior Regional Planner
Elizabeth Mros-O'Hara	Principal Transportation Planner	Paulette Copperstone	Program Assistant
Emily Lieb	Senior Regional Planner	Rachel Byers	Senior Management Analyst
Eryn Kehe	Senior Public Affairs Specialist	Rebecca Hamilton	Assistant Regional Planner
Fadi Opgenorth	Senior Management Analyst	Sherrie Blackledge	Senior Management Analyst
Frankie Lewington	Associate Public Affairs Specialist	Ted Leybold	Resource Development Manager
Gerry Uba	Principal Transportation Planner	Ted Reid	Principal Regional Planner
Grace Cho	Senior Transportation Planner	Tim Collins	Senior Transportation Planner
Jamie Snook	Principal Transportation Planner	Tim O'Brien	Principal Regional Planner
Jeffrey Raker	Assistant Regional Planner	Tom Kloster	Regional Planning Manager
Jessica Martin	Administrative Supervisor	Tyler Frisbee	Policy and Innovation Manager
Jodie Kotrlík	Senior Management Analyst	Yuliya Lee	Program Assistant
John Mermin	Senior Transportation Planner		