



# Evaluating Equity - Inventory and Gaps

*Equity Goals and Corrective Measures budget note*

December 6, 2021

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

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

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

**Stay in touch with news, stories and things to do.**

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

**Follow oregonmetro**



**Metro Council President**

Lynn Peterson

**Metro Councilors**

Shirley Craddick, District 1

Christine Lewis, District 2

Gerritt Rosenthal, District 3

Juan Carlos González, District 4

Mary Nolan, District 5

Bob Stacey, District 6

**Auditor**

Brian Evans

600 NE Grand Ave.

Portland, OR 97232-2736

503-797-1700

## CONTENTS

Introduction.....	1
Measuring SPAREDI .....	4
2022/23 Council priorities.....	7
Department and Venue highlights .....	11
External Departments .....	11
Visitor Venues .....	12
Central Services .....	12



# INTRODUCTION

## Purpose

This report delivers on the Equity Goals and Corrective Measure budget note, which called on staff to identify equity performance metrics to track progress towards Metro's equity goals and inform decision-making and resource allocation in the upcoming FY2022/23 budget process. The budget note also asked staff to identify strengths and weaknesses in Metro's ability to measure its equity impacts – which sets stage for the longer-term Impact Evaluation project.

This report delivers on the budget note by:

- Highlighting agency-wide and department-level strengths and existing equity interim metrics for near-term use.
- Identifying gaps in measurement and capacity and potential areas for longer-term investment.
- Synthesizing existing metrics and regional data around Council priorities for FY 2022/23.
- Supporting conversations around council priorities and target setting to inform budget process.

This report does not:

- Include baseline data: here we inventory what we measure (e.g. number of households served) but do not report on the associated data (e.g. 3,000 households in FY 20/21). The scale and timeline of this project did not allow for the analysis and reporting of data. We do plan to provide this information, when possible, regarding outcomes and metrics that Council deems a priority.

## Process

This report was developed through collaboration between the Office of the COO, DEI and department/venue leadership, staff and racial equity leaders. The report was developed by:

- Clarifying racial equity outcomes by compiling goals and outcomes from department equity plans, programmatic plans and other guiding documents and reviewing/updating them to meet the current context.
- Documenting ongoing or planned activities related to equity outcomes.
- Inventory existing metrics or data sets that departments are already using to inform decision-making, track progress or improve accountability.
- Acknowledge opportunities for growth and potential or planned metrics for improving evaluation.

## Report Contents

The report has four main components, providing increasingly detailed, program-level and department-specific information as it progresses. Its four chapters include:

- **Measuring SPAREDI:** The report's first table synthesizes types of activities, methods of evaluation and opportunities for growth according to the Goals of the Strategic Plan to Advance Racial Equity.
- **Council Priorities:** The second section distills activities and metrics from across the agency according to Council's draft priorities for FY 2022/23. It is accompanied by a synthesis of existing regional data to provide context for Metro's efforts.
- **Department and Venue Highlights:** This section highlights activities, existing metrics and areas for growth for racial equity outcomes across Metro's 14 departments and venues.
- **Appendix A - Metrics Inventory and Opportunity Assessment:** A more comprehensive list of activities and metrics are included in Appendix A for interested readers.

## How to Read

The tables in this report generally contain the following information.

Equity outcomes	Activities and efforts	Existing data and metrics	Potential data and metrics
Statements of the results trying to be accomplished for a population or group. Compiled from Department equity plans, programmatic plans and other guiding documents as well as conversations with Department leadership and racial equity leaders.	Ongoing or planned programs, services, investments, activities or other efforts associated with a particular equity outcome.	Information, either quantitative or qualitative that departments are <u>currently using</u> (or have readily accessible) to measure progress towards an outcome, goal or activity.	Information that staff think <u>could</u> be helpful in measuring progress towards outcomes and goals but is not currently being collected. In most cases metrics are not collected because of capacity issues, though in some cases metrics are planned for implementation.

**Note: Because of the need to summarize information for this report – the activities, existing data and potential data in the same row may or may not relate to one-another. However, they will always be associated to the equity outcome to their left.**

## Important Considerations

The following considerations should be kept in mind as Metro continues to advance its performance measurement work:

- **Metrics should be understood in context:** Performance metrics do not exist in a vacuum – they influence and are influenced by many factors and they often leave out critical nuance or regional context.
- **Shared responsibility:** In most cases the metrics outlined here are not the responsibility of one program, department or even Metro alone. Equity outcomes for external departments are often shared with our partners, and those for our central services are often shared with their fellow departments.
- **Equity, not parity:** Metro should use equity metrics and qualitative information to advance equity using a targeted-universalism lens – which likely means moving beyond serving people equally.
- **Measurement takes resources:** Good evaluation takes time, resources and community engagement. Potential metrics listed in this report are just those – potential, and should be approached with strategy, periodization and adequate resourcing.
- **Data is imperfect:** All datasets are flawed or incomplete. The limitations of data should be carefully considered and multiple data sources or strategies for evaluation should be used when possible.

## Implications

### Budget process (near-term)

The interim metrics provided here are intended to support dialogue between Metro Councilors and Metro leadership regarding the prioritization of efforts and resources across Metro's portfolio. After Councilors indicate priority outcomes and metrics, Metro staff will compile baseline data and analyze the likely impact of their department's planned strategies and budget proposal for discussion in spring 2022 as part of the budget process.

### Impact evaluation (long-term)

What this report makes clear is that Metro has significant room for growth in how it evaluates the racial equity impacts of its efforts, both external and internal. This report will be used as a starting place to improve Metro's evaluation capacities through the Impact Evaluation process, planned for 2022. This project will include a multi-part training series on Results Based Accountability, a framework for evaluation that ties an organizations' performance to community-level impacts and root causes of inequity. The project will also develop shared agency-wide metrics for use in evaluating the goals of the Strategic Plan to Advance Racial Equity and support department and venue staff in improving their program-level performance measurement.

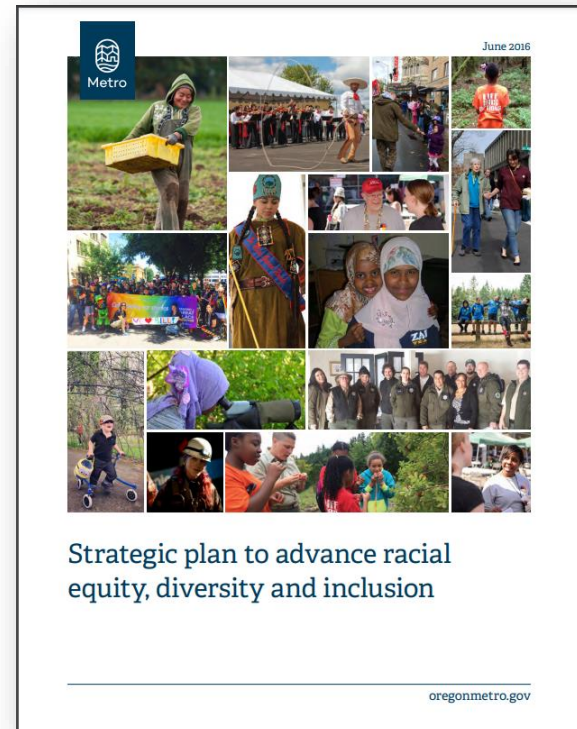
## MEASURING SPARED I

Metro does not currently have a centralized system for collecting and reporting data on the SPARED I goals or evaluating the impact of the plan - a shortfall noted in the *November 2021 DEI Program Audit*. This report confirms these findings, but suggests department-level performance measurement and evaluation has emerged as an important, albeit incomplete tool to understand progress towards the Strategic Plan.

This chapter highlights some of this department-level work, opportunities for growth, and key findings that will inform the Impact Evaluation process. On the following page is a list archetypes of the activities and services Metro performs, organized by the Strategic Plan goals. These are accompanied by examples of metrics –existing, planned or potential – that help/could help understand our impacts or identify barriers to improvement.

### Preliminary Findings

- Centralized data collection and reporting around staff demographic data has helped provide critical information around Goal C and exemplifies benefits of taking a coordinated approach to equity evaluation.
- Outside of Goal C, equity evaluation has been mostly decentralized, which has supported innovation but has also led to inconsistent and incomplete implementation.
- Qualitative information across the goals has been difficult to collect because Metro has relatively few tools, hampering our ability to measure the experiences and barriers of staff and users of our services.
- Collecting demographic information has become more standard (both in frequency and approach) but large-scale implementation for guests and service-users remains challenging and expensive.
- Staff are eager for additional support and technical assistance and best-practice or standard approaches have been quickly adopted once established (e.g. the use of the Equity Focus Area model).





## SPARED! Highlights (Goals A-C)

	Types of activities	Existing data and metrics	Planned or potential metrics
<b>Goal A: Metro convenes and supports regional partners to advance racial equity</b>	Regional planning and policy development	Number of Jurisdictions who adopt the Construction Careers Framework (DEI)	Cross-governmental data tracking on COBID firms to track long-term benefits of Metro contracting (FRS)
		Estimated reduction in particulate matter pollution as a result of jurisdictions adopting the Clean Air Construction Standard (CAM)	Number of jurisdictions who participate in regional Process Improvement networking events (COO)
	Technical assistance, research and coordination	Demographics of committee members serving on Metro and local government solid waste advisory boards. (WPES)	Share of jurisdictions that offer a low income rate assistance program for residential collection services (WPES)
<b>Goal B: Metro meaningfully engages communities of color.</b>	Project-specific community engagement efforts	Quantitative and qualitative metrics collected during engagement for priority projects (e.g. RTP, Parks Levy, Housing Bond, Metro South, etc.) (Comms)	Feedback from CBO participants/ leaders by project and overall (Comms)
	Advisory/oversight committees and decision-making		Percent change in BIPOC participation per year for Planning's advisory and oversight committees (Planning)
	Engagement with BIPOC staff and integration into decision-making	Number of employees who identify as part of an ERG and annual survey of members (DEI)	Participation level of BIPOC staff in department budget process (FRS)
<b>Goal C: Metro hires, trains and promotes a racially diverse workforce</b>	Improving recruitment and hiring processes	Metro workforce demographics (HR)	Diversity of applicant pools, Hires sourced from community-based outreach (HR)
	Professional development and DEI training	Number of staff attending DEI trainings, by department (DEI)	Racial justice competencies (e.g. white staff will understand how racism limits collective strength, white staff will be able to identify and act when racism is perpetuated, etc.) (Parks)
	Culture change and reducing barriers to employment	Percentage of OCC employees completing full onboarding process (OCC)	Percentage of WPES employees who have a DEI-related goal in their annual performance work plans (WPES)

## SPAREDI Highlights (Goals D-E)

	Types of activities	Existing data and metrics	Planned or potential metrics
<b>Goal D: Metro creates safe and welcoming services, programs and destinations.</b>	Culturally-specific/relevant programming and services	Number of attendees at events held by cultural and religious groups and qualitative attendee/organizer feedback (Expo)	
	Economic accessibility to programs and destinations	Annual report of free ticket distribution to CBOs (totaling 4500 tickets over the run of Zoo Lights). (Zoo)	
	Inclusive communications and spaces	Percent of overall bookings made up of diverse groups (OCC)	Improved analysis of attendance demographics (Zoo)
		Audience research reports (quantitative data) and focus groups (qualitative data) from diverse audiences regarding Metro's materials and messaging (Comms)	Qualitative analysis of language accessibility at P5 through periodic review of posted signage by native speakers, survey patron languages to decide if additional are needed. (P5)
<b>Goal E: Metro's resource allocation advances racial equity.</b>	Equitable granting and service delivery	Tons of illegally dumped waste overall and in the most impacted communities as well as the amount of waste cleaned up by the WPES RID program (WPES).	Share of community enhancement grant dollars awarded to projects that benefit marginalized communities. (WPES)
	Contracting and workforce development	Disaggregated workforce diversity on Metro capital projects (CAM)	Increased granularity on contract award/spend (COBID by contract type) (FRS)
	Regional investment strategies	Households served with housing services, by race (Planning)	Regional availability of culturally-specific supportive housing services (Planning)
	Community capacity building	Amount granted per year to BIPOC Community-based organizations for civic engagement (DEI)	Percent of subsidies going to local BIPOC, LGBT and youth-led arts organizations (P5)

## 2022/23 COUNCIL PRIORITIES

Metro Council convened on November 30<sup>th</sup> to discuss Council priorities for the FY 2022/23 budget, culminating in the identification of five draft priorities. These priorities reflect urgent challenges, community priorities, and areas of Metro’s portfolio that require particular attention and investment from Council in the coming year.

In this chapter we look at two scales – regional data and Metro’s performance metrics. In the first table we include a synopsis of some existing regional data that contextualizes our work in these spaces. In the second table we have highlighted some of Metro’s activities and metrics that speak to the racial equity dimensions of these priorities. This is intended to support inquiry and further dialogue – in many cases these represent only a slice of the data currently collected and additional context is necessary to support decision-making.



## Regional data on Council Priorities

Council Priority	Regional metric	Data source
<b>Supportive Housing Services oversight</b>	Number of people experiencing homelessness by race	Point-in-time counts
	Housing cost burden by race	American Community Survey (ACS)
	Houseless service infrastructure (e.g. number of permanent supportive housing units, shelter beds, etc.)	Counties
<b>Parks Bond implementation</b>	Percent of population who lives within ¼ mile of a park/access point	American Community Survey (ACS)
	Percent of census tracts that is parks, natural areas, and other green spaces	RLIS
	Tree canopy cover	LIDAR
<b>Solid Waste System updates and financing</b>	Tons of illegally dumped waste overall and in the most impacted communities	WPES
	Proximity of the population, by demographic characteristics and geographic area, to services for household hazardous waste and other prioritized, non-curb-side materials	WPES
	Share of multifamily communities with adequate collection services	WPES
	Share of solid waste facilities with rates that fall within 5% of the tip fee charged at publicly owned facilities for each material type (garbage, mixed dry waste, etc.)	WPES
	Diversity (race/ethnicity and gender) and wage equity of solid waste system workforce	WPES
<b>Venues stabilization</b>	US Event attendance to expos and conferences	Travel Oregon
	Hotel room Average Daily Rate (ADR) and occupancy rates	Travel Oregon
	Percent of households that visited a Zoo within the last 12 months	ESRI consumer data
	Average household spending on live events	ESRI consumer data
<b>Climate-smart transportation</b>	Average daily emissions attributed to roadway vehicles	2018 RTP Update
	Vehicle miles traveled per capita	ODOT
	Share of trips by mode	American Community Survey (ACS)

## Performance measures on Council Priorities

Council Priority	Dept	Activities and efforts (FY22/23)	Existing data and metrics	Planned or potential metrics
Supportive Housing Services oversight	Planning	Supportive Housing Services implementation and oversight	Households served with housing services, by race	Availability of culturally-specific services
			Infrastructure: Permanent supportive housing units developed, shelter beds created	Improve data quality regarding homeless system inflow and outflow
			Amount of flexible rent assistance delivered, by race	
			Dollars spent on outreach teams and supportive services	
Parks Bond implementation	Parks and Nature	Protect and restore land: gather community insights and habitat information, working towards land acquisition	Bond outcomes and performance metrics will be delivered to Metro Council in 2022, starting with the high-level evaluative framework in January/February and performance metrics later in the year.	
		Trails: award grants to plan and build regional trails		
		Local share: Implement Local share program		
		Capital grants: Implement participatory budget pilot for \$4 million in Capital Grants.		
		Take care of Metro parks - project scoping and construction		
Solid Waste System updates and financing	WPES	Provide regionally consistent services for garbage, recyclables and other priority materials by working with local governments to implement updated regional service standards.	Share of multifamily communities with adequate collection services	Share of multifamily communities with adequate collection services
		Develop the Regional Garbage and Recycling System Facilities Plan to assess the region's current public, private and nonprofit garbage, recycling and reuse infrastructure, identify services gaps, and present approaches and a plan for future system investments.		Proximity of the population, by demographic characteristics and geographic area, to services for household hazardous waste and other prioritized, non-curb side materials.
		Provide community clean-up services for public properties and community collection events with focus on underserved communities.	Tons of illegally dumped waste overall and in the most impacted communities. (For Metro, this indicator includes the waste cleaned up by the WPES RID program.)	

**Performance measures on Council Priorities, Cont.**

Council Priority	Dept	Activities and efforts (FY22/23)	Existing data and metrics	Planned or potential metrics
Venues stabilization	OCC	Provide hiring managers additional support to increase equitable hiring outcomes	Employee demographic data, existing staff and new hires	Number of overall hiring successes for diverse candidates.
		Provide the outreach and support necessary to increase the number of diverse group events.	Percent of overall bookings made up of diverse groups	
	Expo	Communities of color throughout the region benefit from the economic activity catalyzed by the Expo Center through indirect spending at local businesses, hotels and restaurants.	Yearly Economic Impact reporting (\$47M-\$54M annually).	Increased reporting on impacts specific to communities of color through demographic research.
		People of color can see themselves and their interests represented in programming.	Varied and diverse event offerings both public and private. Self-produced film events specifically targets a broad array of cultural and community groups.	Direct interviews and information provided from the event organizers themselves.
	P5	Education program in Title I or equivalent schools	Number of students served (challenges here in complete reporting), Number of Title I schools served	
		Analyze equity impacts of subsidy program and design a program and better supports BIPOC, youth and LGBT-led organizations		Percent of subsidies going to local BIPOC, LGBT and youth-led arts organizations
	Zoo	Zoo For All discounted ticket program	Annual report with limited information: 66% guests identify as white and 33% non-white	Analysis of program with comparison of other area venues
		Develop recruitment equity pre-assessment for all recruitments and set expectations for hiring managers to prioritize racial equity and increase bias awareness in recruitment and interviews.	Employee demographic data, existing staff and new hires	Pre-recruitment equity report using assessment Evaluation of community outreach success with data from NEOGOV
Climate-smart transportation	Planning	Lead Regional Congestion Pricing Study focusing on equitable implementation of road pricing	Daily Vehicle Miles Traveled and daily transit trips	
			Transportation-related emissions	
			Total regional travel cost	
		2023 Regional Transportation Plan update	Percent of planned ped/bike facilities that are completed in equity focus areas (2018 RTP)	Performance measures for the 2023 RTP update are at early stages of development
			Percent of planned safety projects that are completed in EFAs (2018 RTP)	
			Change in access to jobs and community places in EFA	



## DEPARTMENT AND VENUE HIGHLIGHTS





## PARKS AND NATURE

Parks and Nature continues its effective and transparent measurement of the impacts of its publically funded bonds and levies, and is working to improve how it evaluates racial equity impacts in particular. Work is underway to establish a robust system of performance measurement across the six program areas of the 2019 Parks and Nature bond, with expected completion in 2022, and subsequent work will re-define performance measurement for the local-option levy. Alongside their external work, Parks and Nature are doing deep internal work to enhance BIPOC wellness, improve accountability to anti-racism among white staff and build DEI capacities across its workforce. Strategies are still being developed to measure progress across these areas.

### STRATEGIC PLAN GOALS

C D

#	Select Equity outcomes	Activities and efforts	Existing metrics	Potential data and metrics
1	<b>BIPOC Wellness:</b> BIPOC staff feel a sense of wellness, connection and safety and have the tools and support they need to heal, restore and advocate for their needs.	Wellness series for BIPOC staff that focuses on mitigating micro-aggressions in the workplace, empowerment in one's position, safety, how to advocate for oneself, and other methods.	Employee Engagement Survey results	BIPOC staff will support and be in solidarity with each other, BIPOC staff will learn how to effectively communicate and advocate for one-self, BIPOC staff will learn how to identify and prepare for traumatic situations, BIPOC staff will learn how to mitigate micro-aggressions in the workplace, BIPOC self-care
2	<b>Accountability to anti-racism:</b> White staff have advanced racial equity competencies and actively participate in disrupting racism and demolishing White Supremacy	A series of workshops, cohort members will distill an understanding of their Whiteness, how Whiteness shows up within their work, and how White Supremacy and its culture currently plague our systems, policies, and the world of work.		White staff will understand how racism limits collective strength, White staff will be able to identify and act when racism is perpetuated, White staff will utilize their Whiteness to demolish White Supremacy, White staff will participate in and take the lead on department racial equity outcomes
3	<b>Hiring and Retention:</b> Parks and Nature hires more BIPOC staff, improves retention of BIPOC staff, and hires staff with advanced racial equity competencies	Establish a system of accountability and evaluation for hiring processes	Self-reported department demographics	
4	<b>Internal Capacity and Training:</b> Bring all Parks and Nature staff to a high level of racial equity comprehension	Implement a department wide racial equity training and development series.		
5	<b>Parks and Nature will advance racial equity through its funding investments:</b> Through economic, environmental, and cultural equity.	Bond outcomes and performance metrics will be delivered to Metro Council in 2022, starting with the high-level evaluative framework in January/February and performance metrics later in the year.		

\***Highlighted:** Outcomes identified as a priority for Fiscal Year 2022/23.



## WASTE PREVENTION AND ENVIRONMENTAL SERVICES

## STRATEGIC PLAN GOALS

A D E

The Regional Waste Plan (RWP) not only sets the programmatic and policy direction for Waste Prevention and Environmental Services, but also a blueprint for evaluating success both across the region and at Metro. Across the RWP's goals, eleven have been identified as having high potential for equity impacts, and metrics for six of these are already collected and reported as part of the annual RWP Progress Report. Metrics for the remaining five are currently under development.

Select outcomes	Activities and efforts	Existing data and metrics	Potential data and metrics
<b>Regional Waste Plan Goal 10:</b> Provide regionally consistent services for garbage, recyclables and other priority materials that meet the needs of all users.	Provide community clean-up services for public properties and community collection events with focus on underserved communities.	<b>Regional indicator:</b> Tons of illegally dumped waste overall and in the most impacted communities. (For Metro, this indicator includes the waste cleaned up by the WPES RID program.)	
	Work with local government to implement the updated regional service standards requiring minimum service levels at multifamily properties.	<b>Regional indicator:</b> Share of multifamily communities with adequate collection services	
<b>Regional Waste Plan Goal 11:</b> Address and resolve community concerns and service issues.	Continue to expand crews in the region to clean up dumped garbage. RID is expanding from two to eight crews and leased a new deployment center.		<b>Regional indicator:</b> Share of Metro, local government and solid waste service providers that have gone through cultural competency training
	Administer new flexible, low-barrier sponsorship program to provide direct funding to local jurisdictions and community organizations for clean-up efforts.		
<b>Regional Waste Plan Goal 14:</b> Adopt rates for all services that are reasonable, responsive to user economic needs, regionally consistent and well understood.	Improve transparency and understanding of annual solid waste fee setting process including a series of public engagements and Council discussions to identify policy considerations and best practices for fee setting.		<b>Regional indicator:</b> Share of jurisdictions that offer a low income rate assistance program for residential collection services
<b>Regional Waste Plan Goal 16:</b> Maintain a system of facilities, from smaller recycling drop-off depots to larger full-service stations, to ensure equitable distribution of, and access to, services.	Develop the Regional Garbage and Recycling System Facilities Plan to assess the region's current public, private and nonprofit garbage, recycling and reuse infrastructure, identify services gaps, and present approaches and a plan for future system investments.		<b>Regional indicator:</b> Proximity of the population, by demographic characteristics and geographic area, to services for household hazardous waste and other prioritized, non-curbside materials.

\***Highlighted:** Outcomes identified as a priority for Fiscal Year 2022/23.

## PLANNING, DEVELOPMENT AND RESEARCH

## STRATEGIC PLAN GOALS

A B E

Planning, Development and Research has a portfolio that spans the Strategic Plan goals and many community priorities. Across many of their programs – the Affordable Housing Bond, Supportive Housing Services program, the Regional Transportation Plan and Community Placemaking Grants – they have modeled a co-creative evaluation and oversight process that centers racial equity and builds accountability for equitable outcomes. Other program areas continue to build out and hone their equity evaluation strategies.

Equity Outcomes		Activities and efforts	Existing data and metrics	Potential metrics
<b>Influence:</b> We will use our influence to direct decision-making, resources and planning processes to ensure that people of color in the region have access to and benefit from quality jobs, affordable housing, safe and reliable transportation, clean and a health environment.	Housing	<b>Affordable Housing Bond</b> is focused on creating a more equitable regional housing system; creating affordable homes in places where BIPOC communities live today to ensure opportunities for stability.	Total units developed or in progress, by affordability, size and jurisdiction	
			% of units in areas with above average percent of people of color or people with limited English proficiency.	
		<b>Supportive Housing Services</b> explicitly emphasize serving BIPOC across multiple outcomes (outreach, culturally specific housing and services, workforce and contracting, etc.)	Households served with housing services, by race	Availability of culturally-specific services
			Infrastructure: Permanent supportive housing units developed, shelter beds created	Improve data quality regarding homeless system inflow and outflow
			Amount of flexible rent assistance, by race	
	Transportation	<b>2018 Regional Transportation Plan</b> focused on equity, climate, safety and mobility; developed new tools to evaluate racial equity in transportation; seeking Council direction for 2023 RTP	2018 RTP equity performance measures included: <ul style="list-style-type: none"> <li>• % of planned ped/bike facilities that are completed in equity focus area (EFA) vs. non-EFAs</li> <li>• % of planned safety projects completed in EFAs</li> </ul>	Performance measures for the 2023 RTP update are at early stages of development
		Lead <b>Regional Congestion Pricing Study</b> focusing on equitable implementation of road pricing	Daily Vehicle Miles Traveled and daily transit trips	
			Transportation-related emissions	
			Total regional travel cost	
		RTO and Safe Routes to Schools Grant programs focused on investing in racial equity	recent grant awardees	see program metrics
	Econ. Dev.	Implementation of Comprehensive Economic Development Strategy focused on equitable economic outcomes for BIPOC	see metrics in the CEDS	
		New investment criteria for 2040 Planning and Development Grants focusing on BIPOC wealth creation	2020 Grant Awards	see program metrics

\***Highlighted:** Outcomes identified as a priority for Fiscal Year 2022/23.

Equity Outcomes		Activities and efforts	Existing data and metrics	Potential metrics
<b>Power:</b> Establish avenues of power for people of color by creating pathways to decision-making, including committees, workgroups and other organized bodies. Create engagement and participation structures that empower people of color.	Department-wide	Instituted new practices for committee preparation and management that support community member participation and capacity	New TPAC practices	Committee evaluation responses
		Supportive Housing Services: Oversight Committee based on ballot measure language that emphasizes lived experience of BIPOC	SHS OC process	see program metrics
<b>Innovation:</b> We remain committed to innovation by devoting resources and time to reflection and experimentation in urban planning. We recognize that work aimed at achieving racial equity is inherently innovative, and considering this, we will explore new ideas, practices and approaches.	Community capacity building	Community Placemaking application process translated into 13 languages, video application process offered, to help remove barriers to participation	82 applications received	see program metrics
		Transitioned management of SW Equity Coalition management to Unite Oregon, building community capacity for leadership and advocacy, applying new model		
		Invested 2040 Grant in Black Workers' Center		
	Research	Use the most relevant, accurate data regarding race, and use innovative data collection and data analysis methods to better understand and articulate how our work affects people of color.		
<b>Culture:</b> We will shift culture by normalizing conversations about race and racial equity, both internally and with our partner agencies. We will break down barriers in the field of urban planning for people of color, engage organizations that provide training for people of color and hire people of color.	Department-wide	Offering ongoing racial equity training to PD & R staff	List of participants in multiple trainings	
		Seek to fill vacant positions with candidates who bring diverse lived experiences	list of recent new hires	# of new hires of color



**VISITOR VENUES**

## OREGON ZOO

## STRATEGIC PLAN GOALS

The Oregon Zoo supports the agency in advancing racial equity through workforce development, access to the zoo and staff engagement. The zoo has already collected data on basic zoo attendance demographics and free ticket distribution. They plan to improve tracking and data collection to better understand and be able to provide improved access to community of color. As the zoo continues to advance equity through staff engagement and education, the zoo will become more welcoming to all visitors or guests who visit.

C D

#	Select equity outcomes	Activities and efforts	Existing data and metrics	Potential data and metrics
1	<b>Cultivate workforce development for communities of color and support inclusive and equitable hiring practices.</b>	Hire and on-board DEI Coordinator to work with Metro's DEI team and community groups for input and outreach		Recruitment evaluation to determine successful results
		Recruitment for teens in the ZAP program	Outreach to 20 local high schools and 40 organizations like SEI, Latino Network, and IRCO.	
2	<b>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.</b>	Free ticket program for community-based organizations	Annual report of ticket distribution of 4500 tickets over the run of Zoo Lights Outreach to 70 organizations like SEI and IRCO.	Expanded impact report of tickets given vs. tickets used, Expanded list of participating groups
		Survey tracking demographics	Basic demographic assessment report noting that 80% of guests surveyed identify as white. Only 20% non-white guests.	Comprehensive analysis of attendance demographics, Evaluate to assess barriers and plans for greater access
		Zoo For All discounted ticket program	Annual report with limited information noting 66% guests identify as white and 33% non-white	Analysis of program with comparison of other area venues
3	<b>Meaningfully engage and educate employees on racial equity, diversity and inclusion.</b>	Establish DEI training requirements for all zoo staff		Develop annual DEI-related training report
		Awareness campaigns for DEI	In 2019, the zoo's overall DEI score was 3.42. In 2021, it grew to 3.49.	Develop analysis from survey results to improve awareness and comprehension

\***Highlighted**: Outcomes identified as a priority for Fiscal Year 2022/23.



## PORTLAND 5

## STRATEGIC PLAN GOALS

C D

Portland 5 continues to prioritize racial equity as it builds back better. Before its interruption due to the Covid-19 pandemic, they tracked the reach of their educational programming in Title I schools and tracked the cultural relevancy of their programming more broadly. They also analyzed ticket sales to understand where their audiences live and how well they are serving lower-income and racially diverse areas of the region. Moving forward, they hope to better track how their subsidy program serves local BIPOC-, youth- and LGBT-led arts organizations. In addition, they want to improve the accessibility of their spaces for people with disabilities and those who speak languages other than English.

#	Equity outcomes	Activities and efforts	Existing data and metrics	Potential data and metrics
1	<b>Community arts and production:</b> P5 has strong relationships with, and supports, community arts organizations and local production companies, with a particular focus on BIPOC, LGBTQIA and youth-led organizations	Relationship development through community meetings and involvement	Number of community meetings held per year	% of subsidies going to local BIPOC, LGBT and youth-led arts organizations
		Sponsor local arts and culture events in diverse communities (Tabling events currently on pause due to COVID)		
2	<b>Strong organizational relationships:</b> P5 has strong relationships with culturally-specific producers and organizations offering culturally-relevant programming	Portland's Presents showcases local/regional/national BIPOC/LGBTQI/People with disabilities organizations		# of diverse producers/presenters/agents increase over prior year
				50% of P5 Presents programming is BIPOC/LGBTQI/People with disabilities organizations
3	<b>Diverse workforce:</b> P5 recruits, hires, retains and promotes a diverse workforce	Create career path opportunities for entry level positions	Track diversity numbers in staff	# of positions created, # of people applying or indicating interest
		Skills ID'd and training so entry level staff are promotion ready".		
4	<b>Safe and welcoming spaces:</b> Audiences/ staff of color, and people with disabilities feel safe and welcome in P5 spaces.	Multi-lingual signage		Periodic review of posted signage by native speakers, survey patron languages to decide need
5	<b>Accessible and relevant programming:</b> Communities of color in greater Portland can access affordable, culturally-relevant programming at P5	Education program in Title I or equivalent schools	Number of students served (challenges here in complete reporting), Number of Title I schools served	
		Portland's Presents diverse culturally relevant programming	% of acts that are BIPO, Estimated number of attendees, Zip codes on ticket sales reflect buyers are coming from diverse communities.	

\***Highlighted:** Outcomes identified as a priority for Fiscal Year 2022/23.

## OREGON CONVENTION CENTER

## STRATEGIC PLAN GOALS

C D

The Oregon Convention Center advances equity as an events venue, an employer and an economic engine for the region. OCC already tracks the number of events hosted from diverse groups and hopes to track the impact of new strategies, like a pilot grant program, which is aimed at increasing the participation of these organizations. Internal efforts to advance equity, like the use of COBID firms and participation in DEI trainings are also tracked. A desired area for growth includes measuring the success of their enhanced employee onboarding process to ensure it effectively supports new staff of color.

#	Select Equity outcomes	Activities and efforts	Existing metrics	Potential data and metrics
1	<b>The Oregon Convention Center has strong relationships with, and fosters opportunities for, clients hosting diverse group events.</b>	Provide the outreach and support necessary to increase the number of diverse group events. (Design a pilot grant program, with target goals and an implementation strategy, to support events with a focus on communities of color.)	In the last 10 years 2% of our overall bookings were made up of diverse groups*.	Goal: Initial increase between 2022 and 2025 by 1%, a 2% growth from 2025 to 2027 with a goal of 5% by 2030.
2	<b>The Oregon Convention Center is equitable in its hiring practices.</b>	Assess current recruitment practices: develop a diversity baseline for all OCC work teams. Identify areas of opportunity to increase equitable practices, With Metro HR (Class/Comp) and OCC hiring managers, revisit job duties, minimum qualifications and prerequisites to eliminate equity gaps.	Track job announcement posting locations to diverse groups.	Number of overall and FOTA program hiring successes for diverse candidates.
3	<b>The Oregon Convention Center has formal onboarding, training, professional development, and performance review programs that support and improve retention of a racially diverse workforce.</b>	Update the OCC onboarding program so that it exemplifies the brand, culture and inclusive values of the OCC, with a focus on employees of color. (Create a system for effectively tracking employee onboarding, With hiring managers, tailor onboarding content to meet the needs of specific work teams and positions.)	Percentage of onboarding processes that complete all onboarding process steps	For all post-pandemic hiring, employees will be surveyed 3-months past start date to gain insight into the effectiveness of their experience and for opportunities to provide opportunities for improvement
4	<b>The Oregon Convention Center is a welcoming space for all guests.</b>	Provide annual equity and inclusion-focused trainings for all staff (Assess needs and opportunities for equity-focused professional development within specific work teams, pilot equity-focused trainings tailored to managers and specific work teams.	Equity and inclusion focused trainings tracked via Metro Learning.	Percentage of OCC staff who have completed equity and inclusion focused trainings.
5	<b>All employees of color at the Oregon Convention Center feel included, valued and empowered while at work.</b>	Advance equity by identifying opportunities to standardize regular work processes (Use an equity lens to assess and improve scheduling processes and work assignments, with a focus on employees of color, Update and formalize shift coverage practices to ensure equitable work assignments).		Survey methodology to gather baseline data from staff, specifically about scheduling and work assignments. Continue to survey and compare data bi-annually.

\*Highlighted: Outcomes identified as a priority for Fiscal Year 2022/23.

## THE EXPO CENTER

The Expo Center's small but mighty team help to generate tens of millions in economic activity in the region. They are working to ensure that communities of color benefit from the economic impacts and that these communities see Expo as a place to work, restore and enjoy. The Expo Center currently tracks the number of diverse bookings and associated attendees, the equity impacts of their contracting and capital projects, and collects qualitative information from partners, community organizations and event attendees about the accessibility and enjoyment of their spaces. As they rebuild they hope to increase opportunities for direct feedback from diverse employees, attendees, and event organizers to support continued improvement.

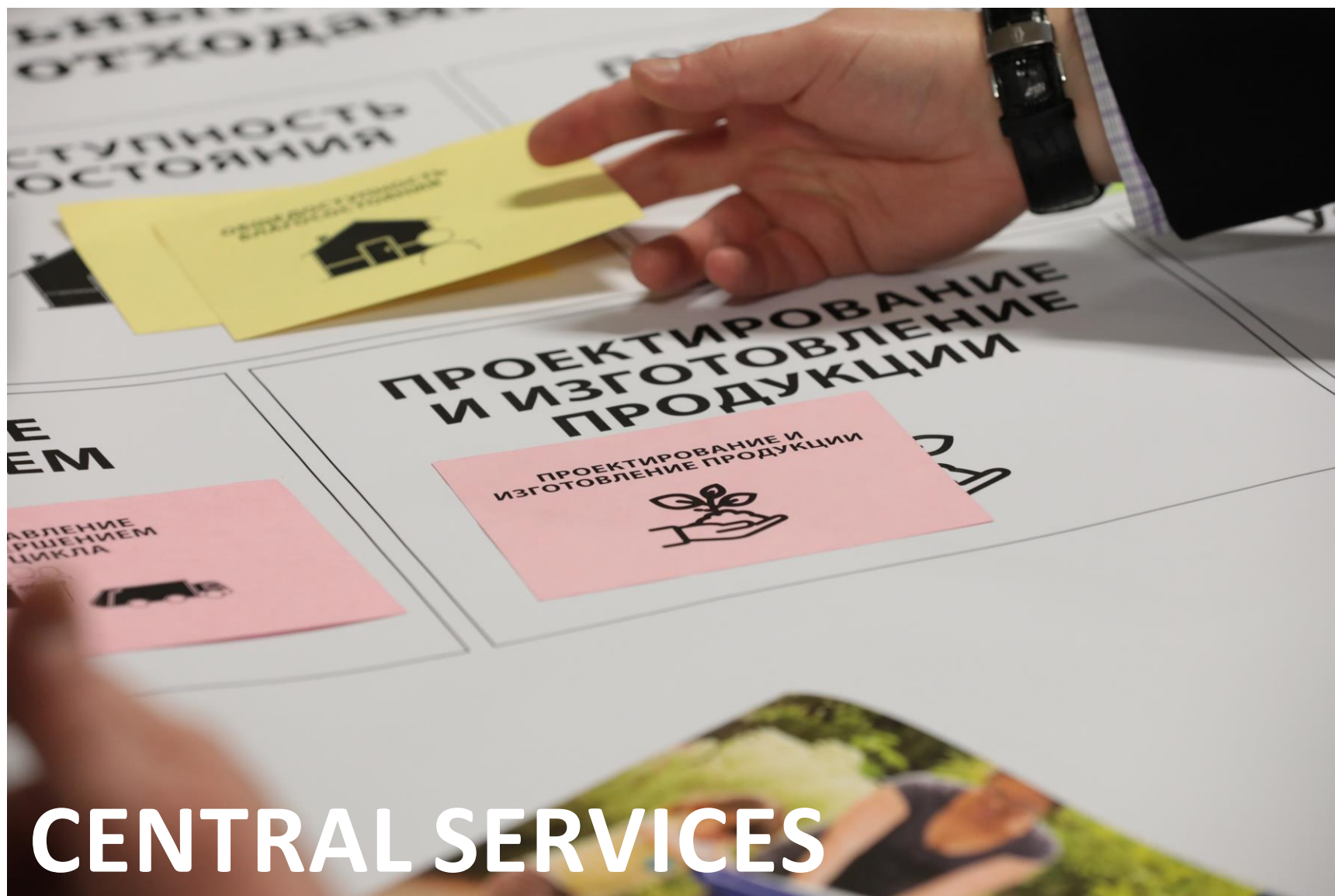
## STRATEGIC PLAN GOALS

C D

#	Equity outcomes	Activities and efforts	Existing data and metrics	Potential metrics
1	<b>Fiscal Responsibility:</b> The Expo Center focuses on enhancing revenues and mitigating expenses to strategically increase our ability to serve our diverse guests, clients, partners and region.	Communities of color throughout the region benefit from the economic activity catalyzed by Expo through indirect spending at local businesses, hotels and restaurants.	Yearly Economic Impact reporting (\$47M-\$54M annually).	Increased reporting on impacts to communities of color through demographic research.
		Strategic partner development that creates and provides key cultural, community and financial impacts to our region.	Focused diverse bookings such as Cirque du Soleil, Vanport Mosaic, PDX Drive-in Spectacular and many more. Metrics available for all these events.	Direct economic data provided from Expo event producers.
2	<b>Staff Engagement, Racial and Climate Leadership:</b> Create opportunities, welcoming spaces and safe environments to grow staff capacity for equitable learning, relationship building and climate justice.	The Expo Center is an important gathering place for a variety of cultural and religious groups.	Event documentation provided by event organizers about the number of attendees coming to such gatherings.	Direct economic data provided from the event organizers themselves.
		Engage staff in DEI trainings and continued growth	Specific data supplied from Metro HR.	Direct feedback from employees of color.
		Expo hires, retains, promotes and fully supports employees of color.	Review Metro Learning Center data for employees.	
3	<b>Facility Stewardship:</b> Enhance our stewardship of the Expo facility, through strategic investment, inclusive partnerships and ongoing campus improvements.	Expo advances equity through resource allocation by contracting with businesses owned by people of color, women, veterans and emerging small businesses.	Specific data supplied from Metro Procurement and capital projects management	Direct interviews with diverse partners
4	<b>Community and Customer Relations:</b> Amplify our superior customer service by developing supportive and inclusive community relationships.	Continue to build relationships with Vanport Mosaic and the Japanese American Museum of Oregon, which help give space for Black and Japanese Americans to grieve, honor and remember their histories at the Expo site.	Multiple firsthand accounts from events such as the Vanport Mosaic Festival and the JAMO Return & Remembrance event.	Direct interviews and information provided from the event organizers themselves.

\***Highlighted:** Outcomes identified as a priority for Fiscal Year 2022/23.





## COMMUNICATIONS

## STRATEGIC PLAN GOALS

B C

Careful work has been done to understand the equity impacts of Communication's services – from reporting on demographics of project-specific community engagement to participation rates for DEI trainings to qualitative results from audience research on Metro's materials, messaging and website. Though capacity remains an issue, staff hope to grow evaluation capacity to better understand the breadth and impact of community engagement and the accessibility of their communications and platforms, especially for individuals with disabilities.

#	Equity outcomes	Activities and efforts	Existing data and metrics	Potential metrics
1	Recruit, train and retain diverse communications staff and elevate BIPOC staff in department decision-making.	Strengthen inclusive hiring practices. Working with HR, standardize hiring practices for Comms. Partner with CBOs to recruit BIPOC candidates.	Workforce demographics, data on applicant pool, interview panel pool.	Number and diversity of people interviewed
2	<i>Equip staff with the knowledge and skills they need to actively work to dismantle systemic and structural racism in communications and engagement.</i>	Fund training for and consultation on trauma-informed approaches to communications work.	Training survey from 2021	<i>Metrics from future trainings offered based on feedback from 2021 training survey</i>
		Develop a training and professional development calendar/tracker.	Current course material on MetroLearning	Number of participants, Participant feedback, Amplification of lessons internally and externally
3	Meaningfully engage communities of color and develop systems for ongoing engagement	Develop for Council adoption community engagement principles	Quantitative and qualitative metrics available for priority projects	
		Work with communities on priority projects to co-create long-term community-specific public engagement plans		# of CBOs engaged each year, feedback from CBO participants
		Further develop public engagement guide and supporting tools and resources, including for more inclusive (and funded) advisory board appointments.		In partnership with DEI, track Metro advisory committees incorporation of financially supported seats
4	Co-create and evaluate communications practices to ensure they build trust and engagement, especially among people of color, people with disabilities, and others who face systemic oppression and barriers to access.	Periodic audience research reports, focus groups and analysis, most recently in PN and WPES communications teams.	Results of audience research	Audit of channels and content for accessibility, reading level and inclusive language standards.
		Current Metro website and new Metro and venues websites are designed to be accessible to individuals with disabilities	Community discussion groups with people who speak limited English- # of community discussions and attendees; qualitative feedback	Focus group with people with disabilities to evaluate and improve content and activities for accessibility and inclusion.

\***Highlighted:** Outcomes identified as a priority for Fiscal Year 2022/23.

## FINANCE AND REGULATORY SERVICES

## STRATEGIC PLAN GOALS

E

FRS supports the agency in advancing racial equity through the allocation of its resources. FRS has long collected data on the utilization of COBID for Metro's contracting, and continues to track this department by department. As FRS continues to advance equity through fiscal decision-making and accounting services they have opportunities to improve tracking in these areas. There are also opportunities for more specificity in COBID contracting and workplace safety incident data to better understand who is benefiting and being burdened through work with Metro.

#	Equity outcomes	Activities and efforts	Existing data and metrics	Potential data and metrics
1	Communities of color benefit from, are involved in, and have access to financial opportunities at Metro	Disadvantaged business community outreach (e.g. Attend OAME meetings, Small Business Meet and Greet, Small Business Open House, relationship and trust building) Equity strategy meetings for all formal procurements	Contract award to COBID firms	Increased granularity on contract award/spend (COBID by contract type)
2	Metro allocates its resources in ways that advance racial equity and meet the needs of the region's communities of color.	Budget Equity Tool incorporated into budget submission.	Submission of Budget Equity Tool and qualitative information about its use	Improved program-level reporting
3	All employees can work safely and avoid harm through proper training, certification and the creation of safe work environments.	Existing health and safety program (In-person and video training, safety policies and committees, incident reporting, accident investigations)	Workers compensation statistics, not linked to demographics	Linking our incident and loss data to employee demographic information
4	Advance equity in financial planning and decision-making by providing high-quality and equity-informed advising and services.	Dedicated staff development budget		% of staff attending training via PeopleSoft LMS
5	BIPOC employees, contractors, and communities benefit from, and are not disproportionately burdened by, Metro's financial policies and procedures.	Planned comprehensive review of FRS policies, including using stakeholder reviews to identify disparate impacts		% of policies/procedures reviewed/reissued per year

**\*Highlighted:** Outcomes identified as a priority for Fiscal Year 2022/23.

## HUMAN RESOURCES

## STRATEGIC PLAN GOALS

C

By applying a racial equity lens to the ways in which Metro recruits, compensates, develops and retains its employees, we are able to ensure our workforce reflects the diversity of the communities in which we serve. In Human Resources, a key focus in the upcoming year will be dedicated to building better systems in which to track and analyze workforce trends. This data will be critical in identifying disparate experiences, and modifying employment policies and procedures to better support those most negatively impacted. To position Metro as an Employer of Choice, Human Resources priorities include developing competitive compensation strategies, increasing access to professional development and training for all employees, and revamping our recruitment and selection processes to be more inclusive and diversity-focused.

#	Equity outcomes	Activities and efforts	Existing data and metrics	Potential data and metrics
1	Recruitment, Hiring & Retention – Attract and retain a skilled and diverse workforce.	Improve HR's data driven approach by utilizing a data management dashboard to better understand trends in hiring, retention and promotion Reduce pre-employment criminal background check screens and other practices that disproportionately disqualify candidates of color	Phase 1 of HR Dashboard, Race/Gender workforce demographics, Race/Gender/Dept turnover, Race/Gender new hires, Race/Gender management vs represented workforce	Phases 2 & 3 of HR Dashboard, Labor census comparison to workforce, Race/gender by job classification, 5 year turnover history by race/gender, • % compliance with mandatory training, Total training hours attended, DEI total training hours, total management training hours, Promotions by race/gender, represented and non-represented, Diversity of applicant pools
2	Training & Development - Promote equitable opportunities for growth and development.	Implement Mandatory Training Plan that includes focused training for Supervisors and agency-wide training requirements around equity, safety and inclusion.	Total number of training hours attended	Quarterly report by department and training mandate with names of employees in and out of compliance, Agency-wide quarterly roll-up of compliance
3	Safety & Belonging - Create and maintain a safe and inclusive workplace.	Create a safer environment for POC and build better systems of accountability through practices that help reduce incidences of harassment.	Employee Engagement Survey findings	Number of workplace investigations of this nature, broken down by department, represented vs non-represented staff, by ethnicity/race, Number of workplace complaints of this nature
4	Equitable Compensation – Provide competitive compensation and benefits to all employees.	Increase Metro's minimum wage	Benchmark: July 2, 2022 all AFSCME represented employees will have a minimum wage of \$20.	Benchmark: Metro will have commitments in place that include a timeline to reach a \$20 per hour minimum wage for employees across all bargaining units

**\*Highlighted:** Outcomes identified as a priority for Fiscal Year 2022/23.

## INFORMATION SERVICES

## STRATEGIC PLAN GOALS

C D

Information Services continues to provide critical IT services during a period of intense need and change. A variety of efforts are underway to improve the equity outcomes of their services and enhance equity in Metro's services and employment. While data around IS's service provision are tracked, additional work is needed to understand how these services and Metro's IS infrastructure are benefiting or harming Metro's employees of color.

#	Equity outcomes	Activities and efforts	Existing data and metrics	Potential data and metrics
1	<b>Access:</b> All Metro staff have the technology and applications they need to feel connected and perform their duties.	Complete M365 implementation and move SharePoint/Exchange to cloud and variable hour staff inclusion	Number of staff with email accounts	
2	<b>Support:</b> All Metro staff can access high-quality and timely IS assistance so they can complete their duties.	Continue to standardize hardware/software platforms to support flexible work environments		Median time to complete IS service request.
		Deliver IS support to Metro staff		
3	<b>Welcoming and safe:</b> Metro's technology and information systems support staff in feeling welcomed, supported, safe, and secure.	Continue to implement governance for hardware/software		Number of non-standard systems in use
4	<b>Inclusion:</b> Metro's technology and applications support inclusive experiences for community members and staff, regardless of language spoken.	Update of Metro websites		% of webpages that are optimized for browser translation
		Work with departments on process improvement initiatives for better use of hardware/software/staffing resources		
5	<b>Equitable benefits:</b> Policies and investments related to information and technology promote shared prosperity and equitable access to opportunity and choice.	Complete M365 implementation and move SharePoint/Exchange to cloud and variable hour staff inclusion		Percent of employees that feel that they have the technology they need to succeed in their work, regardless of position or location
6	<b>Climate justice:</b> Metro and its staff advance climate justice by using technology to reduce carbon emissions (e.g. remote work) and minimizing the environmental impact of the technology we use.	Complete cloud computing strategy to inform capital decisions and help guide departments in software acquisition		Amount of energy and water used in computer environments at Metro

## CAPITAL ASSET MANAGEMENT

## STRATEGIC PLAN GOALS

A D E

Capital Asset Management's various program areas already track a variety of equity-related impacts – from qualitative information on how employees experience the new MRC space, to the estimated greenhouse gas emissions from internal operations. In the coming year additional efforts are underway to track workforce diversity on Metro's capital projects, the impacts of workforce development grant funds, and the implementation of the Clean Air Construction Standard. Opportunities for growth also exist across their portfolio, with interest in, for example, tracking the natural or manmade hazard risk of Metro's occupiable buildings.

#	Equity outcomes	Activities and efforts	Existing data and metrics	Potential data and metrics
1	<b>Safe and welcoming spaces:</b> Staff and community members of color, and other vulnerable persons, feel safe and welcomed in the Metro Regional Center, and can access the spaces and assistance they need.	Redesigned lobby and created new 'welcome window' with removal of security desk. Creating new version of security work with development of Navigator positions.	Regular feedback survey established through the Metro Together Workplace Project for staff using the building.	Correlating responses to surveys with demographic information to ensure that changes are befitting staff and community members of color, and other vulnerable persons.
2	<b>Workforce equity:</b> Metro's capital projects create career pathways for women and BIPOC workers into the construction industry through full implementation of the Construction Careers Pathways policy.	Acquiring, training and utilizing software to track workforce diversity	Disaggregated workforce diversity on Metro capital projects	Metrics to evaluate impact of respectful workplace training
3	<b>Workforce development:</b> Grow capacity for culturally-responsive and culturally-specific strategies within the construction workforce development system.	Implement grant program to grow capacity of workforce development system		Metrics to measure grant outcomes still being developed
4	<b>Emergency management and resilience:</b> BIPOC staff and communities are centered in Metro's planning for, response to, and recovery from emergencies, and marginalized communities are prioritized in Metro's regional coordination.	Metro's facilities become more resilient to natural and manmade hazards over time.	A project and funding has been identified to gather baseline data	Percent of Metro's large, occupiable buildings or campuses that have high natural or manmade hazard risk
1	<b>Climate justice:</b> Metro minimizes the climate and environmental impacts of our capital projects and operations, and advances climate justice through our policies, programs and investments.	Implement Clean Air Construction Standard to reduce pollution impacts to marginalized populations and support COBID firms with compliance.	Number of projects subject to the Standard and estimated reduction in particulate matter pollution as a result	
		Lead climate task force to coordinate agency-wide climate justice and resilience work.	GHG emissions from internal operations: every 4-5 years (Sustainability/CAM)	

## OFFICE OF METRO ATTORNEY

## STRATEGIC PLAN GOALS

ACE

The Office of Metro Attorney works to advance equity through equity-informed legal services, building capacity around key DEI issues and supporting the diversification of the legal profession. Certain elements of this work, like staff participation in DEI trainings, are easy to quantify and are already being measured. Most of their work, though, tends to be hard to measure and lends itself more to iterative feedback between OMA staff, the departments they support and the broader legal ecosystem in which they operate.

#	Equity outcomes	Activities and efforts	Existing data and metrics	Potential data and metrics
1	<b>DEI Capacity:</b> OMA builds and maintains expertise in DEI-related legal issues.	Staff participate in DEI trainings	Metro learning center data on staff participation	
		Professional development opportunities	Oregon State Bar CLE tracking	
2	<b>Equity-informed legal services:</b> OMA staff apply an equity lens to their work, including applying risk analysis.	Increase understanding of legal issues surrounding DEI efforts		
		Work with Metro staff in creating defensible programming that advances equity		
3	<b>Prioritizing DEI-related efforts:</b> OMA prioritizes work with clear DEI-related impacts	OMA staff advise on agency and department efforts to advance equity		Amount of time staff spend on DEI-related issues
4	<b>Workforce development:</b> Advancing opportunities for marginalized communities in the legal profession	Internship program for law students, prioritize applicants from marginalized communities and communities of color, and work with Oregon State Bar DEI program		Interns report positive experience with Metro
		Participation in Oregon State Bar executive committees		



## OFFICE OF THE COO AND COUNCIL

Efforts to advance equity in the Office of the COO and Council are wide ranging, and include tangible efforts like the development and implementation of department ADA plans or the Civic Engagement Capacity Building grant program. Other, less tangible efforts include to improving access for BIPOC voices in decision-making and increasing Metro's responsiveness to BIPOC needs through our investments and policies. Each of the department's four program areas have identified opportunities to deepen their evaluation.

## STRATEGIC PLAN GOALS

# A B C E

	Equity Outcomes	Activities and efforts	Existing data	Potential metrics
Central COO	<b>Employee experience:</b> Employees have equitable access to information and resources regardless of employment status, work site, wage, etc.	New channels and dedicated change management practices and more focused efforts on managers/at sites	Employee Engagement results, vimeo metrics, Town Hall attendance	use email platforms that provide metrics
		More focused efforts with managers and at sites		
	<b>Employee belonging:</b> BIPOC, LGBTQ+, variable hour and on-site employees feel included, accepted and respected by the larger Metro community.	Employee Engagement Survey initiatives to learn how to better engage and communicate with employees (targeted universalism)	Employee Engagement results	
	<b>Process improvement:</b> Employees have the tools and support they need to create processes that maximize equitable impacts, improve accessibility and center the needs of BIPOC staff and communities.	Ongoing Process Improvement for Leaders training as part of the required Supervisor Essentials training series and Four-hour Introduction to Process Improvement training session (planned)	Qualitative feedback from past program participants	Track projects that go through program and quantitative and qualitative feedback on impact of process improvements
	<b>Accessibility:</b> People with disabilities enjoy full access to Metro's sites and services. They see their lived experiences reflected in the initiatives of a disability program that promotes agency-wide cultural and structural change.	Administer and support Community Accessibility Advisory Committee		Feedback from participants about impact of participation
		Development and implementation of Venue and Department Accessibility Plans		Tracking number of physical barrier removals, increase delivery of accessible programs and services
Council Office	<b>Leading with racial equity:</b> Councilors acquire the information, understanding, and tools needed to lead with racial equity.	Engagement with Oregon Tribes, including Annual City of Portland Tribal Nations Summit	Workshop descriptions	Councilor attendance and experience
	<b>Centering BIPOC in decision-making:</b> Councilors receive opportunities to engage with BIPOC leaders and center their feedback in Council decision-making process.	Metro boundaries Redistricting	Demographics listed by district; engagement of BIPOC leaders and CBOs	Comments collected from BIPOC community; councilors rely on BIPOC input.
	<b>Budget management:</b> Councilors have the information and analysis they need to advance racial equity in the budget process.	Department budget briefings and presentations with racial equity components	Councilors engage with racial equity components	2021-22 Equity Measures Budget Note metrics when available



Office of the COO and Council, cont.

	Equity Outcomes	Activities and efforts	Existing data	Potential metrics
Diversity, Equity and Inclusion	<b>Decision-making:</b> Racial equity is prioritized in decision-making, resource allocation and across Metro's efforts and activities.	Support the implementation of the Budget Equity Tool during the FY2022/23 budget process and the implement and support the use of the Racial Equity Framework	Equity Metrics Project; Utilization of the Budget Equity Tool;	Evaluation of utilization of Budget Equity Tool; Increase in budget allocation dedicated towards racial equity projects, programs, or staffing resources
	<b>Equity-informed employee policy creation:</b> Support the co-creation and development of new Metro employee policies by centering the most marginalized staff in the design and implementation process.	Strategic collaboration with HR around policy development and innovation and best practice implementation. Example policy efforts: Background check policy, Gender Inclusion Policy	Q12 and Employee engagement DEI medium scores, Demographic data on existing employees; More diverse staff hired at Metro	Employee Census (more in-depth and complete employee demographic data)
	<b>DEI training:</b> Develop a DEI training framework to increase equity literacy across the agency.	Implement DEI training program	Number/hours of staff attending trainings, Post training survey	Post evaluation of employee learned competencies; Performance review
	<b>Employee Resource Groups:</b> Improve retention rates and overall employee experience for marginalized staff through coordinated management of the People of Color, PRIDE and Black ERG's and expansion of new groups.	Coordinate monthly gatherings of Black, POC and PRIDE Employee Resource Groups	Number of employees who identify as part of an ERG; Annual survey of ERG members;	Number of BIPOC, LGBTQ and staff with Disabilities promoted or hired into management or leadership positions reflective of the region's existing workforce
	<b>Construction Careers:</b> Coordinate regional jurisdictional partners and industry stakeholders to advance and implement the Construction Career Pathways Regional Framework in order to create career pathways for women and BIPOC workers into the construction industry.	Support partner jurisdiction adoption and implementation of framework	Number of jurisdictions who adopt	Regional disaggregated workforce diversity data
	<b>Civic engagement capacity building:</b> Invest in community-based organizations serving BIPOC communities to grow civic engagement efforts that support the development of new civic leaders, deepen civic participation throughout the region, and shape decisions towards more equitable outcomes.	Administer civic engagement capacity building grant program.	Amount granted per year to BIPOC Community-based organizations for civic engagement	Program participants understand who Metro is, feel heard in Metro processes and decisions and build trust in Metro.
	<b>Impact evaluation:</b> Develop standard equity metrics that monitor progress towards racial equity goals across departments and programmatic areas and inform decision-making and resource allocation.	Implement the Impact Evaluation project in 2022	Number of departments with equity goals and performance metrics	Qualitative feedback from Council and Metro leadership regarding quality and usefulness of performance measures

