



**OREGON ZOO**

# Racial Equity, Diversity and Inclusion Plan

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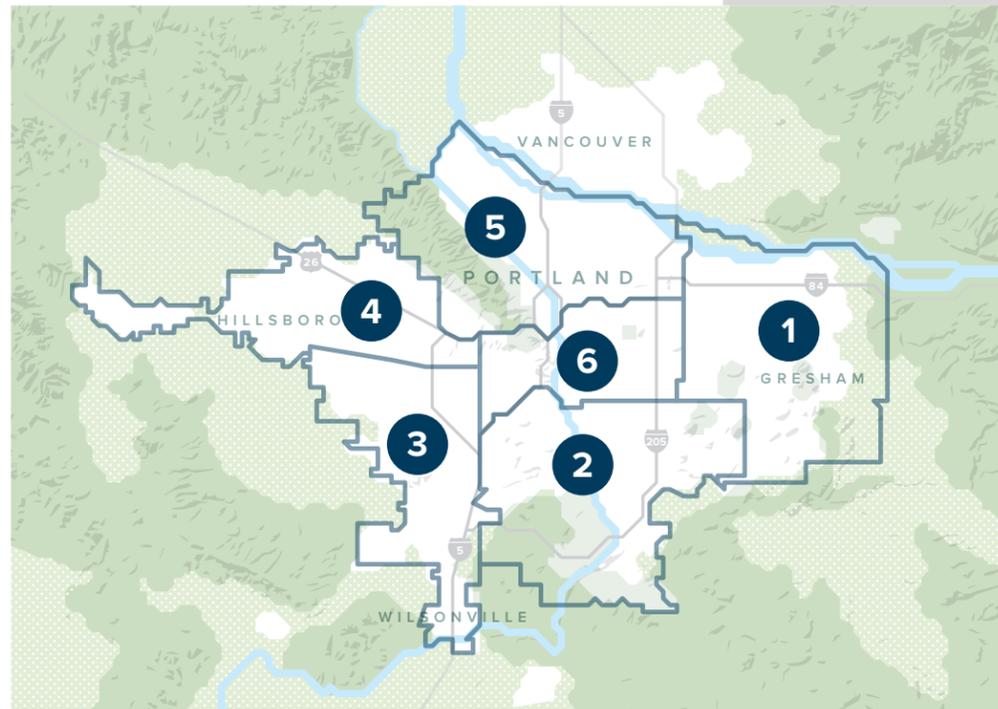
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## From the director

Zoo employees, volunteers and guests,

The Oregon Zoo has long been a leader in the field of animal welfare and wildlife conservation; now we are called to lead in ways that create better outcomes for people, especially systemically oppressed communities in our region. We know that to achieve greater equity in our region—and the vision and mission of the Oregon Zoo—we must first address the barriers faced by communities of color that were created through a long history of discriminatory policies.

Many of you have invested your time to help the zoo create an equity action plan, developed by assessing all aspects of our work through a racial equity lens. Now it is time to put that plan into action. No matter what our role and connection to the zoo, each of us has an important job to do to create conditions that allow everyone to flourish and participate in creating a better future for wildlife.

Over the next five years, we will learn, act, measure and adapt on the path to creating a better future for people and wildlife. Thank you for joining me on this journey and advancing racial equity, diversity and inclusion at the Oregon Zoo and in our communities.

Regards,

Don Moore, PhD.  
Oregon Zoo director

## Background



The Oregon Zoo fights extinction of species in the Pacific Northwest including the Oregon silver-spotted butterfly.

### About the Oregon Zoo

As part of the Metro family, the Oregon Zoo helps make greater Portland a great place to call home. A community treasure since 1888, Oregon Zoo provides exceptional experiences to more than 1.5 million visitors a year to inspire them to create a better future for wildlife. From education programs to on-the-ground conservation efforts, the zoo is working to save species in the Pacific Northwest and worldwide.

### About the Oregon Zoo's Racial Equity, Diversity and Inclusion Plan

Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion ("Strategic Plan") was adopted by Metro Council in 2016. It is Metro's commitment to advancing racial equity in the region. The Strategic Plan states: Metro will concentrate on eliminating the disparities that people of color experience, especially in those areas related to Metro's policies, programs, services and destinations. By addressing the barriers experienced by people of color, we will effectively also identify solutions and remove barriers for other disadvantaged groups. (Strategic Plan p. 8)

While the Strategic Plan guides the entire agency, each Metro department is responsible for developing its own priorities and integrating Metro's strategic goals into their work. Over the course of two years, members of the Racial Equity, Diversity and Inclusion Plan (Zoo DEI Plan) development team drafted the plan, ensuring that it was complementary to the zoo's and Metro's strategic plan, as well as the zoo's Integrated Conservation Action Plan, Workplace Culture Plan, and Association of Zoos and Aquariums (AZA) initiatives and accreditation standards.

The zoo's Diversity, Equity and Inclusion Action Team and zoo staff and volunteers from all divisions also contributed their time. Finally—and most importantly—community members contributed their time and expertise to shape and provide feedback on the plan.

## A diverse, equitable and inclusive zoo

A vision statement and statements associated with each goal in the Strategic Plan were created by the zoo's DEI Action Team. These statements—inspired by feedback from staff and the community—identify what the zoo will "look like" when the zoo has successfully advanced racial equity, diversity and inclusion.

### Vision

Oregon Zoo advances racial equity on zoo grounds and in our community by ensuring diversity, equity and inclusion are incorporated into all of our work. Our mission to inspire our community to create a better future for wildlife is stronger and more relevant than ever because our programs and services are accessible, welcoming and inclusive.

*No matter what our role and connection to the zoo, each of us has an important job to do to create conditions that allow everyone to flourish and participate in creating a better future for wildlife.*



Strategic Plan goal	Impact statement
<b>A. CONVENE</b> Metro convenes and supports regional partners to advance racial equity	The Oregon Zoo advances racial equity where it has influence, including partnerships with other cultural institutions, conservation organizations, government organizations and zoos and aquariums. The zoo also learns from and uses its partners' experience and capacity to deepen and expand its racial equity practices.
<b>B. ENGAGE</b> Metro meaningfully engages communities of color	All zoo staff view input by communities of color as an asset and have the time and training to ensure meaningful engagement is the practice, not the exception. Dedicated funding, including a staff position focused on outreach and engagement, ensures coordination of efforts and accountability.
<b>C. WORKFORCE</b> Metro hires, trains and promotes a racially diverse workforce	The Oregon Zoo will have an organizational culture that makes all staff feel welcome and included, with a workforce that reflects the racial diversity of the Portland region, including volunteers and interns. This diversity will be visible throughout all positions and leadership levels at the Oregon Zoo, and will strengthen community connections to increase involvement in and awareness of the zoo's conservation work. Such a workforce will bring new, innovative ideas and strengthen the Oregon Zoo's ability to provide effective and appropriate services to all communities to ensure equitable and culturally informed access to the Oregon Zoo and its programs.
<b>D. WELCOME</b> Metro creates safe and welcoming services, programs and destinations	The Oregon Zoo is culturally, physically and financially accessible for the community. Guests feel a sense of belonging, ownership and inclusion. Their experience is culturally inclusive because exhibits and programs have been designed in collaboration with historically marginalized communities, particularly communities of color.
<b>E. RESOURCES</b> Metro's resource allocation advances racial equity	Committing financial resources to advancing racial equity moves the Oregon Zoo to greater impact. We envision that funding for equity efforts, such as training, outreach and paying community members for their time, is part of our operations, and that our contracting reflects our commitment to equity.

## Ongoing initiatives

The zoo has undertaken several initiatives over the last several years to engage diverse audiences and increase accessibility to zoo services and programs. This work has been important to creating the foundation for the Plan, and will continue as action items are implemented.

### Community partnerships

Staff at the zoo have built long-term relationships with community organizations that serve low-income youth and youth of color, offering the opportunity to distribute tickets and provide educational programming to the communities these organizations serve. More than 20,000 admission tickets were distributed in 2017, and the zoo has provided talks, tours and other programming to many of these community groups on an as-requested basis.

### Youth programs

Since their inception in 2000, the Zoo Animal Presenters (ZAP) and Urban Nature Overnights (UNO) programs have reached thousands of children in the region. ZAP educational presentations reach 8,000–10,000 children from low-income communities annually, and 6,600 youth have participated in UNO. 215 ZAP teens have completed the program since it began, and several now have full-time jobs at the zoo.



### Economic access programs

- Community free days
- Tickets donated to social service agencies, schools and other community organizations on request
- Discounts for veterans and service members
- Free admission for veterans, service members and their families on Veterans Day and Memorial Day
- Zoo for All (implemented in 2017 in response to community feedback), which offers \$5 admission on all days to families who qualify for certain assistance programs. Between September 2017 and June 2018, more than 47,000 tickets were redeemed.
- \$5 general admission on Second Tuesdays and during Twilight Tuesdays
- Tuition assistance on a sliding scale for the zoo's summer and spring camps
- Free field trips, ZooSchool programming and a transportation stipend for Title 1 third-grade classes, and discounted field trip admission for all Title 1 students. This program is funded by the Oregon Zoo Foundation, with reduced-price admission matched by the Oregon Zoo.

### Staff advocates

The zoo has a long-standing diversity team that has historically undertaken most of the zoo's diversity, equity and inclusion initiatives. This team (now called the DEI Action Team) has also been instrumental to developing the plan, and will continue to be responsible for organizing internal events and activities related to diversity, equity and inclusion.

### Oregon Zoo Foundation support

The zoo's non-profit support organization is a partner in providing resources for the zoo's diversity, equity and inclusion initiatives through fundraising and other resources. The ZAP program has been funded for the last several years using private sector funds raised by the Foundation. The Foundation has committed to raising at least two million dollars through fiscal year 2021, primarily to support education programming for historically marginalized communities, including the ZAP and Title 1 field trip programs.

### Community engagement resources

For fiscal year 2018–19, the zoo has allocated \$50,000 for engagement contracts with communities of color, \$50,000 for research and \$12,000 toward establishment of a youth advisory council. The zoo has also budgeted \$10,000 for an accessibility (ADA) transition plan. A community and staff engagement program director position was also added to the fiscal year 2018–19 budget.

### Bond contracting commitment

The Oregon Zoo bond program has, on average, met its goal to spend 15% of contracting dollars with COBID firms. COBID contracting reached 30% of contracting dollars during construction of the Education Center, the program's most recently completed project. The Zoo Bond Oversight Committee, an external, community-led committee, holds the zoo accountable for these goals.

## Opportunities for growth

As a leading cultural institution, conservation organization and educational facility, the zoo is uniquely positioned to advance racial equity in the region and within the zoo and aquarium sector nationally.

Opportunities include:

- Establishing a diverse workforce that reflects the region throughout all levels of the organization, strengthening the zoo's work and ensuring its relevance
- Providing services and programs informed by consistent, thoughtful engagement with communities of color
- Integrating diversity, equity and inclusion efforts into all aspects of its mission
- Expanding the zoo's impact in the community through more consistent contracting with vendors with high workforce diversity



# Strategies

The strategies encompass areas of work the zoo will put in motion to accomplish Metro's DEI goals. All of the zoo's actions support these strategies.

Strategy	Related goal(s)
1. Ensure sustainable, long-term integration of diversity, equity and inclusion into the zoo's operations.	All
2. Meaningfully engage and educate employees on racial equity, diversity and inclusion.	C, D
3. Meaningfully engage communities of color and partner with community-based organizations to advance racial equity.	B, D
4. Provide access to the zoo, its services and programs equitably with a priority on communities of color, and ensure zoo experiences are welcoming and inclusive.	D
5. Cultivate workforce development for communities of color and support inclusive and equitable hiring practices.	C
6. Prioritize diversity and equity in contracting and procurement processes.	E
7. Utilize the zoo's role as a cultural institution, conservation organization and AZA leader to advance racial equity.	A, D



# Actions

Actions that are 1) currently underway or realistically achievable within zoo staff capacity and current direction, and 2) directly related to community, staff and volunteers have been prioritized. In addition, a majority of the action items are focused on ensuring that racial equity is embedded into existing operations instead of creating new projects and initiatives.

Ongoing actions will continue. Near-term actions, which offer opportunities for staff learning and capacity building, will lay the groundwork for future work. Longer-term actions (years three through five) will continue to build on previous work as staff resources and work teams are identified.

As implementation occurs, evaluation and adjustment will be critical. Review processes developed by the plan's steering committee will help set and readjust timing and roles as needed.

## Strategy 1

Ensure sustainable, long-term integration of diversity, equity and inclusion into the zoo's operations.

1.1 Provide long-term commitments for staff time dedicated to implementing, evaluating and adjusting the Plan.			
Action or project	Lead (support)	FY Start	FY Finish
1.1.1 Appoint staff from each division to the DEI Action Team, shifting from a fully voluntary team to a team with required division representation in addition to staff volunteers.	Executive Team	2018-19	Ongoing
1.1.2 Establish a steering committee to oversee implementation and evaluation of Zoo DEI Plan (Zoo DEI Plan Steering Committee).	Zoo DEI Plan project sponsors (Executive Team)	2018-19	Ongoing
1.1.3 Make recommendations to Executive Team to ensure staff have the time and tools to consistently engage in DEI-related work.	Zoo DEI Plan Steering Committee	2018-19	Ongoing
1.1.4 Plan for a project manager to facilitate the Zoo DEI Plan Steering Committee, guide and support implementation plans, support internal communications, update the Plan and create and update associated evaluation and reporting documents.	Executive Team	2019-20	2020-21

# Actions

## Strategy 1 (continued)

Ensure sustainable, long-term integration of diversity, equity and inclusion into the zoo's operations.

1.2 Provide funding to support training, outreach and DEI-related other work.			
Action or project	Lead (support)	FY Start	FY Finish
1.2.1 Support the Foundation's work to launch a fundraiser dedicated to raising awareness about and funds for the ZAP program.	Education staff, Executive Team	2018–19	2018–19
1.2.2 Identify funding needed for FY 2019–20 and beyond to support action items, including community engagement and staff training.	Zoo DEI Plan Steering Committee	2018–19	Ongoing for each budget cycle
1.2.3 Commit funds recommended by the DEI Action Plan Steering Committee and/or reprioritize action items based on Steering Committee recommendations.	Executive Team	2019–20	Ongoing for each budget cycle
1.2.4 Continue to support the Foundation's efforts to secure funds to sustain and expand programs advancing racial equity by providing data, testimonials and other relevant information.	Executive Team	Ongoing	Ongoing

1.3 Develop and report out on evaluation measures and indicators.			
Action or project	Lead (support)	FY Start	FY Finish
1.3.1 Participate in Metro's agency-wide development of evaluation processes and accountability measures (see Appendix A).	Metro Research Center (Zoo DEI Plan Steering Committee)	2018–19	Ongoing
1.3.2 Develop and update additional evaluation and reporting-out measures as needed based on community feedback and engagement.	Zoo Plan project manager (Zoo DEI Plan Steering Committee)	2020–21	Ongoing

## Strategy 2

Meaningfully engage and educate employees on diversity, racial equity and inclusion.

2.1 Provide zoo staff, volunteers and Oregon Zoo Foundation staff and board with training opportunities related to diversity, equity and inclusion.			
Action or project	Lead (support)	FY Start	FY Finish
2.1.1 Develop plan for zoo-based trainings as outlined in the Metro Central Services Department Actions and the Metro DEI Training Plan (see Appendix A, B).	Metro DEI, relevant central services departments (All managers)	2018–19	Ongoing

2.2 Provide opportunities for staff to build community and share learning experiences around diversity, equity and inclusion.			
Action or project	Lead (support)	FY Start	FY Finish
2.2.1 Ensure staff have full support to attend Employee Resource Group meetings facilitated by Metro.	All managers	2018–19	Ongoing
2.2.2 Encourage employees to participate in learning opportunities, such as the DEI Book Club.	All managers	2018–19	Ongoing
2.2.3 Create shared standards, commitments and accountability measures to support a welcoming and collegial culture.	Zoo Workplace Culture Committee	2018–19	Ongoing
2.2.4 Identify additional specific actions to create a welcoming space for zoo employees (e.g., a zoo-specific ERG, staff trainings, etc.).	DEI Action Team (Metro DEI)	2019–20	Ongoing

# Actions

## Strategy 3

Meaningfully engage communities of color and partner with community-based organizations to advance racial equity.

3.1 Deepen and standardize engagement practices.			
Action or project	Lead (support)	FY Start	FY Finish
3.1.1 Identify cross-divisional workgroup (Zoo Community Engagement Workgroup) to coordinate and support community engagement efforts.	Staff and community engagement program director	2018–19	Ongoing
3.1.2 Align zoo community engagement efforts with Metro best practices community engagement guide (see Appendix A).	Zoo Community Engagement Workgroup (Metro Communications)	2018–19	Ongoing

3.2 Develop partnerships with specific community-based organizations that are co-created and provide funding support.			
Action or project	Lead (support)	FY Start	FY Finish
3.2.1 Identify additional, co-created actions working with partners.	Staff and community engagement program director	2018–19	Ongoing
3.2.2 Co-create culturally specific events and/or provide space for community events.	Staff and community engagement program director (Guest services and events managers)	2020–21	Ongoing

## Strategy 3 (continued)

Meaningfully engage communities of color and partner with community-based organizations to advance racial equity.

3.3 Ensure that the design of programs and plans are driven by the input of communities of color.			
Action or project	Lead (support)	FY Start	FY Finish
3.3.1 Continue to engage communities of color around the Integrated Conservation Action Plan.	Staff and community engagement program director	2018–19	Ongoing
3.3.2 Establish a Youth Advisory Council to guide programs and services at the zoo.	Education program staff	2018–19	Ongoing
3.3.3 Engage communities of color around the zoo’s accessibility plan.	Staff and community engagement program director (Facilities and maintenance project manager)	2019–20	2021–22
3.3.4 Engage communities of color in the creation of the next zoo master plan.	Staff and community engagement program director	2020–21	2021–22



# Actions

## Strategy 4

Provide access to the zoo and its services and programs equitably with a priority on communities of color.

<b>4.1 Mitigate economic, transportation, cultural and other barriers to accessing the zoo and its programs, prioritizing communities of color.</b>			
Action or project	Lead (support)	FY Start	FY Finish
<b>4.1.1</b> Continue to promote Zoo for All and other economic access programs, and find opportunities to include program information in outreach.	Marketing and communications	Ongoing	Ongoing
<b>4.1.2</b> Collaborate with Explore Washington Park and Washington Park cultural institutions to identify barriers to access park-wide and partner when appropriate (see also Action 7.1.1).	Zoo director (Marketing and communications)	2018–19	Ongoing
<b>4.1.3</b> Identify and mitigate barriers for ticket redemption by recipients of tickets provided to partners that serve historically marginalized communities.	Guest Services manager (DEI Action Team)	2019–20	Ongoing
<b>4.1.4</b> Expand marketing strategy to reach communities of color more consistently while continuing to evaluate promotional materials for inclusion.	Marketing and communications	2019–20	Ongoing
<b>4.1.5</b> Identify and remove barriers to accessing existing zoo programs using a racial equity analysis.	Education curator (Zoo DEI Plan Steering Committee)	2020–21	Ongoing

## Strategy 4 (continued)

Provide access to the zoo and its services and programs equitably with a priority on communities of color.

<b>4.2 Help create a safe and welcoming space by training staff and evaluating and updating visitor touchpoints.</b>			
Action or project	Lead (support)	FY Start	FY Finish
<b>4.2.1</b> Provide customer service training to front-line staff and volunteers that includes relevant concepts related to diversity, equity and inclusion.	Guest services manager, volunteer and intern manager (Metro DEI)	2019–20	Ongoing
<b>4.2.2</b> Develop plan for comprehensive accessibility study to identify gaps to address in next master plan (see also Action 3.3.3).	Community and staff engagement program director (Facilities and maintenance project manager, Metro DEI, Metro Parks and Nature)	2019–20	2020–21
<b>4.2.3</b> Develop a planning and evaluation approach that helps ensure merchandise and area and exhibit theming are culturally appropriate.	Deputy director of operations, education curator (Marketing and communications)	2019–20	2020–21
<b>4.2.4</b> Develop a planning and evaluation approach that helps ensure interpretives are culturally appropriate.	Strategic Messaging Steering Committee	2019–20	2020–21
<b>4.2.5</b> Evaluate existing interpretive signage and develop plan for revising, translating or augmenting as needed.	Strategic Messaging Steering Committee	2020–21	2021–22
<b>4.2.6</b> Evaluate existing non-interpretive signage and publications, and revise, translate or augment as needed.	Marketing and communications (Staff and community engagement program director)	Ongoing	Ongoing

# Actions

## Strategy 4 (continued)

Provide access to the zoo and its services and programs equitably with a priority on communities of color.

4.3 Ensure that racial equity and inclusion have been considered in all new programs and initiatives.			
Action or project	Lead (support)	FY Start	FY Finish
4.3.1 Develop series of questions to ask when creating new programs and initiatives (equity lens tool) to ensure racial equity and inclusion have been considered.	Zoo DEI Plan Steering Committee (Metro DEI, Executive Team)	2019–20	2019–20
4.3.2 Apply equity lens tool when developing new programs and initiatives, engaging communities of color when they are impacted (see also action area 3.3).	All staff who develop programming	2020–21	Ongoing
4.3.3 Ensure equity lens has been applied and weigh equity impact of decisions before proceeding with new programs and initiatives.	Executive Team	2020–21	Ongoing



## Strategy 5

Cultivate workforce development for communities of color and support inclusive and equitable hiring practices.

5.1 Develop training, identify resources and establish accountability in support of inclusive and equitable hiring processes.			
Action or project	Lead (support)	FY Start	FY Finish
5.1.1 Provide training and tools to all hiring managers to improve competencies around inclusive and equitable hiring (see also: Action 2.1.1; Appendices A and B).	Metro HR (Executive Team)	2018–19	Ongoing
5.1.2 Develop baseline goals and accountability measures around recruiting and hiring people of color (see also: Action 1.2.1; Appendix A).	Metro HR (Zoo DEI Plan Steering Committee, Executive Team)	2019–20	Ongoing

5.2 Create career pathways for staff of color within the zoo.			
Action or project	Lead (support)	FY Start	FY Finish
5.2.1 Develop plan (including metrics and accountability measures) to institutionalize pathways for staff of color to move into regular, full-time, benefited and leadership positions (see: Appendix A).	Metro HR (Zoo DEI Plan Steering Committee, Executive Team)	2020–21	Ongoing

# Actions

## Strategy 6

Prioritize diversity and equity in contracting and procurement processes.

### 6.1 Identify goals, training plan and tools to increase COBID contracting at the zoo.

Action or project	Lead (support)	FY Start	FY Finish
<b>6.1.1</b> Develop plan for training and tools related to contracting to ensure that relevant staff have the competencies to successfully achieve identified COBID contract goals. (See also Action 2.1.1).	Metro FRS (Zoo DEI Plan Steering Committee)	2019–20	Ongoing
<b>6.1.2</b> Develop monitoring and accountability methods to ensure continuous improvement (see Appendix A).	Metro FRS (Zoo DEI Plan Steering Committee)	2020–21	Ongoing



## Strategy 7

Utilize the zoo's role as a cultural institution, conservation organization and AZA leader to advance racial equity.

### 7.1 Identify and implement actions with existing, traditional partnerships to advance equity and inclusion at the zoo and in the region.

Action or project	Lead (support)	FY Start	FY Finish
<b>7.1.1</b> Consult with Explore Washington Park and Washington Park cultural institutions to gather and share experiences and best practices around racial equity (see also 4.1.3).	Zoo director (DEI Action Plan Steering Committee)	2018–19	Ongoing
<b>7.1.2</b> Utilize Oregon Zoo Foundation board and trustee expertise and connections to advance the role of racial equity into the zoo's planning and programming.	Zoo director, Oregon Zoo Foundation executive director (DEI Action Plan Steering Committee)	2019–20	Ongoing

### 7.1 Identify and implement actions with existing, traditional partnerships to advance equity and inclusion at the zoo and in the region.

Action or project	Lead (support)	FY Start	FY Finish
<b>7.1.3</b> Continue to provide support for staff membership on the AZA diversity committee.	Executive Team (DEI Action Team, managers)	Ongoing	Ongoing
<b>7.1.4</b> Utilize AZA channels (peer-to-peer communications, diversity committee meetings, annual meetings) to share and learn information about diversity, equity and inclusion.	All staff with a close AZA connection	Ongoing	Ongoing

# Appendix A

## INTRODUCTION TO THE DEI TRAINING PLAN

The Diversity, Equity, and Inclusion Program's "DEI Training Plan" is a selection of recommended professional development seminars fundamental to the fulfillment of Metro's agency-wide goals reflected in the Strategic Plan to Advance Racial Equity, Diversity, and Inclusion, and the Diversity Action Plan. Grounded in the strategic approach centering the structural importance of racial equity for equitable and inclusive outcomes for all people in the region, the trainings in this plan offer an array of concepts, skills and tools relevant to varying Metro work environments. Each training is described below for understanding of purpose and desired learning outcomes. The desired learning outcomes of the DEI trainings are defined by the *DEI Core Competencies*, which are professional knowledge and skills necessary to effectively perform essential job functions pertaining to desired outcomes for diversity, equity, and inclusion at Metro, curated by the DEI Program. Each training is categorized by the priority audience for which it is intended.

## TRAINING DESCRIPTIONS

### 1. Racial Equity Part 1: Leading with a Racial Equity Approach for Structural Transformation

A three-hour training with exercises and discussion to strengthen the participants' knowledge of key concepts and strategies to achieve equity. The training explores how leading with a racial equity approach is an essential component of a strategy for structural transformation to create equity for all communities, including other historically marginalized communities such as people with disabilities, LGBTQ+ communities, white people with low incomes, and others. This training offers foundational knowledge for understandings why Metro utilizes a racial equity strategy.

#### Objectives:

- Explore our own positions of advantage and disadvantage, how these impact our lived experiences (and those of communities we serve), and the importance of an intersectionality lens.
- Explore the differing ways to relate to differences- comparing colorblindness, diversity, culture competency, and anti-oppression/equity approaches.
- Explore the difference between transactional and transformational approaches to create equity for all.
- Explore differing roles for individuals to enact to achieve equity.

### 2. Racial Equity Part 2: Articulating the racial equity strategy for diverse stakeholders

This three-hour pilot workshop is intended to provide participants with useful strategies and practice to communicate more effectively to peers, teams or community about why this approach matters. Ultimately, the goal of this training is to help the agency further recognize and articulate the ways in which the *Strategic Plan to Advance Racial Equity*,

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*Diversity and Inclusion* advances our work to better serve the public. This training is exclusively for staff who have already taken Racial Equity *Part 1: Leading with a Racial Equity Approach for Structural Transformation*.

### 3. Bystander Intervention 1: Responding to and reducing microaggressions

Have you ever been a bystander when someone was being verbally harassed or invalidated? Did you walk away wishing you had done something to stop it? This three-hour workshop will give you the skills, confidence and courage to stop harassment or hazing when you see it and keep bad situations from getting worse. Learn how to safely intervene when you witness inappropriate behavior and develop skills to effectively support targeted people. Expect a dynamic, interactive experience that includes practice scenarios in workplace and public settings.

#### Outcomes:

- Verbal intervention best practices – what to do and what not to do
- The principles of de-escalation
- How to de-escalate a spiraling conflict
- How to address incidents of bias and micro-aggression involving both clients and colleagues

### 4. Bystander Intervention 2: (Re)Imagining our self-sufficiency

This 3.5-hour workshop is specifically designed for participants with marginalized and historically underrepresented identities. It is intended to serve as an opportunity to recognize, reclaim and unpack their personal and collective power.

#### Outcomes:

- Participants will be able to find unity in shared collective experiences
- Participants will have an improved sense of self in the wake of oppressive social trauma
- Participants will have concrete tools to navigate socially traumatic spaces.

### 5. Interrupting Unconscious Bias Part 1

Does unconscious bias negatively impact our hiring and procurement evaluation processes? Yes. Can we do something about it? Absolutely.

This is a training to identify a variety of implicit biases that we should be aware of and explore ways we may mitigate or eliminate biases in ourselves and in our programs.

This workshop is tailored specifically for Metro staff involved in hiring and/or procurement evaluation teams, including recruitment and procurement staff, hiring and project managers, as well as interview panelists and evaluators.

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# Appendix A

## Objectives:

- Develop and expand an understanding of implicit bias and its manifestations in hiring and procurement.
- Explore the different kinds of bias that affect our actions.
- Consider ways in which implicit bias can impact our areas of work and responsibility.
- Examine plans and procedures to explore ways to eliminate implicit bias.

### 6. Interrupting Unconscious Bias Part 2

A guided workshop for development and application of an evaluation tool to mitigate unconscious bias in recruitment and procurement processes. Discuss challenges and develop systems to better evaluate candidates or projects. The intended audience is all staff who engage in recruitment or procurement evaluation teams.

### 7. Search Advocate

### 8. Gender Equity

The Bridge 13 Gender Equity training is designed to address root causes of discrimination impacting the LGBTQIA2S+ community and to create affirming spaces for LGBTQIA2S+ people of all ages. The Bridge 13 curriculum is intersectional in approach and covers topics related to sexual orientation, sex, gender identity, and gender expression. Participants gain a deeper understanding of the barriers that LGBTQIA2S+ individuals face and take away tangible skills to create more accessible and welcoming spaces.

### 9. Institutional Equity: Tools and Frameworks for Leaders

This training examines racial equity strategic planning in leadership roles. Managers develop awareness and skills in support of equity and inclusion initiatives as leaders in the workplace.

#### Desired outcomes:

- Greater understanding of how historical and systemic racism affect us today and inform our decisions
- A clear equity lens, focused on racial equity for this workshop, and intersectional in scope, supporting equity for all
- Frameworks for supporting equity and inclusion in your workplace or organization
- Individual commitment to actions that will institute or further develop equity initiatives as well as a safe and welcoming workplace

### 10. Equity Tools: Policy, program, and plan designs in service of your racial equity strategy

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## TRAINING BY AUDIENCE

**All-staff:** These trainings, as the name indicates, are designed for all Metro staff to participate in because these trainings provide fundamental diversity, equity, and inclusion learning outcomes, such as foundational awareness of systems of inequity (individual, institutional, and structural), rationales for decision-making with a racial equity lens, and skills for responding to conscious and unconscious bias and microaggressions in the workplace.

**Managers and senior leadership:** As the drivers for organizational culture and strategic vision, beyond the fundamental DEI knowledge and skill sets established in all-staff trainings, it is imperative for this audience to refine skills in mission-driven goal-setting that frame why and how racial equity is relevant to their work teams and deliver inclusive narratives that shape workplace culture.

**Early adopters and departmental dei teams:** As the vanguard advancing diversity, equity, and inclusion in their respective departments, this audience often takes the deepest dive into dei professional development, as they are responsible for the creation and implementation of policies and practices that become institutionalized to sustain the advancement of the Strategic Plan to Advance Racial Equity, Diversity, and Inclusion.

**Elected officials:** Trainings with elected officials in mind seek to enhance awareness and communication skills with a wide range of public stakeholders about the importance of historic and contemporary racial inequities and the corresponding urgency of leading with racial equity in strategic initiatives.

**Jurisdictional partners:** Trainings engaging jurisdictional partners seek to develop skills in navigating institutional power structures in building strategic relationships towards equitable outcomes.

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# Appendix A

## DEI TRAINING PLAN ENGAGEMENT

Over the course of the fiscal year the DEI Program offers a selection of essential trainings designed and adapted to align with the stages of advancement of the agency's Strategic Plan to Advance Racial Equity, Diversity, and Inclusion. Trainings are identified on the DEI Training Plan Calendar with quarterly updates and announcements via the DEI Training Plan website, communications in the Monday Message, as well as by email to managers and senior leadership to share with their staff. Self-registration for trainings is made available online on Metronet at the Metro Learning Center site at least one month prior to the scheduled training. To track dei professional development progress by department, participation rates in trainings are recorded and shared back with department and venue directors with an annual review, or upon request.

**On-Call Trainings:** Additionally, "on-call" trainings in demand by departments or venues may be developed by a departmental representative or team by following the "DEI on-call training" instructions found on our DEI training site - here. DEI Program staff are available to support tailored dei professional development needs within departments and venues in an advisory role, and potentially as a cosponsor.

**Employee Recognition:** Managers and senior leadership are invited to recognize members of their teams who have made noteworthy efforts to participate in DEI trainings and who have demonstrated desired learning outcomes with positive impacts in their work. DEI will also take such efforts into consideration for staff recognition across the agency when reviewing nominations for annual DEI awards each January.

# Appendix B



## Appendix B: 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

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# Appendix B

## 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

# Appendix B

## 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



## Metro Council

Lynn Peterson, Council President  
 Shirley Craddick, Council District 1  
 Christine Lewis, Council District 2  
 Craig Dirksen, Council District 3  
 Juan Carlos González, Council District 4  
 Sam Chase, Council District 5  
 Bob Stacey, Council District 6

## Stakeholder Advisory Committee

Valance Brenneis, Portland Community College  
 Laurel Erhardt, Skyline Ridge Neighbors  
 Brad Graff, Skyline Ridge Neighbors  
 Jerry Grossnickle, Forest Park Neighborhood Association  
 Andy Jansky, Northwest Trails Alliance  
 Shawn Looney, West Multnomah Soil and Water Conservation District  
 Renee Myers, Forest Park Conservancy  
 Travis Neumeyer, Trackers Earth  
 Jinnet Powell, Skyline School  
 Emily Roth, Portland Parks & Recreation  
 Jim Thayer, Oregon Recreation Trails Advisory Committee  
 Roger Warren, Oregon Department of Forestry  
 Susan Watt, Skyline Ridge Neighbors