



Property and Environmental  
Services Department, Metro (PES)

# Diversity, Racial Equity and Inclusion (DEI) Work Plan, 2018-2022



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.

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**Metro Council President**

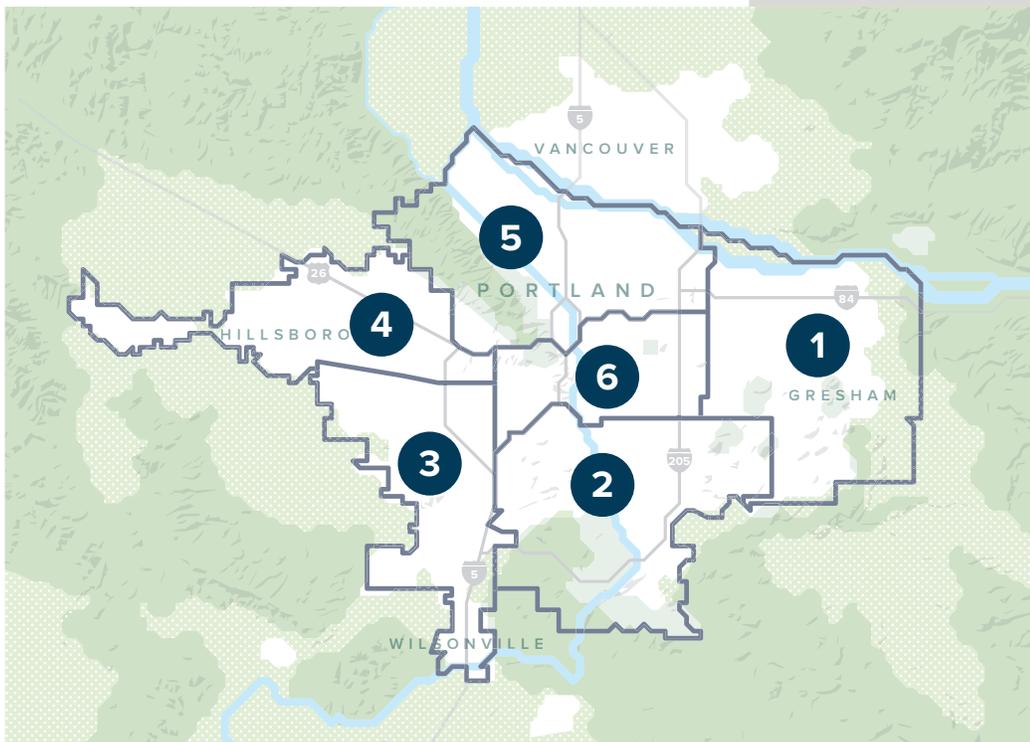
Tom Hughes

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Brian Evans



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# From our director

To my friends in Property and Environmental Services,

Thanks for the investment each one of you has made in creating this Diversity, Racial Equity, and Inclusion Plan for our department as we implement this essential effort for Metro and our region.



Many of us were drawn to public service for a variety of reasons—perhaps it was for protecting air and water, maybe for creating recycling and waste prevention programs, or for designing and stewarding public assets such as buildings and equipment—but each one of us was drawn to public service to help people. That is our calling, no matter what specific job assignment we may find ourselves immersed in at any given time, and this plan helps us act on that calling.

We now have the opportunity, and expectation, to help people in ways that we haven't before contemplated. More importantly, we can and should help those that have historically been left behind, placed on unequal footing, or otherwise marginalized. We will do just that, through our Metro Values, our PES cultural characteristics and the ideas and strategies contained in this plan.

Metro Property and Environmental Services has long been a leader in protecting the environment and serving the public—safe disposal of garbage, recovering materials for recycling and reuse, educating on waste reduction, collecting household hazardous waste, and more. As we look to the future, we also need to reduce disparities experienced by communities of color when it comes to the work that we do.

In addition to my gratitude to each of you, I'd like to thank the PES DEI Change Team for their leadership of this plan, as well as Scotty Ellis of Metro's DEI program and our own Molly Chidsey, for their unwavering commitment to this vital work.

I am proud and honored to serve as your Director and to lead our efforts contained in this plan.

Sincerely,

A handwritten signature in blue ink on a light blue rectangular background. The signature is cursive and appears to read 'Paul Slyman'.

Paul Slyman  
Director, Metro Property and Environmental Services

# From the PES Diversity, Equity and Inclusion Change Team

We want to do some gardening with you.

Let us explain. In many ways this plan is like a packet of seeds that, properly tended, grow a garden of benefits for the people who work at Metro and the people who are served by our work in the region. The strategies and actions in this plan were created by everyone who attended a focus group, participated in a survey, and attended a PES Core meeting. We think you did an amazing job.

We are excited to take the next step and begin implementing this plan with you.

How do you wish to be a part of implementing this plan, as it grows from seed into a blooming success? Are there ways your work could grow to achieve more diversity, equity and inclusion? Right now this plan proposes specific team(s) to take on a lead role for each action. This does not mean that people on other teams—like you!—can't take a lead or support role for an action. The future holds opportunities for you to identify how you would like participate.

In the meantime, as you read the plan you may find some that look easy to achieve. Other actions in the plan may, as described by Dr. King Jr., demand more of us.

This mix of easier and harder actions is intentional. The plan also intentionally includes training and other forms of support to help us be successful in taking on this challenging work. We are dedicated to an implementation process where each of us has the opportunity to take part and be courageous.

Sincerely,

The PES DEI Change Team



*“But, conscience asks the question, is it right? And there comes a time when we must take a position that is neither safe, nor politic, nor popular, but one must take it because it is right.”*

*- Dr. Martin Luther King, Jr  
1968, Washington D.C.*

# The PES DEI change team



Pictured, clockwise from left:

**Sabrina Gogol**

Solid Waste Information,  
Compliance and Cleanup

**Serin Bussell**

Finance and Regulatory Services

**Molly Chidsey**

PES DEI and  
Community Partnerships  
program

**Stacy Dodson**

Metro South Transfer Station  
scalehouse

**Michael Guebert**

St. Johns Landfill

**Michael Allen**

Metro South Household  
Hazardous Waste

**Jesse Flores**

Construction Project  
Management Office

**Stacey Hopkins**

Regional Illegal Dumping and  
Community Enhancement  
programs

**Kari Meyer**

Metro Central Household  
Hazardous Waste

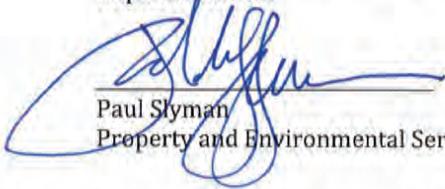




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**STATEMENT OF APPROVAL**

The Diversity, Racial Equity and Inclusion (DEI) Work Plan, 2018-2022 is the final product of a process that involved a significant number of stakeholders in the Property and Environmental Services Department since August, 2016. This hereby document is the most recent, accurate version of the document. With my signature below I certify that I approve the Diversity, Racial Equity and Inclusion (DEI) Work Plan, 2018-2022 and commit the Property and Environmental Services Department to use it to guide all aspects of our work and to ensure its timely implementation.

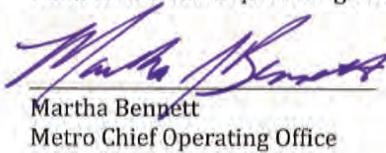


Paul Slyman  
Property and Environmental Services Director

6/7/18  
Date

Concurrence by the Metro Chief Operating Officer:

I have reviewed the Diversity, Racial Equity and Inclusion (DEI) Work Plan, 2018-2022 and I concur with its approval by the Property and Environmental Services Department Director. I look forward to working with the Department, the DEI Program staff and community stakeholders in the implementation of this important guiding document, which will help Metro fulfill its mission of providing effective services to all people in the greater Portland region.

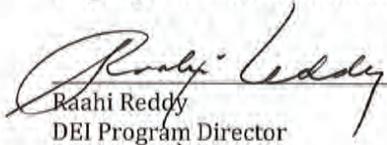


Martha Bennett  
Metro Chief Operating Office

6/13/18  
Date

Concurrence by the Diversity, Equity and Inclusion Program:

I certify that the Diversity, Racial Equity and Inclusion (DEI) Work Plan, 2018-2022 has been created with input and support from the Diversity, Equity and Inclusion (DEI) Program at Metro. The Diversity, Racial Equity and Inclusion (DEI) Work Plan, 2018-2022 is appropriately aligned with Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion, approved by the Metro Council in June, 2016. The DEI Program commits to continuing to support the Property and Environmental Services Department in the implementation of this crucial plan.



Raahi Reddy  
DEI Program Director

6/7/18  
Date



# Introduction

Metro's Property and Environmental Services (PES) department is responsible for managing the garbage and recycling system of the Portland metropolitan region, the facility and fleet operations for the Metro Regional Center, and construction projects at Metro facilities and venues.



Within this portfolio of responsibilities, inequities manifest in several different ways. For example, the garbage and recycling industry tends to lack diversity in the workforce except in the lower compensated job categories. Procurement processes for construction and solid waste operations contracts often include barriers to participation for minority-owned and woman-owned small businesses. Lastly, communities of color have shared that they do not typically access Metro's recycling information and education services or household hazardous waste services.

## Advancing racial equity, diversity and inclusion in PES

The Metro Council adopted two agency-wide strategies that set goals for the agency's work to advance racial equity, diversity and inclusion at Metro. These are the Strategic Plan to Advance Racial Equity, Diversity and Inclusion (Equity Plan), adopted in 2016, and the Diversity Action Plan (Diversity Plan) (adopted in 2012 and updated in 2017).

In response, the Property and Environmental Services Department established a Community Partnerships and Diversity, Equity and Inclusion (DEI) program in 2015 with a dedicated program coordinator and program budget. In 2016, PES adopted its first DEI work plan to support Metro's Equity Plan and Diversity Plan. That work plan included this purpose statement:

Property and Environmental Services seeks to eliminate barriers and generate positive community benefits that advance racial equity, diversity, and inclusion through its various roles in solid waste reduction, regulation, management, planning and policy, construction project management and operation of the Metro Regional Center.

## Expanding the PES DEI Work Plan

Over the past year, PES established a DEI Change Team of eight employees from all corners of the department who led the effort to update and expand this work plan. They sought input from other department employees and held discussion groups with co-workers who self-identify as having a marginalized identity. Together with other Metro departments, they also sought input from Coalition of Communities of Color's community leaders about racial equity priorities for the department. The team identified actions to address the issues raised by employees and community members. Those actions, grouped into seven strategy areas, comprise this updated and expanded PES DEI Work Plan, which provides a blueprint for advancing racial equity in all aspects of the department's work over the next five years.

### Racial equity is:

When race can no longer be used to predict life outcomes, and outcomes for all groups are improved.

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

## Implementation of the plan

PES will implement this plan over the next five years. Coordination of the effort is led by the departmental DEI program coordinator with support from the department's DEI Change Team. The department will draw on this plan to create annual work plans then build the actions into program team and staff work plans.

PES will use a project management approach to provide structure for the actions. Funding for the work is included in the PES Community Partnerships and DEI program budget, as well as from PES division and program budgets.

PES will coordinate with Metro's central services departments (Communications, Finance, Office of Metro Attorney, Human Resources) and Metro's DEI program when implementing the actions.

The PES DEI program will produce an annual report summarizing progress on the actions and indicators, which will be available to Metro's Committee on Racial Equity (CORE) to aid in their role to provide community oversight for the successful implementation of Metro's Equity Plan.



## 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.

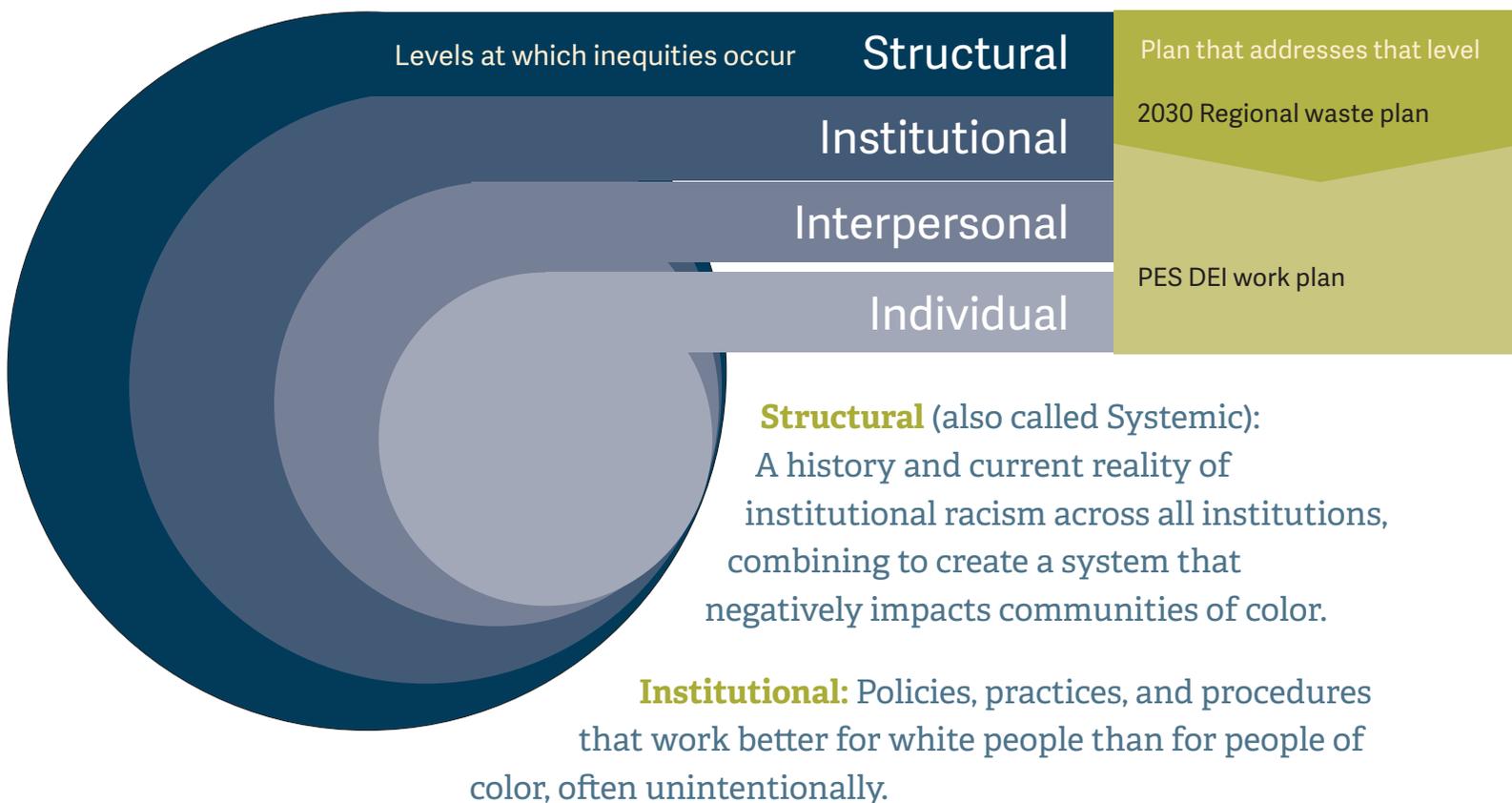
*- From Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion*

# Building equity into regional plans

In addition to the PES DEI Work Plan, the department's equity initiatives will be integrated into the 2030 Regional Waste Plan. Currently in development, this plan will be the greater Portland area's blueprint for managing and reducing the environmental impacts of goods consumed in the region, from production to disposal, from 2019 to 2030. Metro is working with communities around the region to ensure the Regional Waste Plan reflects their values and priorities.

The chart below illustrates the various levels in society at which inequities occur. It also depicts which action plan, the PES DEI Work Plan for 2018-2022 or the forthcoming 2030 Regional Waste Plan, addresses that level of inequity. Note that both plans address institutional level inequities within Metro.

## Four forms of racism in society, from Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion



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

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

# PES DEI work plan overview

The elements of this work plan are outlined below.

Plan element	Description
Goals	Metro’s goals from the Strategic Plan to Advance Racial Equity, Diversity and Inclusion (Equity Plan) and Diversity Action Plan (Diversity Plan).
Vision	A statement of what PES ultimately wants to become in five years when this work plan is fully implemented.
Strategies	Primary areas of work PES will implement to accomplish the goals.
Indicators	Data PES will track to monitor its progress toward Metro’s DEI goals.
Actions	The specific tasks PES will complete in each strategy area.

## Goals

### Metro Diversity Plan goals

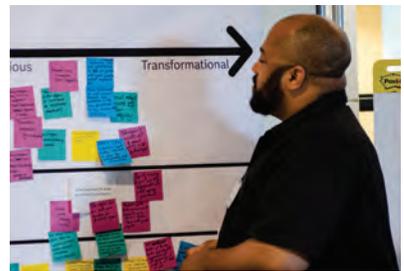
- Goal 1: Metro’s workplace culture fosters and celebrates all dimensions of diversity.
- Goal 2: Diversity of Metro staff at all job classification levels reflects the demographics of the region.
- Goal 3: Metro engages people who reflect the diversity of the region to shape decision-making, programs and policy.
- Goal 4: Metro’s procurement procedures and processes advance economic opportunities for the greater Portland region.

### Metro Equity 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.

# Vision

By 2022, Property and Environmental Services employees have transformed our department's culture and practices so that we are leaders in incorporating racial equity in all aspects of our work. We meaningfully involve people of color on our team and in our decision-making, and provide our services equitably so that everyone benefits from a healthy community and healthy environment.



# Strategies

The work plan includes seven strategies which PES will implement to accomplish the goals. These strategies support one or more of the goals from Metro’s Diversity Plan and Equity Plan.

PES DEI Strategy	Metro Diversity Plan and Equity Plan goals addressed by the strategy
1	Meaningfully engage and educate PES employees on diversity, racial equity and inclusion.
<ul style="list-style-type: none"> <li>• Diversity Plan goals 1 and 2</li> <li>• Equity Plan goal C</li> </ul>	
2	Meaningfully engage communities of color and partner with community-based organizations (CBOs) to advance racial equity.
<ul style="list-style-type: none"> <li>• Diversity Plan goal 3</li> <li>• Equity Plan goal B</li> </ul>	
3	Provide services equitably, with a priority on communities of color.
<ul style="list-style-type: none"> <li>• Equity Plan goal D</li> </ul>	
4	Manage PES facilities to be more welcoming for people of color and to increase accessibility.
<ul style="list-style-type: none"> <li>• Equity Plan goal D</li> </ul>	
5	Create jobs, career pathways and promote workforce equity in the sectors where PES works, with a priority on people of color and women.
<ul style="list-style-type: none"> <li>• Diversity Plan goals 1 and 2</li> <li>• Equity Plan goal C</li> </ul>	
6	Incorporate racial equity outcomes into PES procurement, contracts and allocation of budget resources.
<ul style="list-style-type: none"> <li>• Diversity Plan goal 4</li> <li>• Equity Plan goal E</li> </ul>	
7	Evaluate and report on PES’s diversity, racial equity and inclusion efforts to ensure accountability and transparency.
<ul style="list-style-type: none"> <li>• All goals</li> </ul>	

# Indicators

- Increase percentage of PES employees who have completed DEI-related training in the prior year.
- Increase percentage of PES employees who have a DEI-related goal in their annual performance work plans.
- Increase in the racial and ethnic diversity of the PES workforce from FY16-17 baseline.
- Increase in PES expenditures on Minority Owned Business (MBE) certified firms.

# Actions

The following section is a list of actions for each strategy, sorted into categories. Fiscal years where an action is initiated are shaded dark green. Fiscal years where actions are repeated are shaded in light green and those that are on-going are shaded gray.

## Strategy 1: Meaningfully engage and educate employees on diversity, racial equity and inclusion

Employees and community members named continuing education for PES employees as a top priority for this plan. Learning about racial equity and how to apply equity concepts to our work is critical to fulfilling our vision of transforming our department culture and practices.

Priority action area	Action or project	Lead team (support)	Timing (fiscal year)				
			FY19	FY20	FY21	FY22	FY23
1.1 Provide opportunities for PES employees to learn about racial equity concepts, theory and tools, and how to apply them to their work.	1.1.1 Design and implement a DEI education program for PES employees. Include introductory, moderate, advanced and ongoing learning opportunities. <sup>1</sup> Coordinate with Metro DEI Program to align education program with Metro's DEI cultural competencies.	PES DEI program (Metro DEI program)					
	1.1.1 Incorporate equity into project management trainings, Metro's project management toolkit, Metro's education best practices document, and semi-annual project management tune-ups.	Construction Project Management Office manager (PES DEI program)					
1.2 Create spaces for PES employees to collectively learn about equity and build community.	1.2.1 Encourage employees to participate in Metro's Employee Resource Groups and other learning groups, such as the DEI Book Club. <sup>2</sup>	All PES managers	Ongoing - all years				
1.3 Engage all employees in DEI efforts.	1.3.1 Include seasonal, part-time, temporary and contracted employees to join trainings, resource groups, or other opportunities to learn about and practice equity.	All PES managers	Ongoing - all years				
	1.3.2 Design a process to actively solicit PES employees to contribute work time to actions in this work plan such as leading projects, participating on project teams or working with community partners to implement actions in this work plan.	All PES managers (PES DEI Change Team)	Ongoing - all years				
	1.3.3 Build DEI-related goals into each employee's annual performance work plans.	All PES managers (Metro HR)	Ongoing - all years				

**Strategy 2: Meaningfully engage communities of color and partner with community-based organizations (CBOs) to advance racial equity**

Metro’s Equity Plan states that community relationships based on trust, policies that strengthen community involvement, and community oversight of implementation ensure that communities of color are meaningfully engaged. PES commits to co-creating with community partners, learning from their collective wisdom and building the capacity of community leaders. This is essential to achieving our vision to meaningfully involve people of color on our team and in our decision-making.

Priority action area	Action or project	Lead team (support)	Timing (fiscal year)				
			FY19	FY20	FY21	FY22	FY23
2.1 Ensure that the design of PES programs, policies and plans are driven by the input of communities of color.	2.1.1 Ensure that PES community engagement efforts occur in community spaces, not just at Metro or PES spaces.	PES Communications	Ongoing - all years				
	2.1.2 Review Metro’s guidelines and establish consistent PES standards for compensating participants in community engagement efforts.	PES Communications (PES DEI program)					
	2.1.3 Align PES community engagement efforts with Metro’s Community Engagement Best Practices guide and use equity tools to ensure that all PES planning efforts are driven by input of communities of color.	PES Communications (PES program directors)	Ongoing - all years				
2.2 Actively recruit people of color for advisory boards, workgroups and committees.	2.2.1 Identify and propose ways to improve engagement of youth and seniors of color in PES decision-making.	PES CORE managers (RCR education program)					
	2.2.2 Host coordinating meetings for PES programs working with CBOs in order to increase efficiency and reduce burden on community partners.	PES DEI program	Ongoing - all years				
	2.2.3 Evaluate and implement ways to increase participation of communities of color on Metro’s Solid Waste Alternatives Advisory Committee and ad hoc advisory groups.	PES director and program directors					

Priority action area	Action or project	Lead team (support)	Timing (fiscal year)				
			FY19	FY20	FY21	FY22	FY23
2.3 Develop and implement new methods to share information about PES services, jobs and programs in culturally-specific ways.	2.3.1 Participate in events hosted by communities of color to share information about PES programs and services.	All PES program divisions	Ongoing - all years				
	2.3.2 Implement PES-specific findings from 2017-18 MOSAIC research project, a Metro-wide qualitative research project designed to improve messaging and outreach to communities of color about Metro programs.	PES Communications (PES program directors)					
2.4 Develop and implement partnerships with community-based organizations to advance racial equity.	2.4.1 Implement equity-focused partnerships, evaluate partnerships together with partners on an annual basis and apply lessons learned to future partnership work.	All PES program divisions (PES DEI program)	Ongoing - all years				
	2.4.2 Establish guidelines for PES employees for developing community partnerships that advance racial equity.	PES DEI program (PES FRS team)					
	2.4.3 Coordinate with local governments on partnerships with CBOs to implement the 2030 Regional Waste Plan.	PES project managers					
	2.4.4 Expand number of equity-focused partnerships throughout the department.	All PES program divisions					
	2.4.5 Continue to build relationships with culturally-specific communities, including faith-based organizations integral to communities of color.	All PES program divisions	Ongoing - all years				

### Strategy 3: Provide services equitably, with a priority on communities of color

Providing services equitably is central to meeting our equity vision. When we do so, everyone benefits from a healthy community and healthy environment.

Priority action area	Action or project	Lead team (support)	Timing (fiscal year)				
			FY19	FY20	FY21	FY22	FY23
3.1 Apply a racial equity analysis to PES's work.	3.1.1 Incorporate racial equity framework in the development of the 2030 Regional Waste Plan.	Regional Waste Plan project team					
	3.1.2 Assemble a set of equity tools customized for use by PES programs. Offer training to PES teams on how to apply it to their work. Pilot on 3-5 different kinds of PES programs.	PES DEI program, PES program directors (Metro DEI program)					
	3.1.3 Apply customized equity tools from action 3.1.2 to PES project proposals, program development and implementation, and procurements.	PES project managers (PES DEI program)					
	3.1.4 Develop an environmental justice policy and procedures for PES solid waste regulatory and operations programs, including siting new solid waste facilities.	PES Solid Waste Compliance and PES solid waste operations (PES DEI program)					
	3.1.5 Utilize racial equity tools for siting a Metro transfer station on the west side of region and extent to which that would make services more equitable for communities of color or disproportionately impact communities of color.	PES director and program directors (PES Communications)					
3.2 Communicate program and service announcements using culturally specific language and culturally relevant outreach channels.	3.2.1 Identify which information on PES garbage and recycling program services to translate into languages other than English. Pair with a distribution and engagement plan aligned with Metro's Language Resource Guide.	PES Communications (PES program directors)	Ongoing - all years				
	3.2.2 Identify effective language translation and interpretation options for PES programs and provide regular training to all PES employees on how to use, and continuously improve, the service.	PES program directors (Communications)					
	3.2.3 Continue to improve non-English language options for solid waste regulatory functions, including facility license and franchise applications and public engagement.	PES Solid Waste Compliance	Ongoing - all years				

## Strategy 4: Manage PES facilities to be more welcoming for people of color and to increase accessibility

Accessibility and inclusion are central to Metro’s ability to advance racial equity and diversity. Metro is seeking to go beyond requirements set by the Americans with Disabilities Act (ADA) by creating more safe and welcoming spaces for all people accessing Metro’s services and facilities. This work is important to PES because it manages the Metro Regional Center (MRC) campus and multiple solid waste facilities that are open to the public.

In terms of racial equity, people of color living with a disability may experience additional barriers to participation that need to be addressed in PES’s accessibility work and should be involved in shaping solutions. To implement these actions, PES will collaborate with the agency-wide DEI program, Metro ADA coordinator and other departments to share lessons and explore new practices.

Priority action area	Action or project	Lead team (support)	Timing (fiscal year)				
			FY19	FY20	FY21	FY22	FY23
4.1 Improve accessibility of PES-managed facilities according to the findings from the Metro-wide Americans with Disabilities (ADA) Assessment.	4.1.1 Develop implementation plan for the ADA transition plan for Metro Regional Center (MRC). Identify priority projects and incorporate these into Metro’s 5-year Capital Improvement Plan.	MRC Campus Operations (Metro DEI program, PES Director)					
	4.1.2 Implement capital improvement projects as identified in MRC ADA transition plan recommendations.	MRC campus operations					
	4.1.3 Hire consultant to complete ADA audits at PES solid waste facilities. Pair with recommended self-evaluation survey for PES operations.	PES solid waste operations (Metro DEI program)					
	4.1.4 Identify an accessibility coordinator for PES to act as a point person for public inquiries for accommodations and implementation of administrative process recommendations from MRC ADA audit.	PES director					
	4.1.5 Provide training to MRC campus operations, solid waste operations and CPMO employees on ADA basics and how to meet public requests for accommodations.	PES DEI program (Metro DEI program)					

Priority action area	Action or project	Lead team (support)	Timing (fiscal year)				
			FY19	FY20	FY21	FY22	FY23
4.2 Improve PES-managed facilities for equitable use beyond ADA requirements	4.2.1 Identify ways to create all-gender restrooms at PES-managed facilities.	PES facility supervisors					
	4.2.2 Set-up a welcoming, lactation-only room at each PES worksite for employee use.	PES facility supervisors					
	4.2.3 Review security and employees uniforms for opportunities to make them less intimidating and less similar to law enforcement. <sup>4</sup>	PES facility supervisors					
4.3 Expand use of, involvement with, and benefit from PES-managed facilities by communities of color.	4.3.1 Create a community-informed plan to make MRC more welcoming to both community and Metro employees. Engage communities of color in the planning process and identify resources to support implementation of the plan.	MRC campus operations					
	4.3.2 Reassess space and personnel resources needed to make MRC more available for use by CBOs; promote space availability with community partners.	MRC campus operations					

**Strategy 5: Create jobs, career pathways and promote workforce equity in the sectors where PES works, with a priority on people of color and women**

Most communities of color in the Portland metropolitan region currently experience the worst economic and social outcomes of any demographic group, due to a long history of exclusionary and discriminatory policies. PES routinely hires for entry-level and professional positions and could influence private sector hiring in the solid waste system through its system management and regulatory roles. The actions in this strategy support Goal A, Objective 4 of the Metro Equity Plan to increase utilization and number of skilled tradespeople of color. PES will implement this strategy in collaboration with Metro Human Resources (HR), Office of Metro Attorney (OMA) and Metro’s agency-wide DEI program.

Priority action area	Action or project	Lead team (support)	Timing (fiscal year)				
			FY19	FY20	FY21	FY22	FY23
5.1 Use racial equity tools to identify ways to advance racial equity in solid waste operations.	5.1.1 Establish and implement best practices recommendations from Oregon Tradeswomen for advancing diversity and inclusion in Metro’s solid waste operations. Begin with PES-staffed operations and extend to contracted operations.	PES Solid waste operations (PES DEI Program)					
	5.1.2 Evaluate whether directly operating Metro transfer stations would more strongly advance workforce diversity and equity, worker safety, wages/benefits and opportunities for career advancement.	PES Solid waste operations (Metro HR)					
	5.1.3 Evaluate PES’s use of contracted temporary workers in solid waste operations from a perspective of advancing workforce diversity and equity, worker safety, wages/benefits and opportunities for career advancement.	PES Solid waste operations (Metro HR)					
	5.1.4 Enforce Oregon’s “Ban the box” requirement (removing questions regarding criminal history from initial job applications) from all PES contracted solid waste operators’ hiring practices <sup>3</sup> and identify additional ways that PES and contract operators could remove barriers to employment for applicants with a criminal record.	PES Solid waste operations (OMA, Metro HR, PES DEI Program)					

Priority action area	Action or project	Lead team (support)	Timing (fiscal year)				
			FY19	FY20	FY21	FY22	FY23
5.2 Recruit a workforce at PES, including diverse manager and supervisor positions, that reflects the diversity of the Metro region.	5.2.1 Promote all PES job opportunities with communities of color.	PES hiring managers (Metro HR)	Ongoing - all years				
	5.2.2 Diversify PES hiring committees by including two or more people of color from employees or community. Offer compensation to community members per Metro's guidelines for participation on PES hiring panels. <sup>6</sup>	PES hiring managers (Metro HR)					
	5.2.3 Incorporate good jobs provisions (wages, benefits, workforce diversity and career pathways) into Metro solid waste operations proposal solicitations, evaluation and contracts. Include enforcement and reporting mechanisms to ensure compliance throughout the life of the contract.	PES managers (PES DEI program, Metro Procurement Services)					
	5.2.4 Review PES job announcements for qualifications or requirements that may create unintentional barriers for people of color to apply.	PES hiring managers (Metro HR)					
	5.2.5 Develop an aspirational goal to include at least two people of color or two women in the final candidate pool for PES positions. <sup>7</sup> Evaluate after the first year to determine efficacy.	PES managers (Metro HR, Metro DEI program)					
	5.2.6 Assess the feasibility of opting into a first source hiring program such as Metro's First Opportunity Target Area (FOTA) program <sup>8</sup> for jobs in Metro's solid waste facilities.	PES DEI program (Metro HR)					

Priority action area	Action or project	Lead team (support)	Timing (fiscal year)				
			FY19	FY20	FY21	FY22	FY23
5.3 Develop and implement career pathways for youth, current PES employees and temporary workers.	5.3.1 Expand PES internship program to a year-round, cohort-based model that extends and deepens career development opportunities for youth.	RCR education program, PES managers (Metro HR)					
	5.3.2 Create opportunities for professional development and career pathways for temporary and seasonal workers, especially for workers of color.	PES managers (Metro HR)	Ongoing - all years				
	5.3.3 Scale up efforts (based on 2017 pilot) to direct-hire workers to temporary and seasonal jobs with PES through culturally-specific CBOs' job placement programs.	PES hiring managers (Metro HR)	Ongoing - all years				
	5.3.4 Develop and implement a plan to identify how to increase pathways for PES employees to gain skills for career advancement at all levels. <sup>5</sup>	PES managers (Metro HR)					
5.4 Work to advance racial and gender equity in the region's solid waste workforce.	5.4.1 Identify and sponsor apprenticeship, skills training and certifications in sectors where PES works, with priority on people of color and women.	PES DEI program (PES Solid waste operations)	Ongoing - all years				

**Strategy 6: Incorporate racial equity outcomes into PES procurement, contracts and allocation of budget resources**

Regardless of funding source, PES is committed to finding ways to incorporate equity into departmental resource allocation. This is consistent with Metro’s Equity Plan goal for agency resource allocation to advance racial equity. It also supports the PES vision of transforming department practices to incorporate equity and to allocate resources in a way that advances equity of services to the community. PES will implement this action in collaboration with Metro’s Finance and Regulatory Services (FRS) department, which includes Metro’s procurement services division.

Priority action area	Action or project	Lead team (support)	Timing (fiscal year)				
			FY19	FY20	FY21	FY22	FY23
6.1 Apply an equity lens to development and use of PES budgets.	6.1.1 Pilot use of Metro’s equity-based budget tool <sup>10</sup> in PES for developing program budgets.	PES program directors and managers (Metro FRS team, Metro DEI program)					
	6.1.2 Use equity-based tool (action 6.1.1) to annually budget resources (employees and materials and services) to adequately implement this work plan.	PES program directors					
6.2 Implement equity-based tools and tracking for PES procurements and contracts.	6.2.1 Develop standards for use of equity-based tools for all types of PES procurement and contracts, including solid waste operations, goods, construction and personal services.	PES FRS team (PES DEI program)					
	6.2.2 Train PES employees on equity best practices for procurement. Prioritize equity practices from Metro’s Equity in Contracting Program. <sup>11</sup>	PES managers (PES DEI program, Metro procurement services)					
	6.2.3 Implement method for tracking COBID-certified subcontractor utilization, disaggregated into WBE, MBE, ESB and SDV categories. <sup>12</sup>	PES FRS team					
	6.2.4 Metro’s Construction Project Management Office (CPMO) continues to provide implementation support to Metro department and venue clients to incorporate social equity in construction contract solicitations. <sup>13</sup>	Construction Project Management Office	Ongoing - all years				

Priority action area	Action or project	Lead team (support)	Timing (fiscal year)				
			FY19	FY20	FY21	FY22	FY23
6.3 Conduct outreach with minority-owned businesses to promote, identify and remove barriers to participation in PES contracting opportunities.	6.3.1 Implement recommended equity-based procurement tools that emerge from PES's 2018 partnership with the Oregon chapter of National Association of Minority Contractors on removing barriers to participation in contracts for minority-owned businesses.	PES project managers					
	6.3.2 Continue to develop relationships with minority chambers of commerce, minority trade associations and other organizations working with underrepresented business communities.	PES program directors, project managers	Ongoing - all years				

**Strategy 7: Evaluate and report on PES’s diversity, racial equity and inclusion efforts to ensure accountability and transparency**

Evaluating PES equity efforts contributes to transparency, accountability and continuous improvement. It also provides regular, ongoing feedback about whether we are moving toward our vision that everyone benefits from a healthy community and healthy environment. PES will implement this strategy in collaboration with Metro’s Finance and Regulatory Services (FRS) department, which includes Metro’s procurement services division. PES will report on indicators listed on page six of this plan as well as equity evaluation metrics from Metro’s DEI Program to ensure alignment with agency-wide direction.

Priority action area	Action or project	Lead team (support)	Timing (fiscal year)				
			FY19	FY20	FY21	FY22	FY23
7.1 Establish evaluation goals, indicators and data for use in evaluating progress on each of PES strategies.	7.1.1 Participate in Metro equity impact evaluation team; update PES equity indicators to include Metro’s equity indicators and support annual DEI program evaluation in PES.	PES Information and Analysis (Metro DEI program)					
	7.1.2 Survey PES employees annually about their awareness, understanding and support for DEI issues and racial equity. Work toward aligning with Metro’s annual Cultural Compass staff survey.	PES DEI program (Metro DEI program)	Ongoing - all years				
	7.1.3 Use Metro’s standardized demographic questions to track the number of people of color who access PES services and facilities. <sup>9</sup>	PES DEI program (PES Information and Analysis)	Ongoing - all years				

Priority action area	Action or project	Lead team (support)	Timing (fiscal year)				
			FY19	FY20	FY21	FY22	FY23
7.2 Implement equity-based tools and tracking for PES procurements and contracts.	7.2.1 Meet with Metro’s Committee on Racial Equity on at least an annual basis to review progress, challenges and successes of PES equity work.	PES DEI program	Ongoing - all years				
	7.2.2 Identify community oversight mechanism for implementation of the racial equity aspects of the 2030 Regional Waste Plan.	PES Director					
7.3 Report internally and externally on select equity indicators and prior year equity-related activities.	7.3.1 Establish tracking and reporting schedule for PES equity indicators. Produce reports at regular intervals for internal and external audiences. Report to include, but not limited to, the following indicators and performance at the department level listed on page six of this plan.	PES DEI Program (Metro DEI Program, Metro HR, FRS Procurement Services)	Ongoing - all years				



# Appendix A: Summary of staff feedback

## Summary and analysis by Sabrina Gogol, PES DEI Change Team

January 2018

The PES DEI Change Team conducted an assessment of PES employees' attitudes, awareness and understanding of diversity, equity and inclusion work in the department and Metro's "leading with race" approach to advancing equity. The assessment was composed of two instruments: an online survey of PES employees and two employee discussion groups. The employee survey had a 71 percent response rate (121 out of 170 of employees). The discussion groups prioritized participation by department employees who self-identified as having a marginalized identity and included regular, part-time, temporary and contracted position employees. An outside consultant recommended by Metro's DEI program facilitated these discussion groups to help allow for honest conversation and confidentiality for participants.

The PES DEI Change Team organized this feedback into the themes listed below. Themes that were voiced by more than ten participants and trends that were observed across multiple themes are highlighted here as major themes.

- **Theme 1:** PES employees support diversity, equity and inclusion work at Metro. More than 85 percent of survey respondents agreed with the following statements: (A) at all levels of the department, PES should reflect the communities in Metro's service area; (B) it is important to me that PES centers its DEI work on racial equity; and (C) I will benefit from PES's racial equity work. This high level of support is echoed in the feedback received through the discussion groups. Overall, participants liked the direction PES and Metro are taking in this area and were eager to offer suggestions and strategies.
- **Theme 2:** Employees identified that DEI efforts will increase the diversity and cultural competency of PES. This will benefit them at a personal, PES-wide and Metro-wide level. Employees spoke of how they will become better people, as well as better public servants and co-workers, when they are more culturally competent. Mirroring this individual level dimension of DEI efforts, employees also identified that PES and Metro as a whole will also be a better workplace and better achieve our mission.
- **Theme 3:** The vast majority of employees feel welcome at work, yet some express that there is a culture of holding back aspects of individual identity. More than 88 percent of survey respondents agreed with the statement: "I feel welcome in my work team and am able to express my true self." Employees talked about how acceptance is possible in their work group because people do not go deep into all the facets of who they are, especially the facets that they perceive to be outside Metro's norms. Participants also noted that white cultural norms define acceptable professional behavior at Metro.
- **Theme 4:** Employees voiced concern that Metro would hire unqualified candidates as part of DEI efforts. Employees specifically named that "quotas" and related approaches were not desirable. This was not prompted in any way by language in the survey nor by the facilitator of the discussion groups.
- **Theme 5:** Employees proposed that Metro's strategy of "leading with race" expand to include other demographic characteristics. Demographic characteristics proposed were gender, age, and disability status.
- **Theme 6:** Employees want to see a more equitable process for hiring, training, and advancement at Metro, not just in PES. They want to see people from diverse backgrounds in staff positions, on committees and in management. Participants offered suggestions including: establishing career pathways for employees to grow their potential; mentoring a more diverse next generation of management and DEI leaders;

and focusing internship and youth opportunities as an “on ramp” to employment at Metro. Additionally, while job qualifications have improved by becoming more expansive, employees still feel some job announcements contain criteria that are not essential and exclude diverse candidates.

- **Theme 7:** Employees look for Metro’s economic opportunities to be more evenly distributed among temporary, contracted and part-time workers. While people frequently acknowledged that progress has been made, such as benefits and recognition being spread more equally, employees identified a need for more progress. Employees spoke of making DEI training more available to these workers, recognizing their contributions as part of the Metro team, improving their opportunity to become permanent and regular employees, and providing access to the same benefits.
- **Theme 8:** While current DEI training is excellent, employees want more time, training, strategic direction and tools they can use to apply DEI to their own work. Employees asked for: more clarity around existing DEI strategies; measurable targets for departments/programs/projects; training on how to use an equity lens tool; and more policy and project planning tools to help them connect their work to DEI.
- **Theme 9:** Employees report feeling aware and included in PES’ DEI efforts, yet feedback suggests this feeling varies by site. For every one survey comment about not feeling encouraged by a co-worker/supervisor/manager, more than four times the number of people commented that they feel supported by PES leadership in their DEI efforts. Among employees that do not work at Metro Regional Center, there were reports that they did not feel psychological safety in bringing issues to management.

## PES staff survey questions

To what extent do you agree or disagree with the following statements?

1. I feel welcome in my work team and am able to express my true self.
2. My work group is representative of communities in Metro’s service area.
3. At all levels of the department, PES should reflect communities in Metro’s service area.
4. My work group is racially diverse.
5. I understand what Metro means by the term “leading with race.”
6. I know what opportunities there are for me to participate in DEI projects within PES.
7. I am supported and empowered to take actions that move DEI work forward in PES.
8. I will benefit from PES’s racial equity work.
9. What opportunities are there for racial equity work within PES?
10. What challenges are there for racial equity work within PES?
11. What one thing should PES do in 2018 to advance racial equity in our department?



## Appendix B: Summary of community feedback

In the fall of 2017, the Coalition of Communities of Color (CCC) hosted two community conversations as an opportunity to listen, learn and identify gaps in the development of Metro's departmental racial equity work plans. CCC engaged community leaders from their Bridges Leadership Development Initiative composed of seven different member organizations who service culturally specific communities, African, African American, Asian and Pacific Islander, Latino, Native American, and Slavic.

In total, 37 community members participated in two workshops. Community members provided feedback to PES about the operation of Metro Regional Center and the regional solid waste system. They had a strong interest in jobs in the solid waste field and workforce diversity, putting the department's work in the context of environmental justice and expanding the audiences of waste reduction education programs. When asked to prioritize the draft PES DEI strategies, they ranked them in the following order:

1. Partner with community based organizations (CBOs) to advance racial equity.
2. Create implementation and evaluation processes to ensure accountability and transparency.
3. Incorporate equity outcomes into PES procurement and contracts.
4. Engage and educate PES employees about diversity, equity and inclusion.
5. Incorporate equity into operations and management of Metro Regional Center.
6. Incorporate equity into solid waste plans, policies and programs.
7. Create job opportunities in the sectors where PES works.

PES also invited feedback from communities of color in developing the 2030 Regional Waste Plan. PES contracted with eight community-based organizations for community engagement of communities of color throughout the region. Some of this feedback is relevant to the department's work to advance racial equity through this work plan and was incorporated into the development of the plan's actions. For example:

- "Language barrier is the main barrier for all participants [Slavic community members]. Many participants would like to have flyers or brochures in Russian language regarding locations for the recycling batteries, big furniture, cooking oil, and fluorescent lights." (Community discussion hosted by IRCO, September 19, 2017)
- "Even though all participants were provided with phone number (info regarding garbage and recycling) many of them do not feel comfortable to call the number due to language barrier." (Community discussion hosted by IRCO, September 19, 2017)
- "Class, income, and what neighborhood affects your access to garbage & recycling services matters. For example, people who live in low income housing and apartments often do not have recycling and composting bins; participants wondered why rich neighborhoods are cleaner and have more access to services." (Community discussion hosted by Momentum Alliance, June 24 and July 8, 2017)
- "Participants wanted to know the racial demographics of people and companies who contract with Metro: Who holds these contracts and profits?" (Community discussion hosted by Momentum Alliance, June 24 and July 8, 2017)
- "Participants noted that there was a lack of information on racial demographics in the

[garbage and recycling] industry.” (Community discussion hosted by Momentum Alliance, June 24 and July 8, 2017)

- “Have people of color present information about Metro’s programs within their community.” (Community discussion hosted by North by Northeast Community Health Center, June 21, 2017)
- Members expressed concerned at the lack of representation of people of color (POC) and women employed at the [Metro garbage transfer station]: “Didn’t see any employees of color or women [on the tour of the transfer station].” (Community discussion hosted by Environmental Professionals of Color, Center for Diversity and the Environment, September 9, 2017)
- “To better understand outreach to communities of color, it is important to have these communities reflected in staff.” (Community discussion hosted by Environmental Professionals of Color, Center for Diversity and the Environment, September 9, 2017)
- “How could Metro reallocate their money or resources better recruit people of color and women?” (Community discussion hosted by Environmental Professionals of Color, Center for Diversity and the Environment, September 9, 2017)



# Appendix C: 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	FY 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	FY 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.	FY 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.	FY 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	FY 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	FY 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	FY 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.	FY 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	FY 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	FY 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	FY 18/19

## 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	FY 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	FY 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	FY 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	FY 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.	DCCO; Directors; Diversity, Equity and Inclusion	FY 20/21

## 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	FY 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	FY 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	FY 19/20

# Appendix D: Glossary

This glossary is from Metro's Diversity Action Plan, updated 2017.

- **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 percent ownership by a racial minority; WBE denotes firms with 51 percent or higher woman ownership, SDV denotes firms that are 51 percent 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.

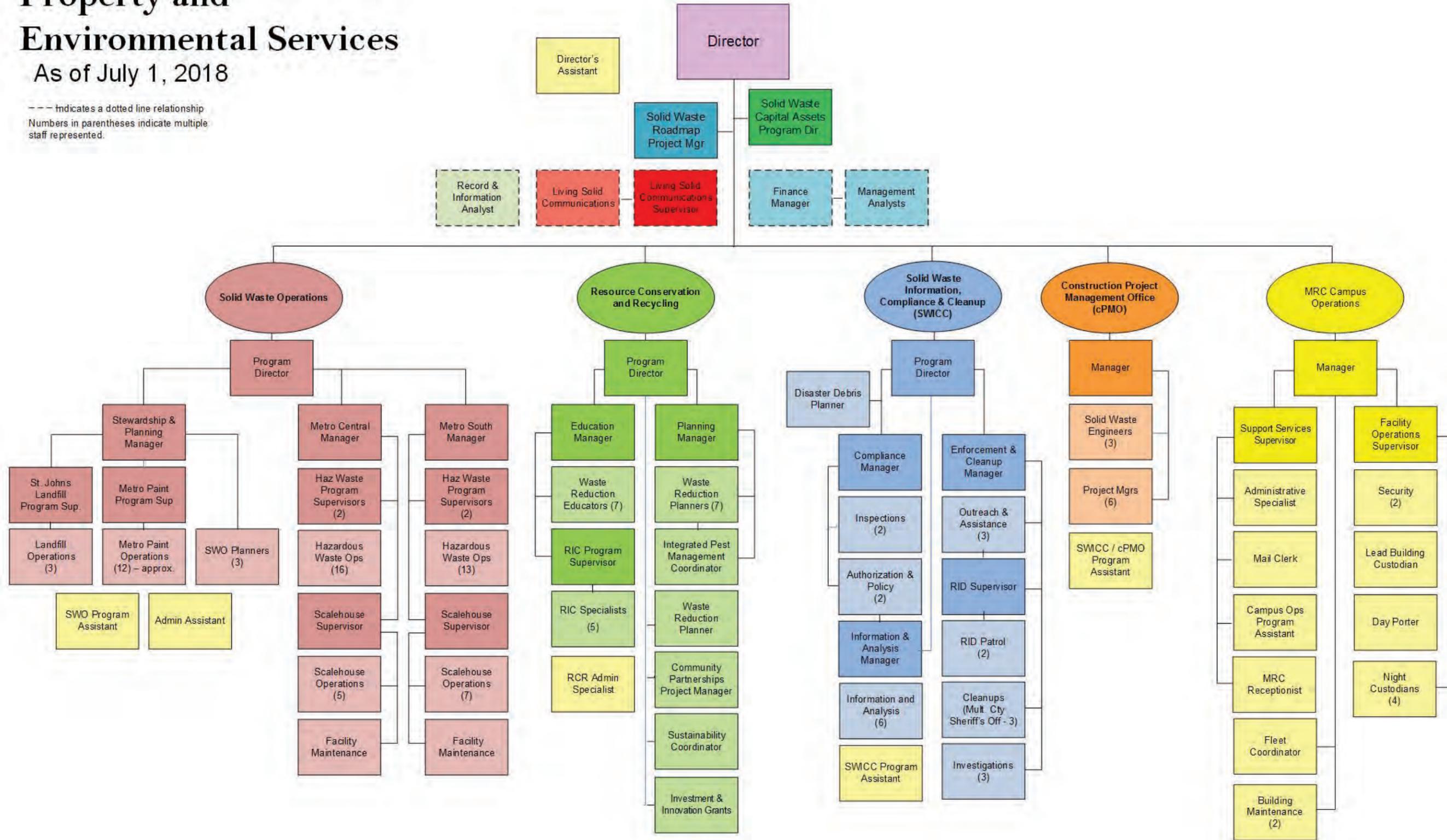
- **Interpersonal racism** - Interpersonal racism occurs between individuals. Once we bring our private beliefs into our interaction with others, racism is now in the interpersonal realm. – Tools and Concepts for Strengthening Racial Equity, Presentation to School District U-46 Terry Keleher, Applied 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.

# Appendix E: Property and Environmental Services organizational chart

## Property and Environmental Services

As of July 1, 2018

--- indicates a dotted line relationship  
 Numbers in parentheses indicate multiple staff represented.



# Appendix F: Metro agency-wide diversity and equity goals and links to PES DEI strategies

The PES DEI Work Plan supports Metro's agency-wide goals for racial equity, diversity and inclusion identified in the Metro Strategic Plan to Advance Racial Equity, Diversity and Inclusion (Equity Plan) and Diversity Action Plan (Diversity Plan). Goals from those plans are listed in the table below with the PES DEI strategies, indicators and data sources nested below each.

Lead team (support)	Goal themes					
	Regional leadership	Meaningful engagement	Workforce diversity and development		Service equity	Resource allocation and contracts
Metro Equity Plan	<p><b>Equity Plan goal A</b></p> <ul style="list-style-type: none"> <li>Metro convenes and supports regional partners to advance racial equity.</li> </ul>	<p><b>Equity Plan goal B</b></p> <ul style="list-style-type: none"> <li>Metro meaningfully engages communities of color.</li> </ul>	<p><b>Equity Plan goal C</b></p> <ul style="list-style-type: none"> <li>Metro hires, trains and promotes a racially diverse workforce.</li> </ul>		<p><b>Equity Plan goal D</b></p> <ul style="list-style-type: none"> <li>Metro creates safe and welcoming services, programs and destinations.</li> </ul>	<p><b>Equity Plan goal E</b></p> <ul style="list-style-type: none"> <li>Metro's resource allocation advances racial equity.</li> </ul>
Metro Diversity Plan		<p><b>Diversity Plan goal 3</b></p> <ul style="list-style-type: none"> <li>Metro engages people who reflect the diversity of the region to shape decision-making, programs and policy.</li> </ul>	<p><b>Diversity Plan goal 1</b></p> <ul style="list-style-type: none"> <li>Metro's workplace culture fosters and celebrates all dimensions of diversity.</li> </ul>	<p><b>Diversity Plan Goal 2</b></p> <ul style="list-style-type: none"> <li>Diversity of Metro staff at all job classification levels reflects the demographics of the region.</li> </ul>	<p><b>Diversity Plan goal 1</b></p> <ul style="list-style-type: none"> <li>Metro's workplace culture fosters and celebrates all dimensions of diversity.</li> </ul>	<p><b>Diversity Plan goal 4</b></p> <ul style="list-style-type: none"> <li>Metro's procurement procedures and processes advance economic opportunities for the greater Portland region.</li> </ul>
PES DEI Strategies	<ul style="list-style-type: none"> <li>See 2030 Regional Waste Plan - in development</li> </ul>	<p><b>PES Strategy 2</b></p> <ul style="list-style-type: none"> <li>Meaningfully engage communities of color and partner with community based organizations (CBOs) to advance racial equity.</li> </ul>	<p><b>PES Strategy 1</b></p> <ul style="list-style-type: none"> <li>Meaningfully engage and educate PES employees on diversity, racial equity and inclusion.</li> </ul>	<p><b>PES Strategy 5</b></p> <ul style="list-style-type: none"> <li>Create jobs, career pathways and promote workforce equity in the sectors where PES works, with a priority on people of color and women.</li> </ul>	<p><b>PES Strategy 3</b></p> <ul style="list-style-type: none"> <li>Provide services equitably, especially with communities of color. Manage PES facilities in a way that advances racial and social equity.</li> </ul> <p><b>PES Strategy 4</b></p> <ul style="list-style-type: none"> <li>Manage PES facilities to be more welcoming for people of color and to increase accessibility.</li> </ul>	<p><b>PES Strategy 6</b></p> <ul style="list-style-type: none"> <li>Incorporate racial equity outcomes into PES procurement, contracts and allocation of budget resources.</li> </ul>
		<p><b>PES Strategy 7:</b> Evaluate and report on PES's diversity, racial equity and inclusion efforts to ensure accountability and transparency.</p>				
PES DEI Strategy Indicators and Data Sources	<ul style="list-style-type: none"> <li>See the Metro Equity Impact Evaluation project and 2030 Regional Waste Plan - in development</li> </ul>	<ul style="list-style-type: none"> <li>See the Metro Equity Impact Evaluation project - in development</li> </ul>	<p><b>Indicator</b></p> <ul style="list-style-type: none"> <li>Increase in percentage of PES employees who have completed DEI-related training in the prior year.</li> </ul> <p><b>Indicator</b></p> <ul style="list-style-type: none"> <li>Increase in percentage of PES employees who have a DEI-related PACe goal.</li> </ul> <p><b>Data Source</b></p> <ul style="list-style-type: none"> <li>HR training records and PACe evaluation forms</li> </ul>	<p><b>Indicator</b></p> <ul style="list-style-type: none"> <li>Increase in the racial and ethnic diversity of the PES workforce from FY16-17 baseline.</li> </ul> <p><b>Data Source</b></p> <ul style="list-style-type: none"> <li>Metro Human Resources' Affirmative Action Report</li> </ul>	<ul style="list-style-type: none"> <li>See the Metro Equity Impact Evaluation project and</li> <li>2030 Regional Waste Plan - in development</li> </ul>	<p><b>Indicator</b></p> <ul style="list-style-type: none"> <li>Increase in PES expenditures on MBE-certified firms.</li> </ul> <p><b>Data Source</b></p> <ul style="list-style-type: none"> <li>Metro's annual procurement equity report</li> </ul>

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# Endnotes

1 Examples of staff education topics include: understanding racism and its history in Oregon; power and privilege; unconscious bias; equity tools for teams; intersectionality and dismantling institutional racism. This action supports Metro Equity Plan Goal C, Objective 2, action 1 (page 35).

2 At the time this plan was written, two Employee Resource Groups are available at Metro: one for staff who identify as people of color and another for staff who identify as LGBTQ.

4 This action appears in Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion as a recommendation in Metro Regional Center campus operations, Appendix G.

3 ORS 659A.360, "Restricting criminal conviction inquiries; exceptions", states that it is an unlawful practice for an employer to exclude an applicant from an initial interview solely because of a past criminal conviction. Retrieved May 2018: [https://www.oregonlegislature.gov/bills\\_laws/ors/ors659a.html](https://www.oregonlegislature.gov/bills_laws/ors/ors659a.html)

6 This action appears in Metro's Equity Plan as "Diversify hiring committees by department including considering gender, age and cultural group. Include community members where appropriate" in Goal C, Objective 3, action 1 (page 36).

7 A study conducted by Harvard Business Review found that "the odds of hiring a woman were 79.14 times greater if there were at least two women in the finalist pool... The odds of hiring a minority were 193.72 times greater if there were at least two minority candidates in the finalist pool ... This effect held no matter the size of the pool (six finalists, eight finalists, etc.), and these analyses excluded all cases in which there were no women or minority applicants." in Johnson, S., Hekman, D., Chan, E. (2016) If There's Only One Woman in Your Candidate Pool, There's Statistically No Change She'll Be Hired. Retrieved May 2018: <https://hbr.org/2016/04/if-theres-only-one-woman-in-your-candidate-pool-theres-statistically-no-chance-shell-be-hired>.

8 The FOTA program was created in 1989 to provide economically disadvantaged residents within an area near the Oregon Convention Center first opportunity to apply for employment at the OCC. Later, Metro expanded the program to include Metro's Portland Expo and Portland's venues. In 2016, the boundary and income requirements were expanded to make the program available to more residents. Retrieved May 2018: <https://www.oregonmetro.gov/how-metro-works/jobs/first-opportunity-target-area-jobs>

5 This action appears in Metro's Diversity Plan, Objective 2.2, action 5, page 11.

10 This action supports implementation of an action in Metro's Equity Plan, Goal E., Objective 1, action 2, p. 48.

11 Metro's Equity in Contracting Administrative Rules, adopted in 2017 by Metro Council Resolution No. 17-4779, requires a presolicitation equity strategy meeting be held to set aspirational goals for equity and diversity for formal, competitive procurements over \$150,000. With this action, PES would extend this strategic planning for procurements over \$10,000 voluntarily.

12 COBID refers to the Oregon Certification Office for Business Inclusion and Diversity, the state agency that certifies minority-owned (MBE), woman-owned (WBE), and service-disabled veteran (SDV) business owners and emerging small businesses (ESB) interested in contracting with state, county, and city government agencies. Retrieved May 2018: <http://www.oregon4biz.com/How-We-Can-Help/COBID/>

13 Metro's Construction Project Management Office (CPMO) is scheduled to move from PES to Metro's Office of the Chief Operating Officer beginning July 2019.

9 This action appears in Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion under Goal D, Objective 1, page 40. This action supports the Equity Plan objective to increase the number of people of color who access PES services and facilities.





