

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ADOPTING THE) RESOLUTION NO. 12-4375
METRO DIVERSITY ACTION PLAN)
) Introduced by Chief Operating Officer Martha
) Bennett, with concurrence of Council
) President Tom Hughes

WHEREAS, in 2005, the Metro Council convened a Diversity Action Team to ensure diversity initiatives were identified and achieved;

WHEREAS, on August 17th, 2006, the Metro Council approved Metro's first Diversity Action Plan;

WHEREAS, the Metro Council is committed to supporting and promoting diversity within the agency in accordance with the adopted Metro value of Respect, and ensuring success in identifying and achieving diversity initiatives in the core diversity functional areas of: Internal awareness and sensitivity to diversity issues, Employee recruitment and retention, Public involvement and citizen advisory committee membership and Procurement;

WHEREAS, the Metro Diversity Action Team has through great effort developed a revised and detailed Diversity Action Plan as a written statement of Metro's commitment to diversity;

WHEREAS, the Diversity Action Team conducted outreach and received numerous comments on the Diversity Action Plan from Metro's employees and community groups outside of Metro;

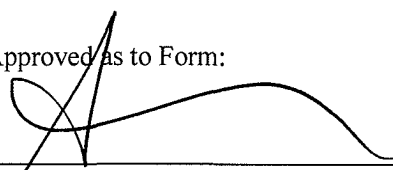
WHEREAS, the Diversity Action Plan is a living document that will continue to evolve as Metro's diversity programs grow and the Metro Council empowers the Metro Chief Operating Officer and the Diversity Action team to continue revising the Diversity Action Plan as this evolution takes place;

WHEREAS, the Diversity Action Plan is in a form that the Metro Council believes is ready for Metro Council adoption and support.

BE IT THEREFORE RESOLVED that the Metro Council adopts the Metro Diversity Action Plan in the form attached as Exhibit A and directs the Metro Chief Operating Officer and the Diversity Action Team to continue updating and revising the Diversity Action Plan as appropriate for the Agency.

ADOPTED by the Metro Council this 15 day of November, 2012.

Approved as to Form:


Alison Kean Campbell, Metro Attorney


Tom Hughes, Council President

MAKING A GREAT PLACE

Diversity Action Plan

Fall 2012



About Metro

Clean air and clean water do not stop at city limits or county lines. Neither does the need for jobs, a thriving economy, and sustainable transportation and living choices for people and businesses in the region. Voters have asked Metro to help with the challenges and opportunities that affect the 25 cities and three counties in the Portland metropolitan area.

A regional approach simply makes sense when it comes to providing services, operating venues and making decisions about how the region grows. Metro works with communities to support a resilient economy, keep nature close by and respond to a changing climate. Together we're making a great place, now and for generations to come.

Metro Council President

Tom Hughes

Metro Councilors

Shirley Craddick, District 1

Carlotta Collette, District 2

Carl Hosticka, District 3

Kathryn Harrington, District 4

Rex Burkholder, District 5

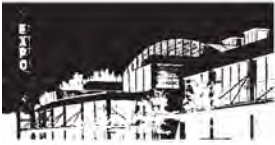
Barbara Roberts, District 6

Auditor

Suzanne Flynn

Letter of support from Council President Hughes or entire Council

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Metro | *Exposition Recreation Commission*

November 7, 2012

The Metropolitan Exposition Recreation Commission supports the goals, strategies and actions outlined in the Diversity Action Plan, intended to increase diversity and cultural awareness at Metro, both internally and externally.

We support the short-term actions, long-range objectives and ongoing opportunities for assessment that we believe will make significant progress in enhancing the agency's outcomes in reaching all communities it is designated to serve.

As a primary interface between Metro and the general public, we believe it is imperative to hold the Metro value of Respect among the highest regard and stand ready to assist in any way the venues under our governance – the Oregon Convention Center, Portland Center for the Performing Arts and Portland Expo Center – can.

Sincerely,

Chris Erickson
Chair, Metropolitan Exposition Recreation Commission

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OVERVIEW

At Metro, we care about our employees and the community. Our mission is to inspire, engage, teach and invite people to preserve and enhance the quality of life and the environment for current and future generations. As we work with the region's communities to make a great place, we must ensure that all of our employees, customers and residents of the region are treated equitably. Metro's Diversity Action Team has developed this Diversity Action Plan as a blueprint for our organization to uphold Metro's value of respect and to reflect the growing diversity of the region we serve.

Metro's value of respect and definition of diversity

Metro's Diversity Action Plan is founded on our organizational value of respect:

We encourage and appreciate diversity in people and ideas. We embrace diversity in people and ideas within our workplace and our community. Everyone is treated with care and appreciation. We promote an atmosphere of equality and personal integrity and seek to understand the perspective of others. We strive for a culture supported by honesty and trust. Above all, we demonstrate respect for each other.

Metro defines diversity as the variance or difference amongst people:

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

Metro's philosophy regarding diversity:

Metro's diversity philosophy is built upon our commitment to creating, establishing, and maintaining a diverse and inclusive culture through increased internal awareness and diversity sensitivity, employee recruitment and retention, public involvement and citizen advisory committee membership, procurement, and accessibility. Metro embraces diversity in such a way that it includes understanding the strength of individual and group differences, respecting the perspectives of others, and communicating openly. We strive to create an environment where all participants value and celebrate each other's contributions, skills, and experience and a workplace where all staff are encouraged to thrive and reach their highest potential.

Diversity Action Team vision

We envision a future where Metro's diversity practices improve Metro's responsiveness to the residents of the region, strengthen Metro's workforce and serve as a model for other governments. Metro strives to incorporate diversity and cultural competence in carrying out its mission.

Diversity Action Plan process and scope

To realize this vision, the Diversity Action Plan identifies strategies and actions to increase diversity and cultural competence at Metro in four key areas: internal awareness and diversity sensitivity, employee recruitment and retention, public involvement and citizen advisory committee membership and procurement.

The Diversity Action Team is primarily responsible for developing the plan's content, based on organizational needs and feedback gathered from employees and community groups. This plan is a living document, subject to regular review and revisions. Regular plan status reports will be provided no less than annually. For details on employee and community group engagement conducted for this plan, including issues and items to address in future revisions based on the stakeholder feedback, see Appendix B.

The Diversity Action Team reviews and recommends revisions to the Diversity Action Plan as necessary. The team recommends revisions to the Chief Operating Officer, who has Metro Council's delegated authority to revise the plan.

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ROLES AND RESPONSIBILITIES

Regardless of title or position, all individuals at Metro are responsible for meeting the Diversity Action Plan goals.

Metro employees

Metro employees hold themselves and each other accountable to meeting diversity goals.

Metro management

Metro managers and supervisors act as role models by holding themselves and each other accountable to meeting diversity goals. Metro managers and supervisors commit to ensuring the plan's success, including actively supporting the plan, setting expectations and holding employees accountable to meeting diversity goals.

Diversity Action Team

The Diversity Action Team serves in an advisory capacity to the Senior Leadership Team regarding implementation of the Diversity Action Plan. The Diversity Action Team reviews the Diversity Action Plan as necessary and recommends revisions to the Senior Leadership Team and Chief Operating Officer. The Metro Council approves any revisions to the plan.

Diversity Program Manager

The Diversity Program Manager serves as an internal consultant to cultivate diversity in Metro's practices, including further refinement and implementation of the Diversity Action Plan. On at least a semi-annual basis, the Diversity Program Manager will review implementation of the Diversity Action Plan and report to the Diversity Action Team and Senior Leadership Team on the plan's progress.

Senior Leadership Team

The Senior Leadership Team of Metro's departments and venues is responsible for implementing the Plan. This team identifies resources necessary for carrying out the plan and to ensure continuity over time. Team members actively link organizational values to carrying out the plan and set expectations to hold themselves and the organization accountable to meeting diversity goals.

Metro Council

The Metro Council adopts the Diversity Action Plan and acts as the budget authority, allocating resources to support the plan in balance with other needs of the organization. As elected representatives of the region, members of the Metro Council publicly reflect the values and commitments laid out in the plan.

Metro Exposition and Recreation Commission (MERC)

The MERC Commissioners support the plan through their commitment to diversity and how it underpins the region's cultural and economic vitality. Commissioners provide plan feedback, guidance and connections to valuable resources in our region.

CORE AREA GOALS, STRATEGIES, ACTIONS AND INDICATORS

Key actions are included below each of the 4 core area goals. We have prioritized core area actions that are critical to the ongoing success of the respective core area. For the complete list of actions associated with each core area, see Appendix E.

Core area 1: Internal awareness and sensitivity to diversity issues

To achieve greater internal awareness and sensitivity to diversity issues, Metro must establish active dialogue with employees regarding diversity; provide training to managers and staff; and put tools in place to measure inclusivity, diversity and cultural competence¹ at Metro.

Indicators

- Percentage of employees who agree and strongly agree with the statement: “Our organization is taking sufficient action to address and foster diversity,” disaggregated by gender, age group, minority group membership, and other indicators of diversity.
- Percentage of employees who agree or strongly agree with the statement: “All employees regardless of their differences are respected and valued for their contribution to our organization,” disaggregated by gender, age group, minority group membership, and other indicators of diversity.
- Percentage of staff at all levels who have attended diversity training.
- Percentage of managers who receive a “successful or above” rating in the correlating area of their performance evaluations.

Goal 1.1: Metro’s work environment is inclusive, where cultural, gender, age, race, ethnicity, and other indicators of diversity are respected by all employees.

Strategies:

- A. Use regular monitoring and assessment to measure our cultural competence and internal climate.**
- B. Provide cultural competency training for all employees.**
- C. Create an open climate for employees to understand and contribute to Metro's values and diversity practices.**
- D. Give consideration to Metro values and diversity practices in project planning.**

Goal 1.2: Employees actively hold each other accountable for respectful behavior.

Strategies:

- A. Provide tools and an environment where people feel safe to raise concerns.**

¹ See Appendix A for definition

CORE AREA 1: PRIORITIZED ACTIONS

1.1.4 Require training for Senior Leadership and Diversity Action teams to help them identify their role in leading a diversity initiative. Participation in training will also be available to Metro Council and MERC Commissioners. Funds required	FY 2012-13
1.1.7 Implement an ongoing broad cultural sensitivity offering for all employees, prioritizing front line staff, based on results from diversity survey and input from diverse representation of employees regarding content and messages. Funds required	Initiate 2013
1.1.11 Develop and implement an internal communication plan, including use of Intranet, to build and maintain employee awareness about diversity and cultural competence. Ensure that employees are familiar with diversity team members.	Implement January 2013 and ongoing

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Core area 2:
Employee recruitment and retention

Employee recruitment and retention goals will improve diversity in recruiting, hiring and retaining employees. Human Resources staff will establish a baseline for minority applicants and employee retention; enhance outreach to strengthen relationships with underserved populations; improve diverse representation among hiring panels and further integrate diversity into new employee orientation and performance evaluations.

Employee recruitments are designed to establish a diverse workforce at Metro. Recruitments for positions at Metropolitan Exposition and Recreation Commission (MERC) venues will follow First Opportunity Target Area (FOTA) mandates.

Indicators

- Demographics of self disclosed minority candidate applicants as compared with previous fiscal year of applicant demographics.
- New employees hired by Metro per category according to gender, age group, minority group membership, and other indicators of diversity, as compared with previous fiscal year of hire demographics.
- Average rate of tenure, promotional rate, and turnover rate is similar for all groups, including those sorted by gender, age group, minority group membership, and other indicators of diversity.
- Employee satisfaction rate as indicated in the Cultural Assessment and Employee Survey is similar for all groups, including those sorted by gender, age group, minority group membership, and other indicators of diversity.

Goal 2.1: Increase diversity in applicant pool.
Strategies: <ul style="list-style-type: none"> A. Use existing resources within the organization to help promote and attract a diverse representation of candidates. B. Invest resources in building professional relationships with community partners.
Goal 2.2: Increase diversity of new hires according to gender, age group, minority group membership, and other indicators of diversity.
Strategies: <ul style="list-style-type: none"> A. Use resources to identify and address barriers in the selection process.
Goal 2.3: Increase retention of diverse employees according to gender, age group, minority group membership, and other indicators of diversity.
Strategies: <ul style="list-style-type: none"> A. Use existing and new resources to increase retention of diverse employees.

CORE AREA 2: PRIORITIZED ACTIONS

2.1.1 Establish a baseline representing diversity among applicants for FY 11-12.	2013
2.1.3 Update Human Resources recruitment page(s) to promote diversity and desire for diverse pool of candidates.	End of FY 13-14
2.1.9 Coordinate internal resources for outreach efforts.	Ongoing as of FY 12-13
2.2.1 Analyze recruitment data to identify if any barriers to hiring exist for a particular group and develop tools to address as necessary. Share learned best practices with community partners.	FY 13-14 and ongoing

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Core Area 3: Public involvement and citizen advisory committee membership

Goals for public involvement and citizen advisory committee membership seek to have Metro outreach and committees, at a minimum, serve and represent the diversity of the region's population. Many of these actions should be part of a continuous and conscious effort to acknowledge that one committee member cannot represent an entire group and to ensure various groups are continually engaged. To meet these goals, Communications staff will conduct research to assess gaps in community interactions; engage the Metro Council members to actively conduct outreach to historically underserved² communities; establish protocols to improve diverse representation on Metro committees; and put tools in place to track and coordinate growing relationships with diverse communities as well as better communicate with those communities. Information about existing Metro committees is available at <http://www.oregonmetro.gov/committees>. The goals listed below also take into account the importance of Metro's policies and programs reflecting the values of diversity and equity.

Indicators

- Number of culturally specific organizations engaged by Metro that represent the needs of underrepresented communities in the region.
- Demographic composition of people participating in public involvement activities per category according to gender, age group, minority group membership, and other indicators of diversity.
- Percentage of participants who think that Metro is effective in engaging diverse and historically underserved communities and meeting their stated needs, as compared with previous years. (requires survey)
- Percent of community organizations that are satisfied with their engagement with Metro.
- Demographics of committee applicant pool as compared with demographics of the region, including historically underserved populations.
- Demographics of committee members as compared with demographics of the region, including historically underserved populations.

Goal 3.1: Metro's public involvement fully engages diverse communities in the Metro region.

Strategies:

- A. Provide support as needed for members of diverse communities to become involved in the public process.**
- B. Recognize the importance of making long-term investments through relationships with various diverse communities throughout the region. Ask diverse communities how best to engage them and transcend barriers to involvement. Meet on a regular basis to update involved groups/ individuals.**
- C. Increase Metro's presence in communities in culturally specific ways.**
- D. Improve diverse communities' access to information.**
- E. Improve Metro's ability to measure demographic data for historically underserved populations.**

² See Appendix A for definition

Goal 3.1 (continued): Metro’s public involvement fully engages diverse communities in the Metro region.
<ul style="list-style-type: none"> F. Leverage relationships developed through job recruitment and procurement activities to expand Metro’s reach to underrepresented populations G. When public involvement policies and programs are developed or revised, integrate diversity and equity considerations into the process. H. Work collaboratively with government and community partners to tap into existing research and lessons learned; look for future opportunities to work together.
Goal 3.2: Metro committees reflect the diversity of our region’s communities.
<p>Strategies:</p> <ul style="list-style-type: none"> A. Develop understanding of diverse communities’ barriers to committee participation. B. Provide support as needed for members of diverse communities to participate on Metro committees. C. Build support among existing committee members for improved participation by historically underserved populations. D. Consider changes in committee bylaws to broaden opportunities for membership by historically underserved populations. E. Explore and implement best practices for increasing diversity in committee membership. F. Develop new approach to public engagement review process (formerly Metro Committee for Citizen Involvement) that includes broader representation and understanding of public outreach tools.

CORE AREA 3: PRIORITIZED ACTIONS

3.1.4 Engage regularly with groups who represent historically underserved and diverse populations at a mutually agreed-upon frequency and manner – in order to build trust and to identify barriers to participation.	Ongoing
3.1.9 Continue to implement and expand best practices to track participation of underserved populations in the public comment process. Include demographic questions at all public involvement events and in all surveys conducted by Metro. Improve consistency and breadth of data collection through Metro public involvement events and surveys. Resources required	2012-2013/Ongoing
3.1.11 Implement a tool that enables Metro to effectively coordinate outreach to key community stakeholders. Establish working group to meet regularly and identify areas for leverage. Coordinate and maintain list of contacts with diverse communities, including contacts made through Human resources, Procurement and Communications efforts.	2013-14

Core Area 4: Procurement

The primary goal of diversity in procurement is to increase the utilization of Minority-owned, Women-owned and Emerging Small Businesses³ (MWESBs), Sheltered Market participants⁴, (SM) and Disadvantaged Business Enterprises, (DBE)⁵. Beyond increasing the number of MWESB firms participating on Metro contracts, Procurement staff will work with vendors, contractors and Metro staff to establish baseline usage data, identify areas for improvement, train stakeholders on the system, put new policies and procedures in place, and measure the performance of Metro's efforts.

Fiscal year indicators

- Number of MWESB's and First Opportunity Target Area (FOTA) contractors that bid on Metro solicitations as compared to the total number of bids received.
- Amount of dollars awarded to MWESB and FOTA contractors and subcontractors out of the total dollar amount awarded.
- Percent of total available contract and subcontract dollars awarded to MWESB and FOTA contractors and subcontractors.
- Share of dollars awarded to MWESB's within the Sheltered Market Program, as compared with total contract dollars awarded.
- Percent of Sheltered Market Program construction contracts as compared with total construction contracts.
- Amount of dollars awarded to DBE contractors within the Sheltered Market Program.
- Percent of contracts awarded to DBE firms compared to total contracts.
- Number of formal procurements using value-based contracting⁶ approach.
- Amount of dollar awards using value-based approach.

Goal 4.1: Increase MWESB and FOTA participation.

Strategies:

- A. Identify areas for improvement through annual review of contract solicitation and awards.**
- B. Engage with vendors, contractors and Metro staff to uncover barriers to participation.**

³ MBE denotes firms that are 51% ownership by a racial minority; WBE denotes firms with 51% or higher woman ownership. ESB is characterized as an emerging small business with two tiers; Tier 1 requires firms to have 19 or fewer employees whose average annual gross receipts over the last three years are under \$1,699,953 for construction firms and under \$679,981 for non-construction-related firms. Tier 2 requires firms with 29 or fewer employees whose average annual gross receipts over the last three years are under \$3,399,907 for construction-related businesses and under \$1,133,302 for non-construction businesses.

⁴ Metro's Sheltered Market Program restricts bids for public improvement contracts with dollar amounts between \$5,000 and \$50,000 to State certified Minority Owned Businesses, Women Owned Businesses or Emerging Small Businesses (MWESBs).

⁵ Disadvantaged Business Enterprises are defined as those firms that are owned and operated by a woman or a member of a racial minority who are seeking federally funded construction contracts.

⁶ See Appendix A for definition

Goal 4.2: Increase contract dollars awarded to MWESB contractors and subcontractors to between 15 to 18 percent of total contract dollars.
Strategies: <ul style="list-style-type: none"> A. Increase accountability of prime contractors to ensure MWESB and FOTA participation. B. Ensure internal agency compliance.
Goal 4.3: Increase number of projects and contracts in Sheltered Market Program for MWESB's.
Strategies: <ul style="list-style-type: none"> A. Expand Sheltered Market Program. B. Ensure internal agency compliance.
Goal 4.4: Assess Disadvantaged Business Enterprise (DBE) compliance requirements and increase DBE participation.
Strategies: <ul style="list-style-type: none"> A. Increase accountability for prime contractors to comply with DBE requirements when hiring subcontractors. B. Increase accountability for local public agencies to comply with DBE requirements when hiring contractors. C. Ensure internal agency compliance.
Goal 4.5: Use value-based contracting to promote equity.
Strategies: <ul style="list-style-type: none"> A. Establish agency policy. B. Ensure internal agency compliance.
Goal 4.6: Develop recommendations with Metropolitan Exposition Recreation Commission (MERC) to align FOTA with strategies in this plan.
Strategies: <ul style="list-style-type: none"> A. Develop and execute project plan to respond to FOTA recommendations requested by MERC Commission.

CORE AREA 4: PRIORITIZED ACTIONS

4.1.1 Track participation statistics.	Ongoing
4.2.6 Require MWESB and FOTA training for staff involved in contracts.	Ongoing
4.6.1 Conduct demographic study of FOTA area. Resources required	2013-14

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APPENDIX A: METRO DEFINITIONS

Balanced Scorecard

To gauge the overall health of the agency and to pursue continuous improvement in our business practices, Metro produces an annual Balanced Scorecard report. The Balanced Scorecard views the organization from six distinct perspectives: financial performance, internal and external customer service, business process efficiency, employee learning and growth, sustainability, and diversity. Balanced Scorecard reports can be found on Metro's website.

Capacity-building

Capacity-building is a coordinated process of deliberate activities to upgrade skills, improve procedures and strengthen organizations by investing in people, institutions and practices that will enable organizations to achieve their objectives.

Cultural competency

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

Disadvantaged Business Enterprise (DBE):

A company primarily owned by people who are socially and economically disadvantaged as defined by the federal government. This designation is used when contracting with federal funds.

Diversity

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

Equal Opportunity

Metro's commitment to provide equal opportunities to all individuals without regard to race, religion, national origin, disability, age, marital status, sex, sexual orientation, military service, or any other status protected by law. This applies to all employment related activities, procurement and citizen involvement.

FOTA

Metro's First Opportunity Target Area (FOTA) program applies to the three venues under management by the Metropolitan Exposition Recreation Commission – the Oregon Convention Center, Portland Center for the Performing Arts and Portland Expo Center. Established in 1989, the FOTA program was first intended to ensure that economically disadvantaged residents within the defined geographical area

FOTA (continued)

near the Oregon Convention Center(OCC) be offered the first opportunity to apply for employment at the OCC. The MERC Commission later expanded and applied the FOTA program to the other two venues and now also requires all three venues to offer contracting and procurement opportunities, in addition to employment opportunities, to individuals and businesses within the FOTA boundary.

Historically underserved

Groups whose demographic, geographic, or economic characteristics impede or prevent their access to public services.

Inclusive/Inclusivity

An inclusive organization respects and values the unique dimension of each employee. Inclusivity cultivates a climate where all members feel they belong. By encouraging engagement with multiple points of view, the organization welcomes the variety of perspectives and knowledge necessary for a healthy work environment. Metro recognizes that employees are at their creative and productive best when they work in an inclusive work environment.

MERC

The Metropolitan Exposition Recreation Commission (MERC) manages three public facilities within Metro— the Oregon Convention Center, Portland Center for the Performing Arts, and Portland Expo Center. MERC is governed by a Board of Commissioners appointed by the Metro Council President upon recommendation from local area governments.

Minority/Women/Emerging Small Business (MWESB)

A company primarily owned by minorities or women; or has a small number of employees and limited revenue. MWESB certification is approved by the State of Oregon.

Request for Bid

A Request for Bid tells contractors exactly what is needed for the project and asks them to tell Metro how much the project would cost.

Request for Proposal

Metro issues a Request for Proposal during a value-based contracting process. A Request for Proposal tells contractors what is needed for the project and what factors are important for the success of the project or to support Metro priorities. For example, important factors could be workforce diversity, subcontracts with MWESBs, or experience with similar projects. Contractors respond with how they meet the important factors, along with how much the project would cost.

Respect

Respect is one of the stated values of Metro. We encourage and appreciate diversity in people and ideas. We embrace diversity in people and ideas within our workplace and our community. Everyone is treated with care and appreciation. We promote an atmosphere of equality and personal integrity and seek to understand the perspective of others. We strive for a culture supported by honesty and trust. Above all, we demonstrate respect for each other.

Sheltered Market

A sheltered market means that only certain vendors can bid on certain projects. Metro's Sheltered Market Program restricts bids for public improvement contracts between \$5,000 and \$50,000 to State of Oregon certified Minority Owned Enterprises, Women Owned Enterprises or Emerging Small Businesses (MWESBs). For these contracts, MWESBs do not compete against other vendors for the work.

Public improvement contracts are for construction, reconstruction or major renovations.

Value-based contracting

In a value-based contracting process, Metro decides which contractor offers the best overall value rather than just the lowest price. For example, when Metro issues a Request for Proposal, we can specify that the diversity of a contractor's workforce is important. Then when Metro considers the contractor proposals, the decision is made based on workforce diversity among other factors, including price.

APPENDIX B: STAKEHOLDER ENGAGEMENT AND FEEDBACK

Stakeholder engagement conducted for this plan

Prior to engaging employees around the Diversity Action Plan, the Diversity Action Team and Human Resources sponsored two information-gathering efforts led by outside consultants: an organization-wide diversity survey in fall of 2010 and two diversity town halls at the Metro Regional Center and one at the Oregon Zoo in May of 2011. The survey results provided a baseline of employee beliefs and perceptions on diversity, and both efforts yielded themes and recommendations that were either integrated into this plan or held for consideration by the incoming Diversity Program Manager who was hired in February 2012.

From June to October of 2011, Diversity Action Team members made presentations about the Diversity Action Plan to 25 different employee groups across Metro. Following the presentations, the team invited employees at the Metro Regional Center, Oregon Zoo and Oregon Convention Center to view a large display of the plan's overview and goals, strategies and actions for the first core area addressing internal awareness and sensitivity to diversity issues.

In 2012 after the plan has been adopted by Metro Council, the team will bring the plan to outside community groups for their consideration and feedback.

Stakeholder feedback to be addressed in future plan revisions

Employee suggestion: Incorporate audience diversity and public access to our facilities, sites and information (online or otherwise).

Explore a fifth core area: Accessibility.

To live our value of public service, Metro must commit to services, visitor venues and outreach programs that are inclusive and accessible to a diverse population.

An objective of this work over the coming year would be to complete an analysis of access needs and opportunities at Metro's built facilities. Accessibility goals would be to improve the opportunity for people of all abilities to participate in Metro's programs, services, facilities and events. Our outcome would be to achieve a culture of inclusion and promote participation of people of all abilities.

Potential goals include visitor venues and parks and environmental services that are welcoming to all, outreach programs that are culturally sensitive and education programs that meet the needs of diverse communities.

Potential first steps are to assess and establish a baseline for accessibility.

Employee suggestion: Include equity in the plan.

Metro plays a growing role in addressing equity issues and assessing the impacts of our services and planning activities on residents in the region. As our region's residents continue to encompass an ever-

growing range of multi-cultural, international, socio-economic, profession, age and ability characteristics, the importance of intentionally incorporating equity considerations and addressing long-standing inequities into Metro activities has become increasingly clear.

Metro staff is currently conducting an inventory of how Metro employees intentionally incorporate equity considerations into our activities. The inventory will begin to provide Metro staff and community stakeholders a standardized approach for how Metro considers equity. While the inventory is the first phase of a larger project focusing on how Metro should define and approach equity, future work is dependent upon resources and staff availability. If this future work is funded, the long-term goal is to develop an organizing framework that consistently incorporates equity into all Metro activities. The framework will provide a decision support tool that will help institutionalize equity in program and policy development throughout the agency.

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APPENDIX C: 2012 DIVERSITY ACTION TEAM ROSTER

Martha Bennett, Chair Chief Operating Officer	Trudy Pollard Finance and Regulatory Services for MERC
Rex Burkholder, Metro Council Liaison Metro Councilor	Scott Robinson Deputy Chief Operating Officer
Molly Chidsey Sustainability Center	Mary Rowe Human Resources Director
Joe Durr Portland Center for the Performing Arts	Cary Stacey Office of the COO
Aidan Gronauer Sustainability Center	Nathan Sykes, Vice Chair Office of the Metro Attorney
Jan Jung, Treasurer Human Resources	Bill Tolbert Diversity Program Manager
Jim Middaugh Communications Director	Matt Tracy Sustainability Center
Jennifer Payne Oregon Zoo	

ACKNOWLEDGMENTS

We would also like to thank the following people who, although not current Diversity Action Team members, participated in the development of this Diversity Action Plan.

Teddi Anderson, Gilbert Gomez, Julie Hoffman, Shareefah Hoover, Michael Jordan, Joni Marie Johnson, Darin Matthews, Pam McElwee, Kelsey Newell, Dylan Rivera, Stephanie Soden, Kathryn Sofich, Patty Unfred, Angela Watkins, Michelle DePass, Michael Walter, Paul Slyman, and Janna-Lena Militz.

APPENDIX D: LEVEL OF ENGAGEMENT CATEGORIES

Community Partner or Community Stakeholder

Includes all community organizations that are within Metro's Scope.

Metro Council

Elected body of representatives of the region, which publicly reflect the values and commitments laid out in the plan.

Metro COO

Has Metro Council's delegated authority to revise the plan.

Diversity Action Team (DAT)

Advice on implementation and review of the Diversity Action Plan.

Diversity Program Manager

Internal consultant responsible for refinement and implementation of the plan.

Senior Leadership Team (SLT)

Implementation of the Plan and ensuring continuity.

Metro Diversity Action Plan Workgroup

Project Workgroups will be limited to a specific term and the specific strategies/actions to which they are assigned.

Metro Department or Position

Ex. Program Coordinator, Director, Program Manager

APPENDIX E: CORE AREA ACTIONS

Core area 1: Internal awareness and sensitivity to diversity issues

Goal 1.1: Metro’s work environment is inclusive, where cultural, gender, age, race, ethnicity and other indicators of diversity are respected by all employees.		
	Actions	Completion
A	1.1.1 Conduct initial “Cultural Compass” survey for baseline information; commit to follow-up surveys at least every two years.	Baseline completed 2010; future surveys in 2013, 2015, etc.
	1.1.2 Include diversity measures in Metro’s Balanced Scorecard.[1]	Completed
	1.1.3 Conduct comprehensive assessment of progress on Diversity Action Plan goals	2015-16
B	1.1.4 Require training for Senior Leadership and Diversity Action teams to help them identify their role in leading a diversity initiative. Participation in training will also be available to Metro Council and MERC Commission. Funds required	FY 2012-13
	1.1.5 Offer initial training sessions to Metro Councilors and Metropolitan Exposition Recreation Commissioners. Funds required	Initiate FY 2012-13
	1.1.6 Provide annual training sessions to managers and supervisors. Funds required	2013
	1.1.7 Implement an ongoing broad cultural sensitivity offering for all employees, prioritizing front line staff, based on results from diversity survey and input from diverse representation of employees regarding content and messages. Funds required	Initiate 2013
	1.1.8 Offer Uniting to Understand Racism course, or a similar class, twice per year.	Implement Fall 2012; ongoing thereafter
	1.1.9 Provide debriefing opportunities after any diversity training to identify areas for continuing support or attention.	Fall 2012
	1.1.10 Include diversity awareness training during employee orientation to ensure a good start.	FY 2012-13

Goal 1.1 (continued): Metro's work environment is inclusive, where cultural, gender, age, race, ethnicity and other indicators of diversity are respected by all employees		
C	1.1.11 Develop and implement an internal communication plan, including use of IntraMet, to build and maintain employee awareness about diversity and cultural competence. <ul style="list-style-type: none"> Ensure that employees are familiar with diversity team members. 	Implement January 2013 and ongoing
	1.1.12 Provide opportunities for Metro managers and employees to engage in dialogues about diversity and cultural competence.	Re-Uniting to Understand Racism started in 2012 Other opportunities commence 2014
	1.1.13 Invite diverse representation of employees and external stakeholders to participate in revisions of the Diversity Action Plan.	Ongoing
D	1.1.14 Review Project Management Training and include consideration of Metro's values and diversity practices	Summer 2013
Goal 1.2: Employees actively hold each other accountable for respectful behavior.		
Actions		Completion
A	1.2.1 Train employees on what they can or should do if they experience or encounter behaviors or practices that run counter to diversity goals. (Ouch-Video training begun July 2012)	2013
	1.2.2 Promote current tools for establishing climate that is conducive for raising concerns and having them addressed appropriately.	Begin spring 2013 and then ongoing

Core Area 2: Employee recruitment and retention

Goal 2.1: Increase diversity in applicant pool.		
	Actions	Completion
A	2.1.1 Establish a baseline representing diversity among applicants for FY 11-12.	2013
	2.1.2 When opening a recruitment, solicit input from staff and community organizations to identify methods to reach diverse applicants.	Ongoing
	2.1.3 Update Human Resources recruitment page(s) to promote diversity and desire for diverse pool of candidates.	End of FY 13-14
	2.1.4 Include diversity and values language in classifications, job announcements and hiring panel questions.	Ongoing
	2.1.5 Attend a variety of job fairs and ensure diverse employee representation at the events. Funds and resources required	Ongoing
	2.1.6 Hold events for online application training with community partners. Funds and resources required	Ongoing
	2.1.7 Educate hiring managers on how to use internships to increase diversity in hiring pools.	Ongoing
	2.1.8 Focused outreach: increase recruitment and retention of people with disabilities.	2013 and ongoing
B	2.1.9 Coordinate internal resources for outreach efforts.	Ongoing as of FY 12-13
	2.1.10 Provide sponsorship resources to community partners. Funds and resources required	FY 12-13 and ongoing
	2.1.11 Promote outreach events Human Resources staff is attending. Funds and resources required	End of FY 13-14

Goal 2.2: Increase diversity of new hires according to gender, age group, minority group membership, and other indicators of diversity.		
Actions		Completion
A	2.2.1 Analyze recruitment data to identify if any barriers to hiring exist for a particular group and develop tools to address as necessary. Share learned best practices with community partners.	FY 13-14 and ongoing
	2.2.2 Track data of successful applicants to determine how they were informed about position.	Jul-12
	2.2.3 Educate hiring managers regarding the importance of diverse employee representation on hiring panels.	Ongoing
	2.2.4 Brief and debrief hiring panels to ensure a fair and equitable hiring process.	Ongoing
	2.2.5 Hold Metro managers accountable through performance review process for diversity in hiring.	FY 13-14
Goal 2.3: Increase retention of diverse employees according to gender, age group, minority group membership, and other indicators of diversity.		
Actions		Completion
A	2.3.1 Include diversity awareness training during employee orientation to ensure a good start.	FY 12-13
	2.3.2 Evaluate exit interviews and develop strategies for addressing identified diversity issues.	Ongoing
	2.3.3 Educate managers on how to use performance appraisals to raise concerns and have them addressed appropriately.	Spring 2013 and ongoing
	2.3.4 Establish baseline through initial Cultural Compass survey.	Completed 2010
	2.3.5 Explore the applicability of mentorship programs for employees and implements as determined appropriate.	FY 14-15
	2.3.6 Explore interest in establishing employee affinity and resource groups and establish as appropriate.	FY 13-14
	2.3.7 Ensure that diversity training curriculum includes issues specific to Metro, including hiring and retention	Jan-13

Core Area 3:
Public involvement and citizen advisory committee membership

Goal 3.1: Metro’s public involvement fully engages diverse communities in the Metro region.		
Actions		Completion
A	3.1.1 Partner with stakeholder groups to reach out to underserved populations and build capacity for community participation. Additionally, partner with stakeholders to identify new and emerging diverse stakeholder groups in the region. Funds required	Ongoing
	3.1.2 Provide sponsorship funds or resources (such as meeting space) to diverse communities on an ongoing and equitable basis. Funds required	Ongoing
	3.1.3 Develop a Limited English Proficiency plan to evaluate and address language barriers. Funds required	2012
B	3.1.4 Engage regularly with groups who represent historically underserved and diverse populations at a mutually agreed-upon frequency and manner – in order to build trust and to identify barriers to participation.	Ongoing
C	3.1.5 Develop cultural awareness training concepts for external outreach. Funds required	2012-2013
	3.1.6 Coordinate with Procurement and Recruitment to identify Metro programs that could benefit from participating in large culturally specific events. Resources required Prioritize Metro programs that could benefit from participating in relevant, culturally specific events. Resources required.	2013
D	3.1.7 Develop culturally specific methods for diverse communities to access Metro information most effectively. Funds required for translation	Ongoing
	3.1.8 Tailor outreach materials for diverse audiences and give specific examples for where people can get involved. Funds required for translation	Ongoing

E	<p>3.1.9 Continue to implement and expand best practices to track participation of underserved populations in the public comment process.</p> <ul style="list-style-type: none"> ▪ Include demographic questions at all public involvement events and in all surveys conducted by Metro. ▪ Improve consistency and breadth of data collection through Metro public involvement events and surveys. Resources required 	2012-2013/Ongoing
	3.1.10 Establish baseline and publish results annually. Funds required	2013
F	<p>3.1.11 Implement a tool that enables Metro to effectively coordinate outreach to key community stakeholders.</p> <ul style="list-style-type: none"> ▪ Establish working group to meet regularly and identify areas for leverage. ▪ Coordinate and maintain list of contacts with diverse communities, including contacts made through Human resources, Procurement and Communications efforts. 	2013-14
G	3.1.12 Develop an agency-wide process that will provide staff and the Metro Council with tools and criteria to consider diversity and equity in our public involvement and public outreach practices. Resources required	2013-14
H	3.1.13 Meet with government and community partners regularly to share and improve public involvement best practices.	2012
Goal 3.2: Metro committees reflect the diversity of our region's communities.		
Actions		Completion
A	3.2.1 Develop an overview of Metro and the agency's committee work to present to historically underserved populations, including how Metro directly affects the various communities being recruited for these committees. Funds required for translation	2013
	3.2.2 Conduct outreach with diverse community members to assess level of interest and barriers to participation. (See 3.1.16) Funds required	Ongoing in 2012
B	3.2.3 Develop recommendations to support community member participation on metro committees.	2013

Goal 3.2 (continued): Metro committees reflect the diversity of our region's communities.		
C	3.2.4 Provide diversity/equity awareness training for committees. Funds required	2013
	3.2.5 Build understanding and establish expectations that committee members will assist with engaging diverse communities.	2013
	3.2.6 Monitor outreach results by committee members to diverse communities.	2014
	3.2.7 Provide training and develop expectations for Senior Leadership Team members and Metro Councilors to engage diverse communities.	Ongoing
D	3.2.8 Change committee bylaws to address limitations and broaden membership.	2014
	3.2.9 Examine committee selection criteria through a diversity lens.	Ongoing
	3.2.10 Voluntarily gather demographic information from committee applicants.	Ongoing
E	3.2.11 Survey and research existing committees from local governments to learn best practices. Funds required	2013
	3.2.12 Continue to implement and expand best practices to track participation of underserved populations in the public comment process.	2013
F	<p>3.2.13 Replace Metro Committee for Citizen Involvement with more effective public engagement review process to include:</p> <ul style="list-style-type: none"> ▪ Nine-member Public Engagement Review Committee appointed by Council – meets twice annually ▪ Public involvement peer group – meets twice annually to share and improve best practice ▪ Annual public meeting – community member review of past and upcoming Metro projects, politics and outreach practices (beginning in 2013) ▪ Annual public survey of Metro public involvement practices ▪ Annual public engagement report 	2013

Core Area 4: Procurement

Goal 4.1: Increase MWESB and FOTA participation.		
Actions		Completion
A	4.1.1 Track participation statistics.	Ongoing
	4.1.2 Develop an annual review and adjust strategy to narrow procurement participation gaps.	2013, Ongoing
B	4.1.3 Extend outreach to MWESB's via meet and greet events.	Ongoing
	4.1.4 Partner with outside organizations to provide training to MWESB's to navigate public bidding process.	Ongoing
	4.1.5 Conduct random follow-up with contractors that did not submit responses and contractors that responded but were not awarded contracts.	FY 13-14
Goal 4.2: Increase contract dollars awarded to MWESB and FOTA contractors and subcontractors to 18% of total contract dollars.		
Actions		Completion
A	4.2.1 Annually review contract solicitation and awards including: <ul style="list-style-type: none"> • Requests for bids and proposals sent to MWESB's and partner organizations. • Bids and proposals received from MWESB's. • Contracts and subcontracts awarded to MWESB's. 	Ongoing
	4.2.2 Institute monthly reporting by prime contractors regarding their use of MWESB's as subcontractors in projects over \$100,000.	Ongoing
B	4.2.3 Review request for proposals (RFP's) prior to issuance to ensure diversity language is included.	Ongoing
	4.2.4 Review construction bids under \$50,000 to ensure MWESB participation.	Ongoing
	4.2.5 Include compliance language in performance evaluations for procurement and project managers.	2014
	4.2.6 Require MWESB training for staff involved in contracts.	Ongoing

Goal 4.3: Increase number of projects and contracts in Sheltered Market Program for MWESB's.		
Actions		Completion
A	4.3.1 Gain approval from MERC to amend MERC procurement policy to include Sheltered Market Program.	2013
B	4.3.2 Track compliance by department programs.	Ongoing
	4.3.3 Provide mandatory staff training.	Ongoing
Goal 4.4: Assess Disadvantaged Business Enterprise (DBE) compliance requirements and increase DBE participation.		
Actions		Completion
A	4.4.1 List DBE goal in requests for proposals for federally funded projects.	Ongoing
	4.4.2 Establish DBE goal for agency, subject to revision every three years.	Completed
B	4.4.3 Include DBE appropriate language in intergovernmental agreements	Ongoing
	4.4.4 Monitor ongoing reporting by public agencies.	Ongoing
C	4.4.5 Review RFP's prior to issuance for all federally funded projects.	Ongoing
	4.4.6 Provide DBE mandatory training.	FY 12-13
Goal 4.5: Use value-based contracting to promote equity.		
Actions		Completion
A	4.5.1 Establish protocol for involvement in value-based contracting for projects over \$100,000.	Ongoing
	4.5.2 Revise RFP templates to emphasize best value and promote diversity in employment and contracting.	Completed
B	4.5.3 Procurement to meet with department staff regarding value-based contracting policy and expectations.	2012
	4.5.4 Provide mandatory training.	Ongoing

Goal 4.6: Develop recommendation to reconcile MERC FOTA with strategies in this plan.

	Actions	Completion
A	4.6.1 Conduct demographic study of FOTA area. Resources required	FY 13-14
	4.6.2 Develop recommendations for MERC Commission and the Metro Council in response to study.	FY 12-13

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STAFF REPORT

IN CONSIDERATION OF RESOLUTION NO. 12-4375, FOR THE PURPOSE OF ADOPTING THE METRO DIVERSITY ACTION PLAN

Date: Oct. 11, 2012

Prepared by: Bill Tolbert, x1910

BACKGROUND

In 2005, Metro Council approved the convening of the Diversity Action Team at the request of the Chief Operating Officer (COO). The COO chairs the Diversity Action Team, which includes members of the Senior Leadership Team, a Metro Councilor to serve as liaison to Metro Council, and employee representatives. The Diversity Action Team meets monthly to determine how to promote diversity at Metro.

Key Activities of the Diversity Action Team

- The team has been an active partner with the Metro Council, Senior Leadership Team, Human Resources and Finance and Regulatory Services in providing diversity training and outreach opportunities, building partnerships with outside organizations and supporting diversity goals.
- On October 2010 the team launched the organization's first assessment on diversity, called the Cultural Compass 2010 Diversity Survey.
- In spring of 2011 the team sponsored a series of diversity town halls, led by consultant Steve Hanamura.
- In February 2012 Metro hired a Diversity Program Manager whose job in part is to review the plan, make necessary revisions, and to facilitate implementation of the five core areas of the Diversity Action Plan.
- October 2012 marks the completion of Metro's first comprehensive Diversity Action Plan.

About the Diversity Action Plan

- The Diversity Action Plan is a living document, subject to regular review and revisions to better reflect the growing diversity of the region Metro serves. This evolving plan identifies goals, strategies and actions to increase diversity and cultural awareness at Metro.
- The plan contains strategies and action items in five core areas: internal awareness and sensitivity to diversity issues; employee recruitment and retention; public involvement and citizen advisory committee membership; procurement; and usability of facilities and programs.
- The plan strategically sets goals and action items for the next four years.
- Some other programs identified and impacted by this plan are: the Affirmative Action Plan, the First Opportunity Target Area program, Minority/Women/Emerging Small Business goals and outcomes, the Limited English Proficiency protocols under Title VI, and Americans with Disability Act considerations. Staff will continue to coordinate work in all these areas.
- The plan has been reviewed by external community partners and received their support.
- The plan has been reviewed by internal stakeholders including the Diversity Action Team and the Senior Leadership Team and has received their support.

- Regular plan status reports will be provided no less than annually.

Addition to the Diversity Action Plan

- Upon Council adoption of the Diversity Action Plan, the attached letter of support from Council President Hughes will be included in the plan.

ANALYSIS/INFORMATION

1. **Known Opposition:** None
2. **Legal Antecedents:** None
3. **Anticipated Effects:** Adoption and implementation of the Diversity Action Plan will ensure that Metro incorporates diversity and cultural competence in carrying out its mission, improves its responsiveness to the residents of the region, strengthens Metro's workforce and serves as a model for other governments.
4. **Budget Impacts:** Some of the core area actions in the plan are currently funded. Those marked as "funds required" or "resources required" are not currently funded and will be considered during the annual budget process.

RECOMMENDED ACTION

Full council support for the implementation of the Diversity Action Plan and adoption of the plan by resolution. The council's support is crucial to the success of the plan and visibility of Metro's commitment to diversity.



November 15, 2012

The Metro Council is committed to embracing diversity and upholding our organizational value of respect. It is my firm belief that creating and sustaining a culture of diversity and respect is critical to Metro's success. By reflecting the growing diversity of the community we serve, we will be better suited to meet employee and stakeholder needs, craft policy and deliver excellent services to the communities in our region.

As Metro moves forward in implementing the Diversity Action Plan, the Council expects regular assessments of the Agency's progress. While Metro staff will initially focus on the plan's four core areas of internal awareness and diversity sensitivity, employee recruitment and retention, committee membership and public involvement and procurement, it is important to recognize that the plan is a living document which must be readily adapted to evolving needs of Metro and the region.

The benefits of embracing diversity in our business operations and our workforce culture simply make sense. With this plan as a blueprint, we will incorporate diversity in carrying out our mission to make the region a great place for everyone to live, work and play.

Tom Hughes
Metro Council President