



600 NE Grand Ave.  
Portland, OR 97232-2736

## Council work session agenda

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Tuesday, May 4, 2021

2:00 PM

<https://zoom.us/j/471155552> or  
877-853-5257 (toll free)

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Please note: To limit the spread of COVID-19, Metro Regional Center is now closed to the public. This work session will be held electronically. You can join the meeting on your computer or other device by using this link: <https://zoom.us/j/471155552>, or by calling or 877-853-5257 (toll free). If you wish to attend the meeting, but do not have the ability to attend by phone or computer, please contact the Legislative Coordinator at least 24 hours before the noticed meeting time by phone at 503-797-1916 or email at [legislativecoordinator@oregonmetro.gov](mailto:legislativecoordinator@oregonmetro.gov).

### 2:00 Call to Order and Roll Call

#### Work Session Topics:

2:05 Central Services Budget Work Session [21-5544](#)

Presenter(s): Andrew Scott, Metro

Attachments: [Work Session Worksheet](#)

2:50 Diversity, Equity, and Inclusion & Committee on Racial  
Equity Annual Report to Council [21-5545](#)

Presenter(s): Raahi Reddy, Metro  
Martine Coblentz, CORE Co-chair  
Tristan Penn, CORE Co-chair  
Patricia Kepler, CORE Member

Attachments: [2020 Strategic Plan Progress Report Memo](#)  
[Work Session Worksheet](#)

### 3:35 Chief Operating Officer Communication

### 3:40 Councilor Communication

### 3:55 Adjourn

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### សេចក្តីជូនដំណឹងអំពីការមិនរើសអើងរបស់ Metro

ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬស្នើសុំទទួលបានកម្មប្រព័ន្ធរើសអើងសូមចុះលេខស្នើសុំនៅទីកន្លែង [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ ថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំស្នើសុំអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

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**Central Services Budget Work Session**  
*Work Session Topics*

Metro Council Work Session  
Tuesday, May 4, 2021

## CENTRAL SERVICES BUDGET PRESENTATION

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Date: 4/6/2021  
Department: Central Services  
Meeting Date: 5/4/2021

Prepared by: Brian Kennedy, 503-797-1913, brian.kennedy@gmail.com  
Presenter(s) (if applicable): Andrew Scott  
Length: 45 Minutes

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### **ISSUE STATEMENT**

This work session will provide Council the opportunity to hear how Metro's central services departments FY 2021-22 base budgets and modification requests align with Council priorities. Information shared at the work session will help guide development of the FY 2021-22 Approved Budget.

### **ACTION REQUESTED**

Council discussion and feedback on the base budget and modification requests submitted by the department.

### **IDENTIFIED POLICY OUTCOMES**

Development of a FY 2021-22 budget that aligns with Council priorities.

### **POLICY QUESTION(S)**

What are the policy implications and tradeoffs that will result from the department's base budget and any approved modification requests? Specific factors for Council consideration may include:

- How well do the department's programs align with Council priorities?
- Does the base budget represent a good investment in Council priorities?
- Do proposed modification requests advance Council priorities?
- Has the department demonstrated sufficient planning to successfully implement any new programs or projects?
- Will the department need additional General Fund support to implement their new programs or projects?
- If yes; how high a priority are the programs compared to others that also require General Fund support?

### **POLICY OPTIONS FOR COUNCIL TO CONSIDER**

Each department's modification requests may be considered for support and inclusion in the FY 2021-22 Approved Budget. Some, none or all of the department's individual items may be supported by Council.

## **STAFF RECOMMENDATIONS**

The Chief Operating Officer and Chief Financial Officer recommend Council hear all the department presentations prior to determining their support for departments' modification requests.

## **STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION**

Each department's FY 2021-22 base budget was developed following the Chief Financial Officer's budget instructions released in early December. The base budgets allow the departments to continue existing programs and projects as adjusted for various factors such as inflation, COLAs, etc.

New programs, projects, additional appropriations and FTE are requested through the department's modification requests. Once approved the modification requests were built into the Proposed Budget scheduled for presentation to Council on April 15th.

- **Legal Antecedents**

The preparation, review and adoption of Metro's annual budget is subject to the requirements of Oregon Budget Law, ORS Chapter 294. The Chief Financial Officer, acting in their capacity as the designated Budget Officer, is required to present a balanced budget to Council, acting in their capacity as our Budget Committee.

## **BACKGROUND**

Each department will provide information pertaining to their base budget and modification requests.

[For work session:]

- Is legislation required for Council action?  Yes  No
- If yes, is draft legislation attached?  Yes  No
- What other materials are you presenting today? N/A

**Diversity, Equity, and Inclusion & Committee on Racial  
Equity Annual Report to Council**  
*Work Session Topics*

Metro Council Work Session  
Tuesday, May 4, 2021

## **DIVERSITY, EQUITY, AND INCLUSION & COMMITTEE ON RACIAL EQUITY ANNUAL REPORT TO COUNCIL**

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Date: April 19, 2021  
Department: Diversity, Equity, and Inclusion  
Meeting Date: May 4, 2021

Prepared by: Sebrina Owens-Wilson,  
[sebrina.owens-wilson@oregonmetro.gov](mailto:sebrina.owens-wilson@oregonmetro.gov)

Presenter(s):

- Raahi Reddy, DEI Director,
- Martine Coblenz CORE Co-chair
- Tristan Penn CORE Co-chair
- Patricia Kepler, CORE Member

Length: 30 mins

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### **ISSUE STATEMENT**

Each year Metro's Diversity, Equity, and Inclusion (DEI) program and Committee on Racial Equity provide a report to council on the advancement of the agency's racial equity strategies and the implementation of the Strategic Plan to Advance Racial Equity, Diversity, and Inclusion (Strategic Plan).

### **ACTION REQUESTED**

The purpose of this work session is to provide council with an overview of DEI and CORE's progress over the past year and highlights of the work ahead. DEI also submitted a report on year four of the Strategic Plan implementation. This report details the status of all actions outlined in the plan that have not yet been completed. The discussion is an opportunity for Metro Council to provide feedback and identify opportunities for continued collaboration with the DEI program and CORE in advancing racial equity internally and externally.

### **IDENTIFIED POLICY OUTCOMES**

- Metro Council has strong awareness of past and ongoing DEI efforts as well as areas identified for growth.
- DEI program has an understanding of Metro Council's upcoming priorities so they support the Council in advancing these using an equity lens.

### **POLICY QUESTION(S)**

- What does Council see as the next step for CORE?
- How can the DEI program support Metro Council in advancing its priorities in the coming year?

### **STAFF RECOMMENDATIONS**

N/A

## **STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION**

This last year Metro, its staff, and our region's communities suffered disaster after disaster, forcing us to be resilient and dynamic. There was also so much more clarity on the ways that racist systems and structures continue to create disparities for Black, Indigenous, Latinx, Asian and Pacific Islander communities in health outcomes, employment, education and political voice in their governments. In spite of all of the unpredicted changes, the Strategic Plan to Advance Racial Equity, Diversity and Inclusion continues to offer the agency a clear path to centering the most impacted.

The DEI program along with our internal partners faced several rounds of budget reductions and have had to triage our existing portfolio of work to front load the most critical areas of need. The DEI team, Metro Council and all of Metro's departments have had to use the lens of the Strategic Plan and its five goals in ways that deliver the important work we committed to in 2016 and in new and expansive ways to address the critical moments of this last year. In addition to updates on SPAREDI actions, the report outlines key milestones, moments, and bodies of work, curated by Metro's Committee on Racial Equity and the DEI team, including efforts like:

- Creating large virtual DEI gatherings to bring Metro employees together
- Equipping employees and managers with trauma informed care strategies
- Developing a racial equity lens to inform budget reductions
- Supporting Metro in fulfilling its commitments to protecting and investing in Black lives

## **BACKGROUND**

Adopted by Metro Council in June 2016, the Strategic Plan to Advance Racial Equity, Diversity and Inclusion is a major building block in Metro's goal to advance equity in the Portland metro region. The plan set forth a clear agency-wide direction while also outlining actions to advance the work forward over its five year horizon. The 77 actions outlined in the plan are foundational and will require numerous additional actions in order to reach the plan's objectives and goals.

Metro has completed year four of the Strategic Plan implementation. The attached report details the status of all actions outlined in the plan that have not yet been completed. Actions that were completed in previous years are not included in this report. In total, 60 actions are outlined here. In previous years 17 actions of the Plan's 77 were completed. In the past year an additional three were completed. Work towards many other actions continued, while many efforts were put on pause due to the COVID-19 health and economic crisis. Only three actions outlined in the plan remain not started.

## **ATTACHMENTS**

- Is legislation required for Council action? No
- If yes, is draft legislation attached?  Yes  No
- What other materials are you presenting today?
  - Strategic Plan to Advance Racial Equity, Diversity and Inclusion – Progress report





# Memo

Date: April 19th, 2021  
To: Metro Council and Committee on Racial Equity (CORE)  
From: Raahi Reddy, DEI Program Manager  
Subject: Strategic Plan to Advance Racial Equity, Diversity and Inclusion – Progress report

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## **General overview**

This last year Metro, its staff, and our region's communities suffered disaster after disaster, forcing us to be resilient and dynamic. There was also so much more clarity on the ways that racist systems and structures continue to create disparities for Black, Indigenous, Latinx, Asian and Pacific Islander communities in health outcomes, employment, education and political voice. In spite of all of the unpredicted changes, the Strategic Plan to Advance Racial Equity, Diversity and Inclusion (SPAREDI) continues to offer the agency a clear path to centering the most impacted. The pandemic, economic fallout, climate disasters, xenophobic violence, police violence and uprisings against it have shown us that delivering racial equity through our processes, programs, and investments matter more than ever and is core to our work as a government. Along with all of this, we are approaching five years since the adoption of the Strategic Plan to Advance Racial Equity, Diversity and Inclusion's (SPAREDI).

In 2020 the DEI program along with our internal partners faced several rounds of budget reductions and have had to triage our existing portfolio of work to front load the most critical areas of need. The DEI team, Metro Council and all of Metro's departments have used the lens of the Strategic Plan and its five goals in ways that both delivered the important work we committed to in 2016 and expanded into new paths to address the critical moments of this last year.

The following are key milestones and bodies of work identified by Metro's Committee on Racial Equity (CORE) and the DEI team:

## **Addressing the needs of Black, Indigenous, Latinx, Asian and Pacific Islander communities impacted by the pandemic:**

- Metro applied an equity lens on emergency management and its COVID-response and centered racial equity in regional economic recovery planning efforts.
- Metro Council and staff engaged with Reimagine Oregon and made progress towards many identified actions.

cc: Marissa Madrigal, Chief Operating Officer  
Andrew Scott, Deputy Chief Operating Officer

- CORE called on Metro Council to address systemic racism and injustice in the aftermath of George Floyd's murder and encouraged work to advance Reimagine Oregon priorities.
- The Civic Engagement Capacity Building grant program was launched and is in the process of selection.
- The Construction Careers project continued to onboard new agencies into the adoption of the framework and launched the Regional Collaborative Committee.
- Construction Careers project also developed a standardized anti-harassment curriculum to be deployed on all public infrastructure construction worksites.
- The Get Moving 2020 measure wrapped up years of deep engagement with communities of color and included an in-depth racial equity impact analysis.
- Collaborative and co-created community engagement occurred to support implementation of the Parks and Nature Bond, the Supportive Housing Services measure, the Regional Waste Plan, the Affordable Housing bond and development of two new transfer stations.
- RID Patrol continued to provide clean up services while adapting to the needs and realities of houseless community members through the public health crisis and wildfires. It is gearing up for a substantial expansion that will bring new employment and economic opportunities to formerly-incarcerated people.
- Establishing the first of its kind agency-wide reimagining policing and security project in response to increasing calls for social justice and harm reduction within the criminal justice and policing systems--one key result including the ending our use of incarcerated labor so that the people most impacted by these systems are not further harmed by our actions.

**Internal change work to advance DEI, including:**

- Launching the Racial Equity Framework that will incorporate racial equity lens into Metro project and budget planning for project managers and senior leadership. This framework is critical to building back better by providing the tools for staff to center the most vulnerable communities in their efforts.
- Developing and adopting the first comprehensive suite of policies and processes to support Trans Non-binary employees at Metro.
- Developing mandatory supervisor trainings to build DEI competencies.
- Establishing a Black Employee Resource Group.

cc: Marissa Madrigal, Chief Operating Officer  
Andrew Scott, Deputy Chief Operating Officer

- Providing equity-informed budget reduction guidance and conducting a layoff equity analysis.
- Deploying trauma informed care training to support managers and supervisors.
- Increasing the number of participants in trainings and ERG meetings after pivoting to a completely on-line format.
- Launching an electronic bi-weekly DEI intersections newsletter as a hub for communications around DEI efforts, and providing opportunities for shared learning among staff leaders leading equity related work.

**Looking forward to rebuilding:**

We still have so much more to do and this next year the DEI program will recommit its efforts to incorporating racial equity into the ways the agency will build back better. This work includes reinitiating our Impact evaluation process, helping the agency fully implement the Racial Equity Framework, and strengthening our approaches to advancing workforce equity within Metro and in our related sectors.

Metro’s Committee on Racial Equity (CORE) also identified areas for continued **growth** and focus in the next year, including:

- Re-investing in community relationships with BIPOC communities after COVID put a pause on many community engagement activities.
- Expand opportunities for employment, internship and/or volunteer opportunities for youth of color.
- Re-establish Finance team’s capacity to support COVID contracting and procurement equity.
- Taking a more centralized and aligned approach to advancing equity in grant-making and resource allocation across the agency.
- Investing in technology and partnerships to engage diverse communities in a more dynamic way—to understand that identities are multiple and intersectional.

**Updates on SPAREDI actions**

Adopted in June 2016, the Strategic Plan to Advance Racial Equity, Diversity and Inclusion is a major building block in Metro’s goal to advance equity in the Portland metro region. The plan set forth a clear agency-wide direction while also outlining actions to advance the work forward over

cc: Marissa Madrigal, Chief Operating Officer  
Andrew Scott, Deputy Chief Operating Officer

its five year horizon. The 77 actions outlined in the plan are foundational and will require numerous additional actions in order to reach the plan’s objectives and goals.

Metro has completed year four of the Strategic Plan implementation. This report details the status of all actions outlined in the plan that have not yet been completed. Actions that were completed in previous years are not included in this report. In total, 60 actions are outlined here. In previous years 17 actions of the Plan’s 77 were completed. In the past year an additional three were completed. Work towards many other actions continued, while many efforts were put on pause due to the COVID-19 health and economic crisis. Only three actions outlined in the plan remain not started.

The detailed status of each action item is shared in the following section of this memo.

cc: Marissa Madrigal, Chief Operating Officer  
Andrew Scott, Deputy Chief Operating Officer

**Status of actions**

**Goal A** – *Metro convenes and supports regional partners to advance racial equity*

<b>Action title</b>	<b>Status</b>	<b>More information</b>
In partnership with the community, develop and pilot regional public engagement forums to connect Community -based organizations to resources, engagement opportunities, contracting opportunities and staff at Metro and other public agencies across the region.	In progress	Due to the public health crisis, there were fewer opportunities for direct engagement with community based organizations, from both due to community capacity and focus and Metro's adjustment in work. Spring 2020 continued the effort to connect CBOs to Metro project managers to support the development of the transportation funding regional investment strategy; late 2020 included connecting CBOs to the opportunity study for Expo. A public engagement forum of community leaders on transportation issues was postponed to 2021.
Use existing committees and additional new opportunities to convene and work collaboratively with regional partners to advance equity related to public engagement, affordable housing, welcoming and inclusive parks and venues, safe transportation, equitable solid waste system and economic opportunity for communities of color through local government contracts and projects.	In progress	Collaboration with regional partners, community organizations and community experts did not slow down in 2020 as Metro advanced efforts to build the Supportive Housing Services program, prepared for the roll out of the Parks and Nature Bond, and geared up for local implementation of the Regional Waste Plan. Numerous plans for effective community engagement on these projects were shared with the Committee on Racial Equity for feedback and refinement.
Convene regional partners to discuss solutions to increase the participation of local MWESB in government contracts.	In progress	COVID-19 has led to significant shrinking of COBID registered firms from going out of business or certification lapses. The pool is now the smallest it has ever been. Loss of a state certification program would be detrimental. 3,250 before COVID and now there are only 2,600 firms. Focus is now on outreach/community engagement to uncertified firms to get certification and education for businesses about what is required for being a business in Oregon and for certification. Monthly meetings were held with regional procurement staff from regional agencies to identify improvements. Meeting with State COBID Department to begin discussions about system improvements as well.

cc: Marissa Madrigal, Chief Operating Officer  
 Andrew Scott, Deputy Chief Operating Officer

**Goal B** – *Metro meaningfully engages communities of color*

<b>Action title</b>	<b>Status</b>	<b>More information</b>
Create a system to better coordinate engagement with communities of color across Metro departments. This system should include the maintaining of a record of community-based organizations’ involvement with Metro to support relationship continuity.	In progress	Due to budget restrictions Metro did not acquire a relationship management tool to coordinate across the agency, however, COVID-19 pushed DEI and Communications staff to compile a comprehensive list of partners, grantees and grantee applicants for the purpose of better coordinating relationship management and outreach. Civic Engagement Capacity Building Grants Program will also convene Metro staff to assess opportunities for improved agency-wide coordination.
Work with communities to co-create community-specific public engagement plans that work to develop long-term community relationships, as opposed to episodic engagement.	In progress	The development and ongoing implementation of the Civic Engagement Capacity Building grant program will support long-term, trusted relationship building between Metro and community-based organizations as well as the Black, Indigenous and communities of color they serve. The program's first round of grantees will be announced in June 2021.
Metro departments set aside resources for contracting and partnering with CBOs or community groups for engagement. Results are included in quarterly management reports.	In progress	This work is successful and growing, with CBO contracts for engagement happening in departments across the agency. Recent examples include contracts in WPES with Unite Oregon and Centro Cultural to support deep engagement around the development of two new transfer stations. The Social Vulnerability Project, led by the Research Center and DEI, also stipends seven CBOs to participate in a community advisory group to define and map social vulnerability across the region.
Identify and propose ways to improve youth engagement and youth involvement in Metro decision-making.	In progress	The youth-led equity cohort in Communications was cancelled due to COVID-19, but the Civic Engagement Grant program will invest in leadership development for youth of color to support their involvement in Metro decision-making.
Identify and propose the creation of new opportunities within public engagement activities for emerging and established community leaders to work with decision makers to help drive plan, policy and program outcomes.	In progress	Even within the context of COVID-19 Metro continued to find ways to deepen community partnerships and bring community leaders into decision-making processes, expansion that will continue as the Civic Engagement Capacity Building grant program is implemented in FY 21/22..Additional examples include collaborative and co-creative engagement on the Supportive Housing Services program, Parks and Nature Bond, and 2020 Transportaion measure. Metro Council also engaged in direct dialogue and partnership with Reimagine Oregon that informed a suite of decision-making aimed at protecting and investing in Black lives.

cc: Marissa Madrigal, Chief Operating Officer  
 Andrew Scott, Deputy Chief Operating Officer

*Goal B – Metro meaningfully engages communities of color - Continued*

<b>Action title</b>	<b>Status</b>	<b>More information</b>
Develop and apply criteria to consistently partner and invest in existing community leadership programs that have greatest benefit to community.	In progress	The Civic Engagement Capacity Building grant program was launched in February 2021 and the selection process is underway. Waste Prevention and Environmental Services partnered with Unite Oregon and Centro Cultural to build capacity in Clackamas and Washington counties to inform development of the new transfer stations. Parks and Nature also rolled out their first round of capacity building grants to support emerging organizations improve access to nature for under-represented communities and communities of color. These partnerships are an outgrowth of goals and action items in Agency-wide and Department-specific racial equity plans.
Create mechanisms to involve the community in the implementation and evaluation of the Strategic Plan.	In progress	The DEI Program will continue involving Metro's Committee on Racial Equity as we co-create a framework for evaluating progress towards the Strategic Plan's goals. Additionally CORE was added to Metro code in 2020 embedding its role in Metro as an accountability table for Metro's Strategic Plan.
Utilize the racial equity analysis and decision support tool on four pilot projects representing each of Metro's four lines of business.	In progress	In winter 2021 Metro adopted the racial equity framework to support analysis and decision-making agency-wide and will be piloting the framework's use and evaluation for select projects during FY 21/22.
Develop equity performance measures to include in Metro's By the Numbers performance measurement program.	In progress	Due to limited capacity both within Metro and in our broader community and funding cuts from COVID 19 pandemic, the completion of Equity performance measures project was paused. This will work will resume in 2021.
Provide training and support to Metro departments on the Racial Equity Analysis and Decision-Support Tool to most effectively meet specific departmental portfolio.	In progress	In Fall of 2020 Metro held its first training for the racial equity framework for project managers and Senior leaders. Additional trainings are scheduled and a small cohort of project managers will be piloting the framework's use and evaluation for select projects during FY 21/22.
With the direct support of the DEI program, expand the pilot for utilizing the racial equity analysis and decision support tool within each department.	In progress	The racial equity framework is scheduled to be used agency-wide for the FY 22/23 budget process starting in early 2022 and roll-out for additional projects beyond the pilot projects will occur later that year.

cc: Marissa Madrigal, Chief Operating Officer  
 Andrew Scott, Deputy Chief Operating Officer

*Goal B – Metro meaningfully engages communities of color - Continued*

<b>Action title</b>	<b>Status</b>	<b>More information</b>
Identify barriers and propose solutions to increase participation of communities of color in Metro engagement opportunities. Such barriers may include: public meeting times, lack of food and childcare, and location of meetings.	In progress	COVID-19 forced Metro Council and staff to adapt its approaches to public meetings and community engagement. Best-practices of providing stipends and interpretation services were continued and virtual access may have improved accessibility for some community members, however, other strategies like providing child-care or meals were temporarily discontinued.
Identify and propose the creation of new opportunities within public engagement activities for decision-makers to receive direct community input and to meaningfully consider and discuss what they've heard.	In progress	Metro continues to evolve and increase opportunities to engage with Metro decision makers through forums, engagement activities, committees, granting and more.
Create financially supported volunteer seats on advisory boards and committees for youth of color, community members, and community-based organization representatives.	In progress	Three advisory committees, including the CORE, the Regional Waste Advisory Committee, and the Parks and Nature Equity Advisory Committee provide stipends for volunteer seats for community members and community-based organization representatives.
Conduct user testing to inform improvements to the accessibility and usability of digital tools for communities of color to get involved. Invest in outreach and promotion strategies to raise awareness of individual opportunities and online tools.	In progress	Metro video, brochures, recruitment, Ask Metro and other promotional materials used more in-depth input from communities of color. The web upgrade work will include user testing. Our Big Back Yard and other Parks content has been evaluated with an audience emphasis on younger people of color. WPES content has been assessed with an audience focus of communities of color. Communications is working to develop a more robust support system for translation and trans-creation, with a Spanish-language trans-creation contract in place. Outreach and promotional budgets for 2020 and 2021 have been reduced due to the public health crisis and related budget reductions.
Create a framework to track and measure equity actions and investments across the agency.	In progress	An agency-wide framework will be developed in the Impact Evaluation project which is slated to re-start in late 2021. An approach was piloted for the creation of the Supportive Housing Services evaluation metrics during the summer/fall of 2020. This process was co-led by Planning and Development and DEI and involved community members, subject matter experts and Metro staff.

cc: Marissa Madrigal, Chief Operating Officer  
 Andrew Scott, Deputy Chief Operating Officer



**Goal C** – *Metro hires, trains and promotes a racially diverse workforce*

<b>Action title</b>	<b>Status</b>	<b>More information</b>
Review and adjust recruitment processes and the criteria for job descriptions using accessible language so that more value is placed on applicant’s skills and abilities beyond the purely technical.	Complete	Completed. This project may require a second phase that dives deeper into the distinctions necessary for developing minimum qualifications, and when lived experience is a consideration.
Create a plan to address space limitations for interns	Complete	The process for re-envisioning the Metro Regional Center took into account space requirements for interns as well as all Metro staff and the reconfiguration of space (e.g. drop-in-desks) and new approaches to work more generally (e.g. remote working options) should support interns in finding spaces that best suit their needs.
Staff and management from every department are actively involved in the implementation of the Strategic Plan and DAP through a clear and representative process.	In progress	Staff and management primarily advance the Strategic Plan by implementing their department-level DEI plans. The Zoo, P&D, P&N, and WPES completed their plans in 2018. OCC, Expo and P5 have started work on their plans, with OCC almost completing their plan, but this work was put on hold because of COVID. HR, the Research Center and Communications have begun work.
Create opportunities for staff across the entire organizational structure to discuss how to improve the organizational equity structures at Metro.	In progress	DEI will convene the first meeting of the agency-wide equity leaders team made up of equity practitioners in April 2021. Employee Resource Groups, including the new Black ERG, also increasingly advise leadership on a variety of workplace and equity issues.
Adopt policy that Metro management positions must attend required DEI related trainings.	In progress	HR and DEI have developed a curriculum and training plan to build DEI competency as part of the required trainings for Metro managers and will be implementing this in 2021.
Develop an internal and external communication strategy to convey Metro's leadership commitment to diversity, equity and inclusion.	In progress	Metro has developed an internal Communications plan, added communications capacity to support DEI efforts, and is implementing new communications strategies like the bi-weekly DEI Intersections newsletter. Work on an external communications strategy was paused due to COVID but Communications continues to highlight equity efforts and engagement opportunities externally through a variety of platforms. Communications also used Metro's social media platforms to share space with leaders of color from across the region as part of its #sharethemic series.

cc: Marissa Madrigal, Chief Operating Officer  
 Andrew Scott, Deputy Chief Operating Officer

*Goal C – Metro hires, trains and promotes a racially diverse workforce – continued*

<b>Action title</b>	<b>Status</b>	<b>More information</b>
Provide support and training for hiring managers to assess job requirements, create accessible job announcements and understand the value of diverse hiring.	In progress	The Recruitment team conducted a roadshow to showcase new recruitment policies. Additionally, Human Resources launched a Supervisors Essentials Program that includes a segment on recruitment. The second tier of the Supervisors Essentials Program will include a learning that dives deeper into inclusive recruitment strategies and the role of managers. WPES developed a Recruitment Equity Guide and policy for hiring managers in their department.
Identify and propose ways to connect existing community leadership programs with career opportunities as Metro.	In progress	Metro's past agency-wide partnership program resulted in a number of youth of color and others getting employment at Metro. While COVID-19 impacted Metro's ability to hire for new positions, community relationships continued to connect community leaders with the few job opportunities available.
Reassess Metro values to ensure diversity, equity and inclusion are equally recognized as guiding principles.	In progress	Communications has led an update of Metro's mission, vision and values that integrates DEI values. Roll out of this work was put on pause due to COVID-19.
Incorporate equity discussions into all Metro advisory committees to ensure that these bodies uphold the same commitment to equity.	In progress	Metro piloted DEI trainings for our advisory committees in 2019, including JPACT and MPAC, but no further work has been done to systemize training opportunities for Metro advisory committees. WPES added three community members to the Regional Waste Advisory Committee (RWAC) and includes equity as a regular discussion topic.
Identify and propose new opportunities for staff across Metro to develop and deepen relationships in formal and informal settings.	In progress	COVID has created barrier to staff engagement but also created unprecedented opportunities (and needs) for Metro-wide staff engagement. In the last year the COOs office held multiple town halls, information sessions and informal virtual gatherings to build relationships and community among staff. The ERGs also met frequently to support staff and build community.
Identify and propose new ways to increase accessibility of DEI trainings for venue staff and temporary/seasonal/part-time/graveyard staff.	On hold	COVID-19 forced DEI to temporarily suspend its training program in the Venues, though it is being restarted in the coming months. Lessons learned about virtual engagement and access will be brought forward to support accessibility to folks from all work-sites and job types.

cc: Marissa Madrigal, Chief Operating Officer  
 Andrew Scott, Deputy Chief Operating Officer

*Goal C – Metro hires, trains and promotes a racially diverse workforce – continued*

<b>Action title</b>	<b>Status</b>	<b>More information</b>
Identify and propose a variety of new learning methods and trainings to reach all regular status staff.	In progress	COVID-19 forced DEI to shift to on-line trainings and shift training topics like Trauma Informed Care practices which have been highly utilized across the agency. Lessons learned about virtual engagement and access will be brought forward to support accessibility to folks from all work-sites and job types. WPES completed an equity literacy assessment of staff and a multi-year equity training plan.
Diversify hiring committees by department including considering gender, age and cultural group. Include community members where appropriate.	In progress	This is a best practice that is currently utilized in many departments, per the recommendation of HR and DEI, and is widely recommended by Recruiters.
Create agency-wide policies regarding intern diversity and compensation.	In progress	Work was started but put on pause due to COVID-19. Some departments, however, do recruit for, focus on, and support underrepresented youth through their internship programs.
Further the job market preparation of interns by providing skill building opportunities	In progress	Metro intern program mainly put on hold during pandemic. No additional work has been done at the agency-wide level to support managers in providing skill building opportunities to interns. WPES youth intern program continues and launched a new youth perspectives project.
Expand hiring interview format option for increased cultural sensitivity	In progress	Recruitment team is developing an SOP to identify inclusive best practices to consider during the interview, hiring and selection processes.
Identify and propose new opportunities for potential applicants to learn more about job positions.	In progress.	Due to the pandemic and significant layoffs agency-wide, this has been postponed.
Identify and propose ways to increase pathways for Metro staff to gain skills for career advancement.	In progress	Human Resources is currently expanding its suite of training opportunities to improve access to professional development for staff across the agency.
Communicate job announcements using culturally specific languages, channels and organizations.	In progress	Job announcements were updated to include more inclusive language to attract a wider and more diverse audience.
Partner with and invest in local communities of color and CBOs to attract more diverse applicant pools.	In progress	Human Resources maintains a list of diversity-focused organizations/CBOs to post job opportunities.

cc: Marissa Madrigal, Chief Operating Officer  
 Andrew Scott, Deputy Chief Operating Officer

*Goal C – Metro hires, trains and promotes a racially diverse workforce – continued*

<b>Action title</b>	<b>Status</b>	<b>More information</b>
Develop a succession plan for all levels in the organization.	Not started	Developing a success planning strategy that includes a diversity-focus would require additional FTE capacity to create, implement and manage the program. Discussions are underway to assess feasibility in years to come.
Create a pilot professional mentorship program to cultivate front-line staff of color for leadership positions.	Not started	Developing a Mentorship programs could be very value-added but would require additional FTE capacity to create, implement and manage the program. Discussions are underway to assess feasibility in years to come.
Determine diversity, equity and inclusion criteria so that they can be clearly incorporated as part of the performance management review (PACe) for all staff.	Not started	Revamping the performance management system is a critical goal that will not be addressed until FY 22. HR is purchasing the performance management module in PeopleSoft which will support improved system capability. HR also plans on gathering feedback from key stakeholders (like ERGs) in revisioning the performance management process. Some managers and work teams already incorporate equity criteria into their performance reviews but it is not yet widely adopted. WPES required that all staff include a DEI-related goal in their annual work plans.
Department leadership work with DEI program staff to determine how equity, diversity and inclusion can be addressed as part of staff's work duties.	In progress	Long-term plans include reviewing all classifications and potentially identifying agency-wide competencies that could be embedded into job descriptions and work duties. This work has been done on individual work teams and across some departments but is not yet done agency-wide.

**Goal D** – *Metro creates safe and welcoming services, programs and destinations*

<b>Action title</b>	<b>Status</b>	<b>More information</b>
Communicate program and service announcements using culturally specific language and channels (e.g. tribal newspapers and Russian radio stations)	In progress	It is not standard practice to translate formal notices into multiple languages, however, it is now standard to include an offer for translation in multiple languages with every formal notice. Outreach opportunities targeted to specific communities are always translated accordingly. Specific departments use culturally specific language and channels on a project specific basis. For example, the Ask Metro program has transcultural culturally specific programming for Latinx, Russian and African American communities and communicated through culturally specific channels.
Use newly standardized demographic questions across the agency and establish methods for disaggregating results for agency-wide public engagement efforts.	In progress	Standard demographic questions were developed in 2019 and are widely used. Standard methods for disaggregating community engagement results have not been developed but there is growing consensus about the importance of and need for a central repository of community engagement information.
Identify and propose ways to increase community cultural events held at all Metro properties.	In progress	Prior to COVID-19 the venues held a variety of cultural events and culturally-specific programming including AAPI heritage month, Black Violin and a diverse range of performers for the Music on Main series. The Expo center has also held culturally- and historically-relevant events.
Identify and propose new opportunities for communities of color to learn about Metro programs and services.	In progress	Work continues to happen at the department level, in particular within WPES, to improve workforce development opportunities for communities of color. Metro's many grant programs continue to strive to expand communication networks to reach more communities of color and the organizations that serve them. Parks and Nature also developed a trauma-informed regional approach to water safety, including working with culturally-specific CBOs to distribute life jackets in summer 2020 and will expand the program in 2021.

cc: Marissa Madrigal, Chief Operating Officer  
 Andrew Scott, Deputy Chief Operating Officer

Goal D – *Metro creates safe and welcoming services, programs and destinations - continued*

<b>Action title</b>	<b>Status</b>	<b>More information</b>
Recognize the connection of Metro destinations to specific communities of color and visibly acknowledge how these connections are foundational to guiding Metro’s work.	In progress	A variety of work has been done towards this action, including displays created through the OCC renovation, Parks and Nature's presentations on the historic context of water for the Black community, and the work historians have been doing to understand the land being considered for new transfer stations. Metro continues to formalize and invest in relationships with Indigenous community members and tribal governments.
Reassess the guidelines for availability and usage of Metro properties for community-based organizations, and create awareness of those guidelines among communities of color.	In progress	COVID-19 put this work on pause, but this will be part of the conversation as Metro properties begin re-opening later this year. The MRC remodel, too, opens up new opportunities for sharing space with community-based organizations.
With the direct support of the DEI program, expand the pilot for developing a specific plan of action to advance equity within the programs, services, plans, and policies of each department within 18 months.	In progress	Racial equity planning was put on hold in the Venues, but work continues in HR and Communications.

cc: Marissa Madrigal, Chief Operating Officer  
 Andrew Scott, Deputy Chief Operating Officer

**Goal E** – *Metro’s resource allocation advances racial equity*

<b>Action title</b>	<b>Status</b>	<b>More information</b>
Require project managers to attend procurement training on developing RFPs.	Not started	Procurement has been unable to mandate training on this topic. Training continues to be offered and individual requests for training are increasing over time.
Develop and implement agency-wide equity criteria for grants, investments and sponsorships to increase impact and investment consistency.	In progress	Work is happening among grant managers to standardize equity-criteria and utilize best practices to improve racial equity outcomes and improve accessibility. Metro Council approved additional criteria in 2020 for grants and sponsorships to assist frontline communities and community based organizations hardest hit by the fallout from COVID pandemic. No staff member or department is formally coordinating this work within the agency.
Research and choose method to identify the contracting needs for firms in the region. These preparations include the identification of financial resources and coordination with jurisdictional partners, Metro’s attorney and procurement office.	On hold	Many areas of work to advance equity in procurement have been put on hold due to budget cuts. For example, these cuts meant FRS had to delay procurement equity reporting which has been critical to understanding Metro’s progress in this area.
If applicable, establish a process that requires an explanation as to why a COBID contractor was not utilized.	On hold	FRS currently does not have staff resources to follow up on this content. Recommendation is to eventually establish contract management positions at Metro to follow through with data collection for COBID firms.
Increase Metro staff participation in professional networking opportunities for communities of color.	On hold	COVID has limited opportunities for Metro staff to attend events to increase professional networking opportunities for communities of color.
Involve the COBID contractors in the development of RFPs and grants to increase accessibility, as long as they do not bid.	On hold	This work is currently on hold due to COVID-19. Procurement team has had staff layoffs that impacted this work. Currently there are no resources to compensate contractors.

cc: Marissa Madrigal, Chief Operating Officer  
 Andrew Scott, Deputy Chief Operating Officer

*Goal E – Metro’s resource allocation advances racial equity – continued*

<b>Action title</b>	<b>Status</b>	<b>More information</b>
Develop and implement a budget tool to assist in making resource allocation decisions, including discretionary budget allocation, investments, contracts, grants and sponsorships using a racial equity lens.	In progress	Parks and Nature is piloting a participatory grant making model in a portion of their bond-funded projects. WPES developed an equity budget tool in 2020 and launched a staff budget advisory committee focused on equity in the budget process.
Increase intentional outreach to communities and community-based organizations regarding contracting opportunities, working through business partners.	In progress	Currently, procurement staff offer monthly 1:1 office hours and training on working with Metro for COBID certified firms and to encourage non-certified firms to pursue certification with the State of Oregon. Have a limited budget to find consultants to support firms in writing better proposals.
Conduct user testing to improve access to and awareness of digital tools to communicate all financial opportunities at Metro to communities of color.	In progress	Certain best practices are now standard at Metro to improve access to financial opportunities for COBID firms. This includes providing 1:1 office hours, sharing opportunities with minority contractor organizations and hosting open-houses.

cc: Marissa Madrigal, Chief Operating Officer  
 Andrew Scott, Deputy Chief Operating Officer



Materials following this page were distributed at the meeting.



Metro

# Central Services FY2021-22 Budget

May 2021



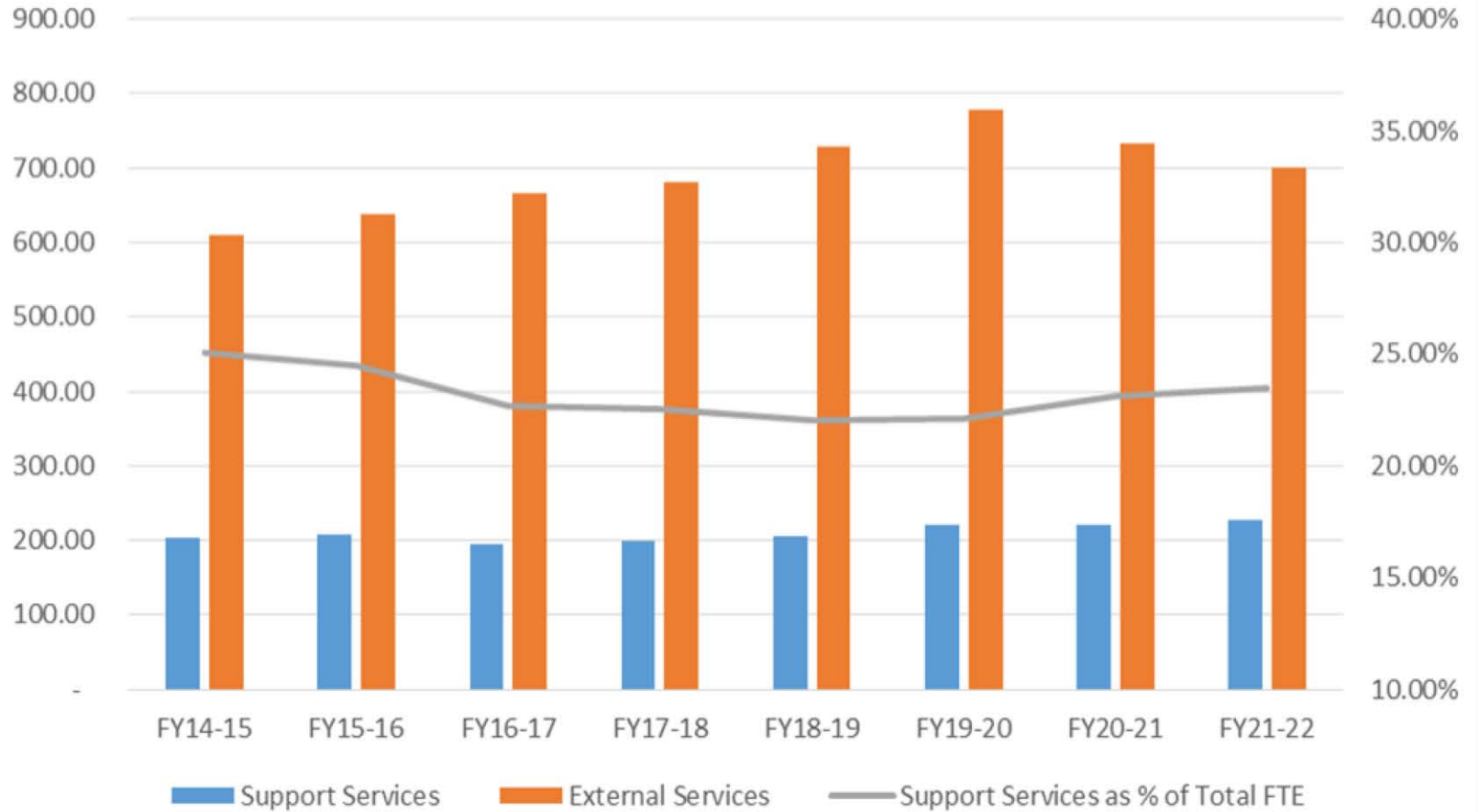
# Agenda

- Brief overview of central service budgets and initiatives
  - Capital Asset Management
  - Human Resources
  - Communications
  - Information Services
  - Finance
  - Research Center (moving to Planning)

# Central Services

- Metro Strategic Framework: supporting and leading
  - Keeping our promises
  - Building back better
- Tailwinds, headwinds

# Metro FTE Changes



# Central Services Total Budget

	FY19-20	FY20-21	FY21-22	FY21 to FY22 \$ Inc/(Dec)	FY21 to FY22 % Inc/(Dec)
Capital Asset Management	-	\$3,071,368	\$3,333,313	\$261,945	8.53%
Communications*	2,631,021	1,951,150	4,504,957	2,553,807	130.89%
Finance*	6,018,713	4,905,068	8,191,360	3,286,292	67.00%
Human Resources	3,703,675	3,570,805	4,198,283	627,478	17.57%
Information Services	6,656,621	5,956,614	6,266,283	309,669	5.20%

\* Budget increases in Communications and Finance are primarily a result of centralization of existing staff – no new significant investments were added.

# Central Services FTE Summary

	FY19-20	FY20-21	FY21-22
Capital Asset Management	-	22.00	19.50
Communications*	14.00	12.00	31.00
Finance*	38.50	34.80	59.00
Human Resources	23.00	21.00	25.00
Information Services	33.00	28.00	28.00

\* FTE increases in Communications and Finance are a result of centralization of existing staff – no new FTE were added.

# Capital Asset Management



# Significant Budget Changes

- Construction Careers Pathway
  - Invest in workforce development and supportive services
  - Develop data tracking and reporting tools for accountability
- Construction Project Management
  - Willamette Falls Riverwalk

# Strategic Framework – Keeping Promises

- Integrate Mero's values and guiding principles into the planning and delivery of capital projects and policies
  - Maintain public trust with voter approved capital investments
  - Implement policies, goals and partnerships set by Council
    - clean air and sustainability goals
    - construction workforce diversity
    - emergency management and disaster debris planning

# Strategic Framework – Build Back Better

- Manage and plan for capital asset risks and funding needs
- Site, design, build, and manage capital assets to advance climate justice and resilience
- Update Metro's internal climate goal, benchmarks and strategies

# Human Resources

# Major programmatic and budget changes

- Increase staffing
- Business Partner Model
- Employee Assistance Program

# Strategic Framework

- Racial Justice
  - Inclusive recruitment strategies
  - New pre-employment background check process
  - HR Dashboards
- Climate Justice
  - Paperless onboarding & virtual new employee orientation
  - Hybrid / Flexible Work Policy

# Strategic Framework

- Shared Prosperity
  - Safe & Inclusive workplace policy model implementation
  - Expanding access to professional training to all employees (including targeted training for supervisors)
  - Gender Inclusion - Transition Planning & Systems Analysis

# Communications



# Major programmatic and budget changes

- Staffing changes
- Establish content strategy, focusing on Metro Council priorities
- Establish media relations program
- Build tools and practices to improve meaningful engagement in decisions

# Strategic Framework

- Increase awareness, understanding and engagement with Metro's services, opportunities and policies among communities of color.
  - Keep promises: Goal B, racial equity strategy, meaningfully engage communities of color
  - Build back better: Create more accessible and inclusive content, spaces and decision-making

# Information Services

# Significant Budget Changes

- Significant cuts in staff
- Large cuts in training and IT consulting
- Metro Together workplace project addition

# Major programmatic changes

- Improved remote and hybrid work environments
- Review of cloud hosting opportunities
- Enhanced standardization and governance

# Strategic Framework- Build Back Better

- Microsoft 365
  - Creates stronger collaboration environments
  - Includes variable hour employees who do not currently have email or access to Metro technology resources
- Cloud Computing Strategy
  - Provide wider, more resilient access to data and programs
  - Assessment of climate justice with more sustainable hosting

# Strategic Framework- continued

- Process improvement
  - Gender inclusion policy
  - Better onboarding processes
- Governance
  - Data governance for security and better use of existing resources

**Finance**



# Significant Budget Changes

- Staff reductions resulting in limited capacity
- Extended 1 limited duration position supporting equity in contracting program

# Strategic Framework- Build Back Better

- Investments
  - Support venue re-opening and new programs (SHS, Parks and Nature Bond)
- Future priorities
  - Improve reporting to connect investments to outcomes
  - Move finance function from transactional focus to partnership model

# Research Center

# Strategic Framework

- Continue implementing the *Equity Analytic Strategy*:
  - Meld community voices now working on *projects* into an *ongoing* data governance relationship
  - Invest in staff time and training to develop better methodology
  - M&S for third-party data, consultants and temporary staffing
  - Re-grow the data staff as Metro's revenues revive

# Strategic Framework

- Aging tools, changes to state law, and Metro priorities make population and land use forecast upgrades essential. Actions:
  - Refine work plan to adapt to new realities
  - Build next-generation tools
  - Engage community around equity



# Diversity, Equity, and Inclusion Program

## 2020 Annual Report

Metro Council Work Session

May 4, 2021



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**Raahi Reddy, Director, DEI**  
**Martine Coblenz, CORE**  
**Tristan Penn, CORE**  
**Patricia Kepler, CORE**

# Addressing an unprecedented year with *Leaderful* work



# Building community and supporting leaders





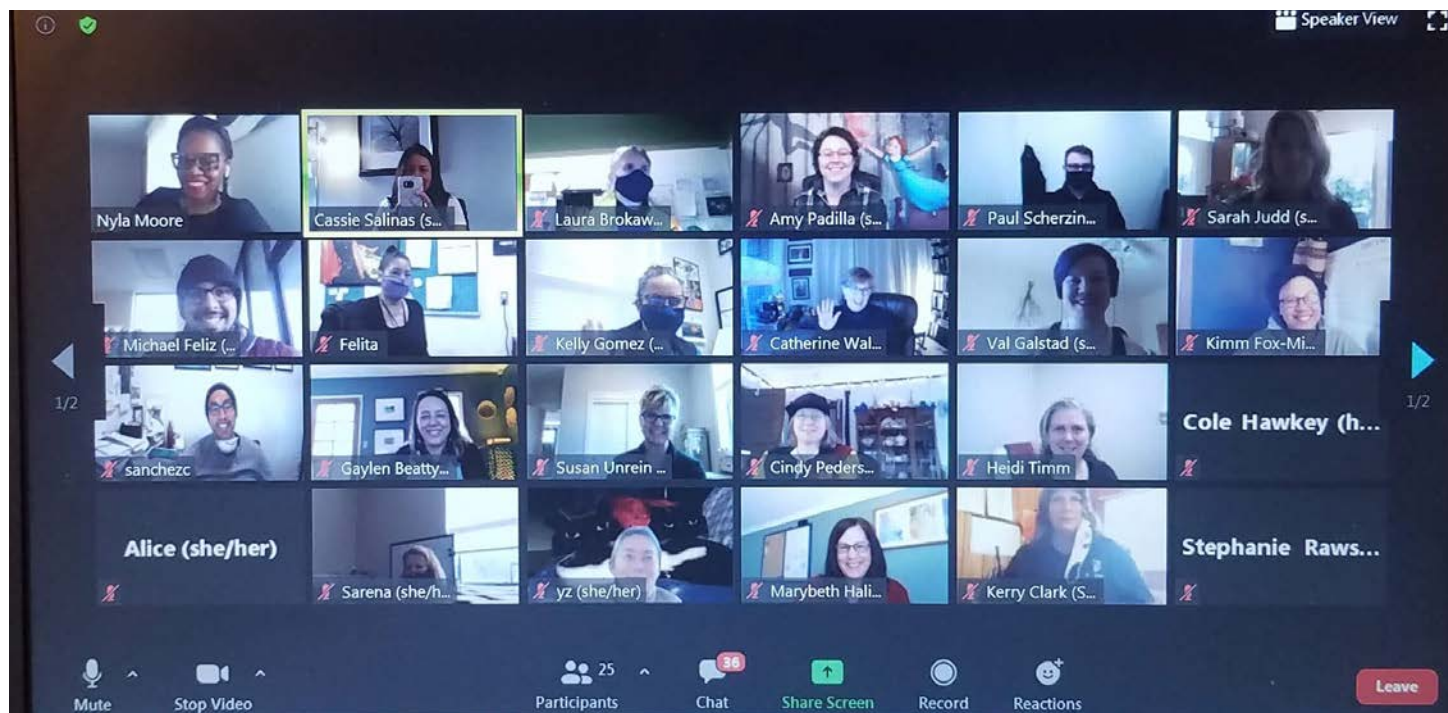
# Regional Impact

- Construction Career Pathways – onboarding new jurisdictions and preparing for implementation
- Solidifying CORE's role
- Advancing racial equity in through regional investment strategies
- Launched Civic Engagement Capacity Building Grants



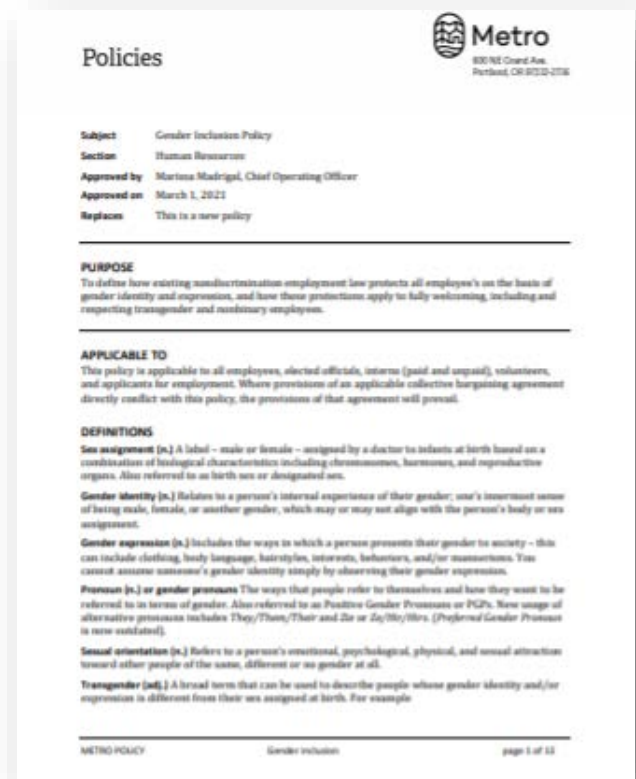
# Organizational Impact

Building a more welcoming and inclusive workplace culture



# Organizational impact

## Groundbreaking new gender inclusion policy



# Making good on our promises



## RACIAL EQUITY FRAMEWORK

Aligning decision-making practices to advance the values of diversity, equity and inclusion

### Introduction

Metro is committed to building an equitable institution to ensure that all people who live, work and recreate in the greater Portland area have the opportunity to share in and help define a thriving, livable and prosperous region. We recognize, now more than ever, the importance of lifting up the reality of anti-Black racism as a key factor in addressing historic inequities.

Like other government agencies, Metro has historically used an equality approach, rooted in colorblindness, for its decision-making. We have an opportunity to lead with racial equity as we try something different, rethink how programs are designed and for whom, change how decisions are made, and truly center the most marginalized communities in all of our work.

This Racial Equity Framework and worksheet is intended support that work. Its purpose is to help ensure that a racial equity analysis is applied when decisions about Metro's budget and public services are being made, whether they're around long-term planning, policy creation, program development or resource allocation. The Framework and worksheet are intended to be a resource for Metro staff and leadership – and to be one that continually adapts through the practice of racial equity work at Metro. Use of this Framework and Worksheet supports alignment with Metro's with [Council adopted Strategic Plan to Advance Racial Equity, Diversity and Inclusion in 2016](#). The use and practice of a Racial Equity Framework is critical to achieve racial equity at Metro and in our region's communities so that race ceases to be a predictive factor in life outcomes.

### ACKNOWLEDGEMENTS

This Framework is adapted from many different resources and leading equity experts from across the nation and the region, including the [Government Alliance on Race and Equity Racial Toolkit](#), adaptation of [Metro's Racial Equity Guidance Questionnaire](#) (Appendix H) and was co-designed by various stakeholders from across Metro.

Special acknowledgement to: Merte McGuire, Carey Stacy, Brandon Goldner, Gloria Pinzon, Kimm Fox-Middleton, Gaylen Beatty, Jeff Fikronja, Joe Gordon, Katie Heriges, Molly Chidsey, Reed Brodersen, Sorina Owers-Wilson, Robyn Williams, Cassie Salinas, Raahi Reddy and consultant Scott Winn.

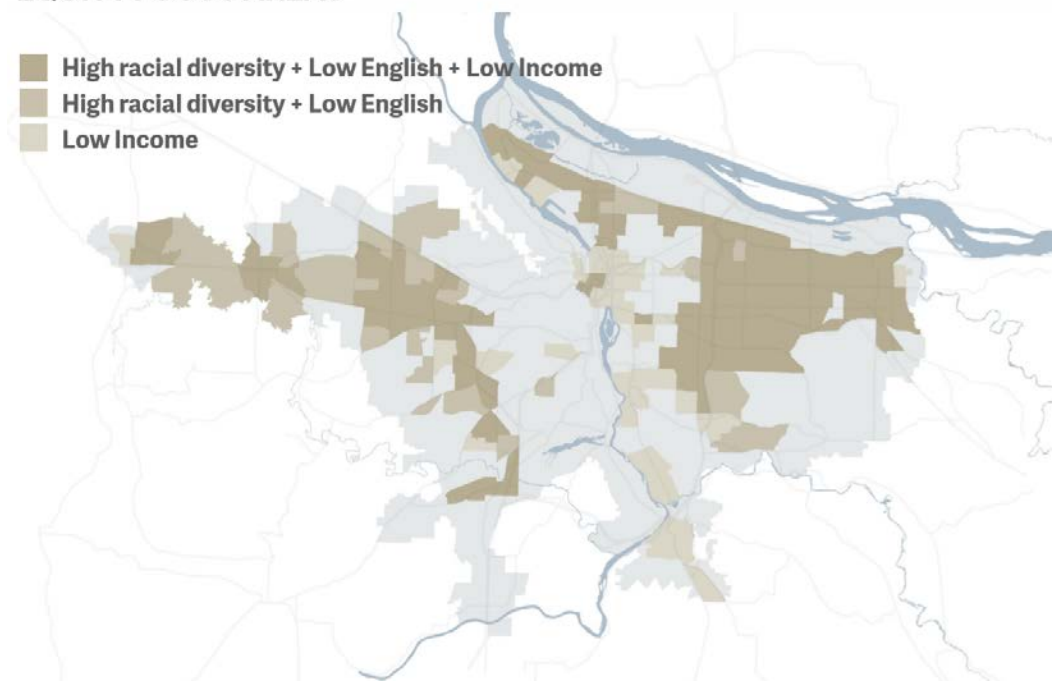
- Racial equity framework applied to key initiatives and 2022/23 budget cycle
- Launching internal racial equity leadership table
- Assessing our impact

# Leaning into delivering racial equity outcomes

Addressing the disparities created through planning and government

- Workforce equity in Metro sectors
- Capacity building grants
- Supporting agency-wide climate and racial equity outcomes

EQUITY FOCUS AREAS



**oregonmetro.gov**

