

Light Rail Transit Unit, Equity Implementation Unit

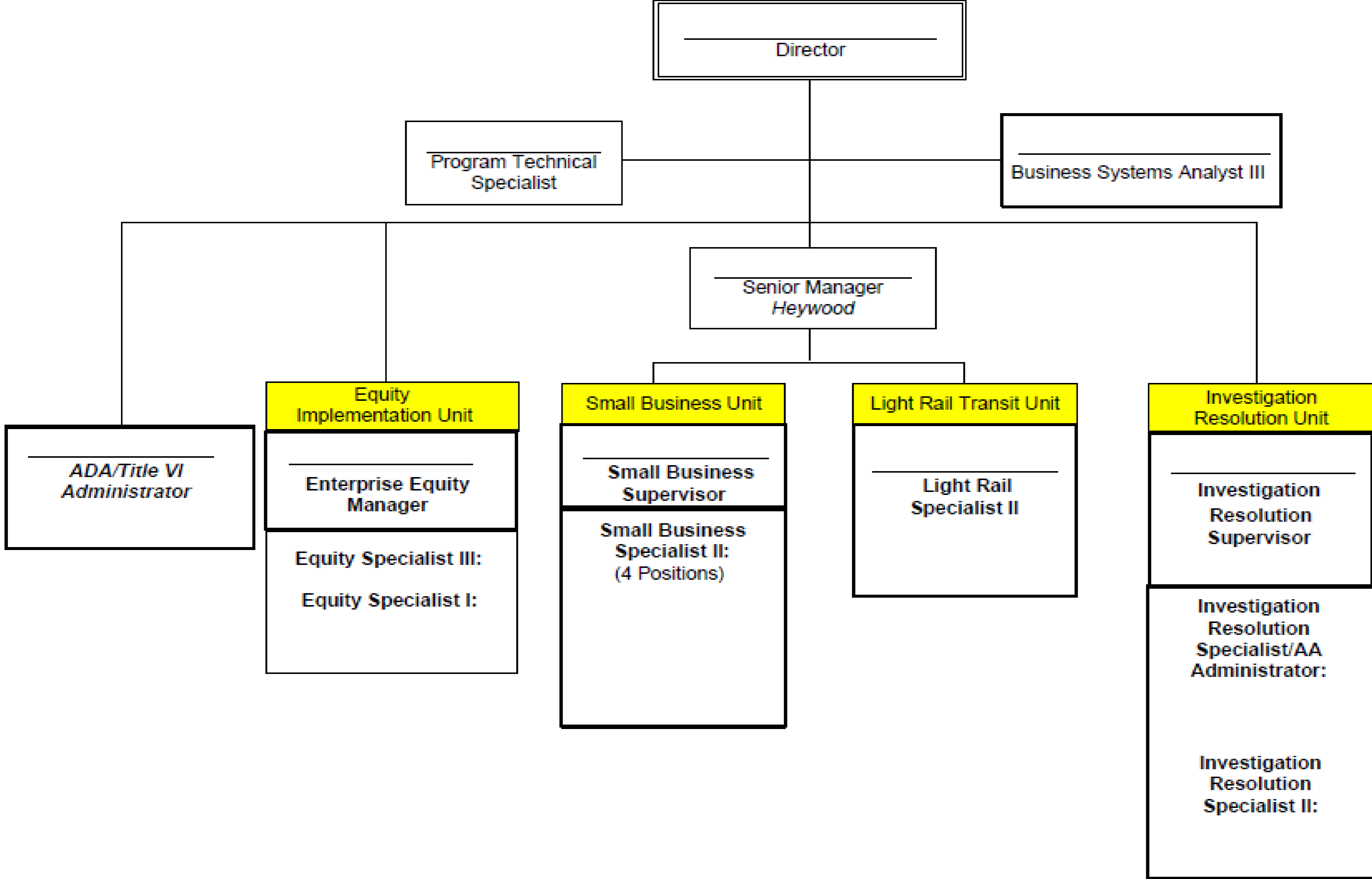
Introduction to Office of Equal Opportunity: Part II

06/05/2019

Report to Council – Cyrenthia Jordan, Director



OEO Organizational Chart



Light Rail Transit Unit

Disadvantaged Business Enterprise Implementation

06/05/2019

Report to Council – Tracey Jackson, Senior Manager



Light Rail Transit Unit

- DBE Contract Compliance
- Workforce Support
- Outreach

DBE Contract Compliance and Outreach

- A Federal program for increasing the participation of women and minority owned businesses in the award of federally assisted contracts
- Council's Office of Equal Opportunity is responsible for DBE monitoring and compliance on SWLRT
- DBE Goals on SWLRT Construction Contracts:
 - Operations & Maintenance Facility demolition: 17%
 - Civil construction: 16%
 - Systems: 12%
- Outreach
 - DBE Pre-Construction Kickoffs, Procurement Fairs and DBE Meet and Greet

Workforce Compliance *and Development*

- Construction contracts with a value over \$100,000 have Workforce Participation Goals
- MN Department of Human Rights' Office of Equity and Inclusion for Minnesota Businesses is responsible for monitoring and compliance
- Workforce Goals for Hennepin and Ramsey County:
 - 20% Women
 - 32% People of Color
- *The Council's Human Resources Workforce Development team will lead:*
 - LRT Build, Construction Job Seeker Data Base, Outreach*

DBE & Workforce Advisory Committee

Advises the Metropolitan Council on issues related to DBE and workforce participation during the construction of the rail line

- Reviews the monthly DBE achievement and workforce participation reports
- Prime Contractors report on their actions taken to address concerns
- Committee works collaboratively to identify resources and solutions

- Kick off meeting - May 16

DBE & Workforce Advisory Committee

- Membership
 - Co-Chaired by Metropolitan Council and Minnesota Department of Human Rights
 - 11 Members representing small business and workforce organizations
 - 4 Members At-Large appointed by Metropolitan Council Chair
 - Represents diverse interests and stakeholders along the Southwest LRT Corridor

Equity Implementation Unit

Equity Programs and Coordination

06/05/2019

Report to Council – Mitzi Kennedy, Enterprise-wide Equity Manager



Equity Implementation Unit - Overview

– Key responsibilities:

- Staff Liaison to the Equity Advisory Committee (EAC);
- Develop and implement the Urban Scholars Internship Program;
- Implement the Council's various equity-related internal work plans and policies, such as the Equity Policy;
- Educate and create awareness council-wide of equal opportunity, diversity, inclusion, access, and equity; and
- Enterprise-wide Equity resource and coordination

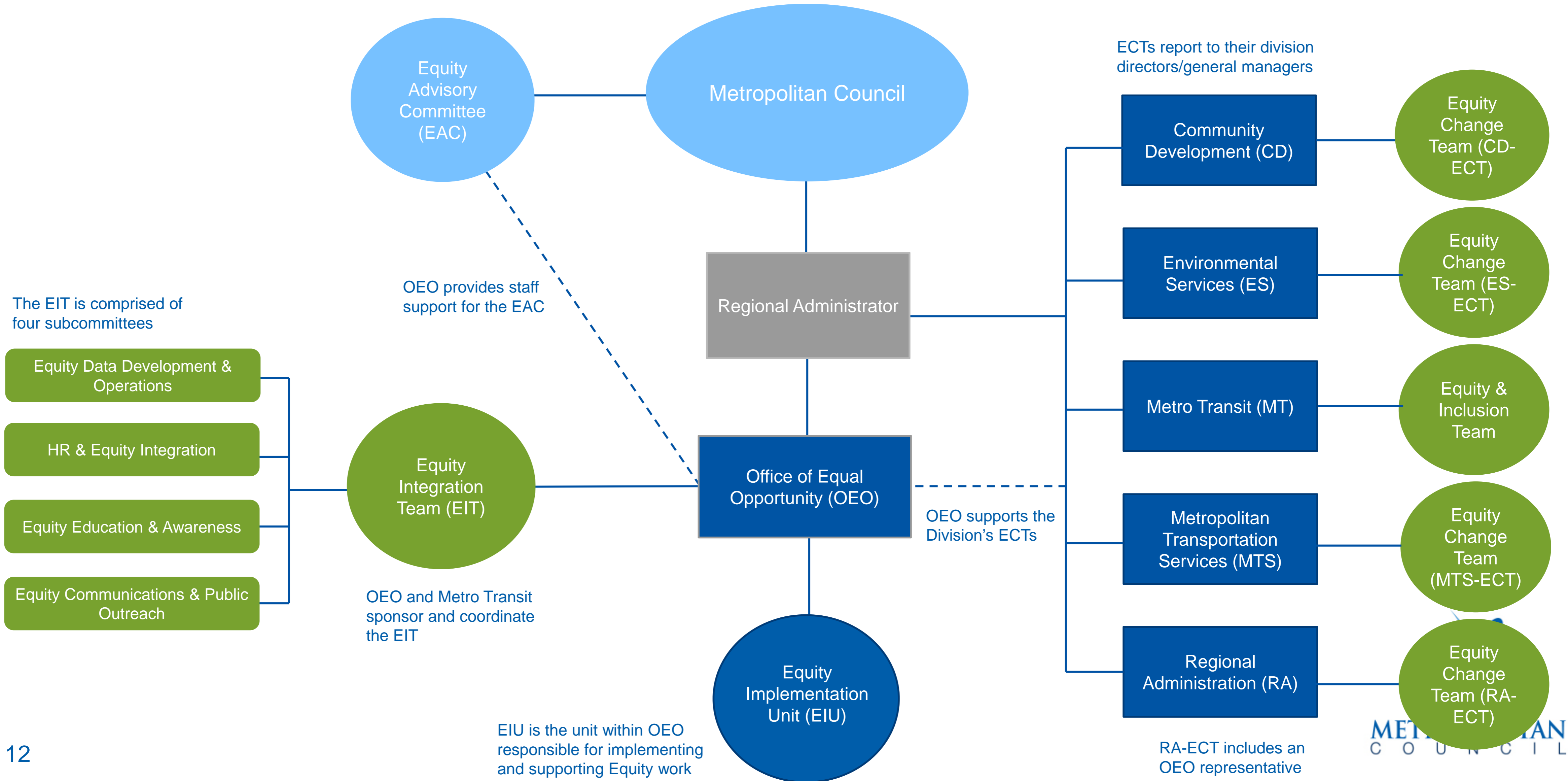
Met Council's Equity Policy, October 2018

- Metropolitan Council's Equity Policy states the Council will conduct its own operations and use its assets and authorities to equitably serve the needs of the metropolitan area.
 - The policy outlines multiple methods to help achieve equity, including:
 - Evaluate its operations, instilling Equity in the Council's own operations
 - Identify and mitigate disproportionately adverse effects of the Council's work
 - Engage a full cross-section of community members in decision-making
 - Assess outcomes of plans, policies & investments to eliminate disparities & achieve just and fair access to opportunities for everyone in the region
 - Coordinate the network of infrastructure development to benefit all residents in the metropolitan area
 - Establish an Equity Framework to guide the Council and metropolitan area

Equity Work at the Council

Council-wide Equity Work Groups

Division Equity Work Groups



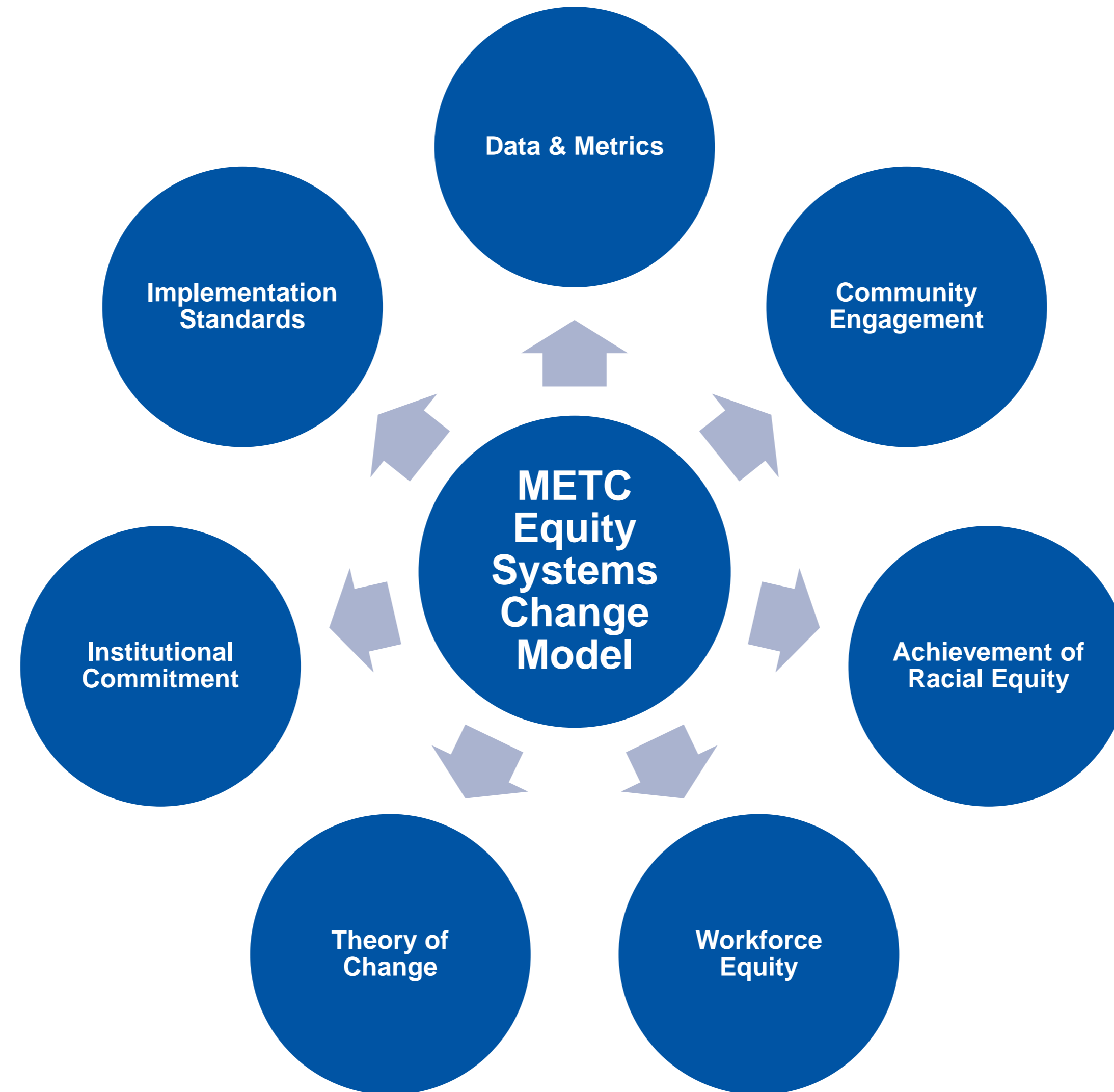
Equity Programming 2014-2019

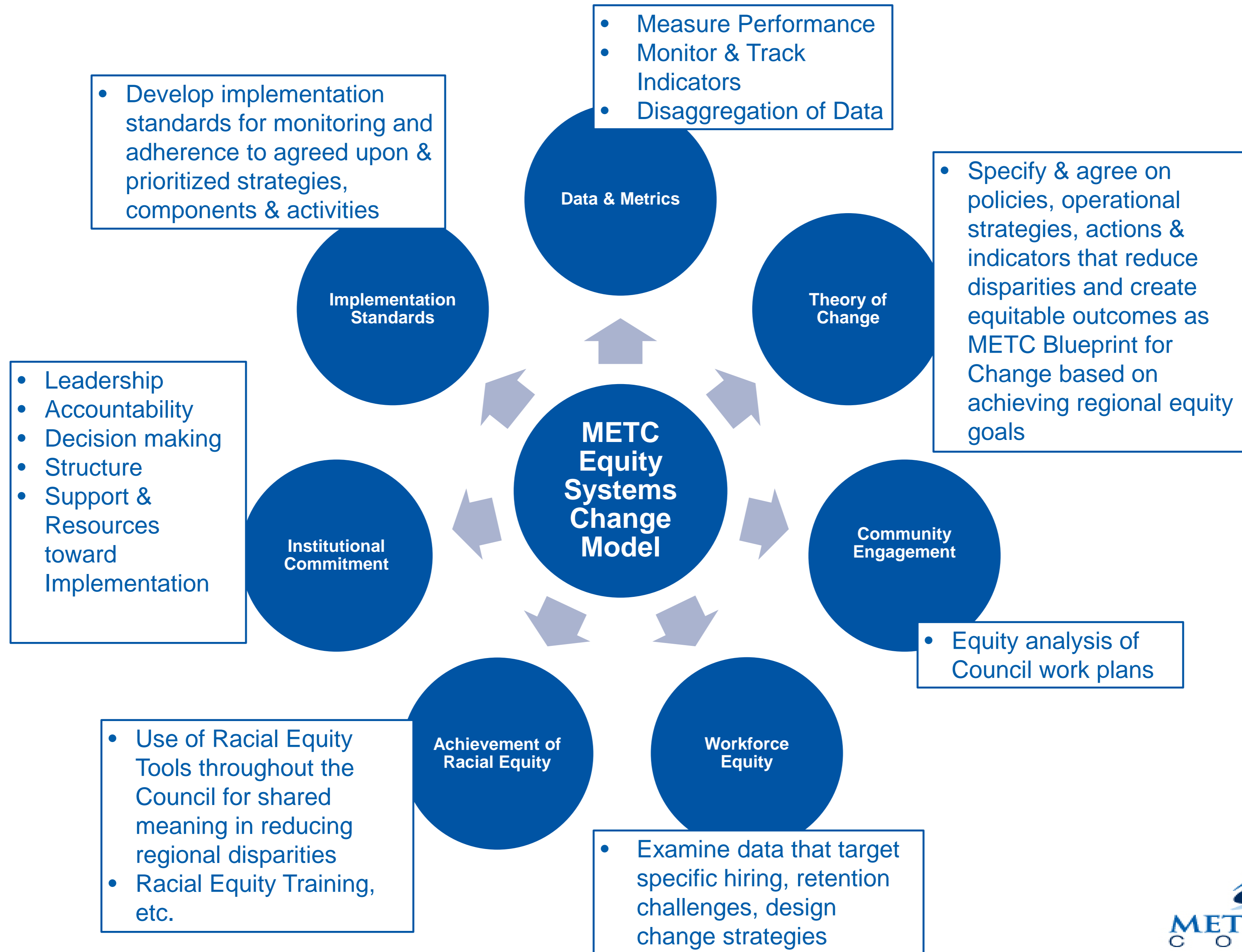
- Thrive MSP 2040 marked Equity as an outcome in regional
- Equity Change Teams, Equity Integration Team
- Transit Equity Team
- Development of Thrive Lens Guide
- Establishment of Equity Policy
- Equity Advisory Committee
- Equity Grant Programs
- Urban Scholars Program
- Homeless Action Team (HAT)
- Transit Assistance Program (TAP)
- Racial Equity Work Plans
- Transit Operator Candidate Recruitment & Training Program
- The Better Bus Stops Program

Equity Systems Change Citations

- Government Alliance on Racial Equity (GARE), Racial Equity Toolkit: An Opportunity to Operationalize Equity (2015) & Advancing Racial Equity and Transforming Government: A Resource Guide (2015). <https://www.racialequityalliance.org/2015/10/22/resource-guide/>
- Theory of Change: A Practical Tool for Action, Results and Learning (2004). Prepared by Organization Research Services for the Annie E. Casey Foundation. www.organizationalresearch.com.
- Tate, William F. (1991). Critical Race Theory and Education: History, Theory, and Implications. Educational Administration Quarterly, 31, 424-448.
- Multnomah County Workforce Equity Strategic Plan (January 2019). <https://multco.us/diversity-equity/multnomah-county-workforce-equity-strategic-plan>
- Block, L., et. Al (2016). Minneapolis Public Schools Equity Framework: Transformational Change (2016). https://mpls.k12.mn.us/equity_framework
- King County: Equity and Social Justice Strategic Plan (2016-2022) <https://kingcounty.gov/elected/executive/equity-social-justice/strategic-plan.aspx>
- City of Portland, Office of Equity and Human Rights (2016). Racial Equity Plan Manual <https://www.portlandoregon.gov/oehr/70048>
- Metropolitan Council, Public Engagement Plan (2015). <https://metro council.org/About-Us/Who-We-Are/Getting-involved/Public-Engagement-Plan.aspx>

METC Equity Systems Change Model





METC Equity Systems Change Model

Institutional Commitment

- Utilization of Authority/ Jurisdictional Boundaries & Influence
- Organizational Capacity, Organizational Shared Culture, Collective Vision, Values, Definitions, Beliefs (top down, bottom up, side to side)
- Accountability, Leadership, Support & Resources toward Implementation
- Infrastructure Analysis & Change: policies, practices & procedures based on a critical understanding of root causes of inequities (critical reflection of historical context of existing systemic inequities)
- Strategic restructuring including specified roles & responsibilities of all departments, divisions and positions
- Empowering employees to act
- Articulate, Operationalize & Sanction required changes
- Define partnerships, collaboration & influence for collective impact
- Employees understand, are committed to, and have the infrastructure needed to advance racial equity.
- Racial equity training for all employees

METC Equity Systems Change Model

Theory of Change

- Specify policies, strategies, actions & indicators that create equitable outcomes; build upon, document, explicate and describe critical and essential components of the METC approach to achieving racial equity in the region
- Blueprint for Change based on achieving equity
- Define the target population
- Agreed upon specific strategies, scope of work & actions that will achieve change/decreases in racial disparities
- Provides the shared vision for change
- Offers a picture as a guide toward important destinations
- Shows different types of impact, influence and leverage outcomes
- Expects & therefore reflects the communities' views on how change occurs

METC Equity Systems Change Model

Achievement of Racial Equity

- Create parity (decrease disparities) in economic outcomes within the region (labor force participation, employment rates, household income rates, business ownership rates, homeownership rates)
- Acknowledge that the creation and perpetuation of racial inequities have been baked into government, and that racial inequities across all indicators for success are deep and pervasive
- Shared definitions, meaning, language & understanding of Institutional, Systemic, Structural Racism & historical injustice as root causes, factors and core reasons for change that informs Council strategies toward achievement of racial equity
- Shared understanding of strategies toward achievement of racial equity based on anti-racist, intersectionality & empowerment theories
- Racial equity conceptions normalized & operationalized within policies, procedures & processes, utilize racial equity tools
- Intersections of race, class, gender, disabilities, isms

METC Equity Systems Change Model

Workforce Equity

- Acknowledge that institutional and structural barriers to equal opportunity exist and must be eliminated, and that employees of color and employees from other historically and currently underrepresented groups should be retained, supported and provided opportunities for advancement.
- Examine/analyze hiring process & review existing data that target specific challenges: Utilization Analysis (Affirmative Action Plan), Job Segregation, Wage Differentials & Retention Rates, connect 700 Program, Seek & adopt additional innovations providing broader hiring opportunities to POC, etc.
- Engage hiring managers and others who develop job descriptions, set minimum qualifications, review resumes, conduct interviews and make hiring decisions, conduct performance reviews, in developing and implementing workforce equity strategies.
- Set clear goals for improving workforce equity and track progress over time so that strategies can be modified to effectively achieve meaningful results
- Council employees have skills and competencies to advance racial equity policies, strategies, activities & procedures

METC Equity Systems Change Model

Community/Public Engagement

- Public Engagement Policy undergirded by empowerment, intersectionality & critical race theory
- Community members are centered and provide equity analysis of Council work plans
- Develop meaningful relationships with community members not formerly considered as full partners in decision making
- Strengthen & understanding of roles, processes, responsibilities, relationships, potential for impact, effectiveness, contextual grounding, brings value to Council
- Purpose linked to Lived experience, empowerment theory, historical injustice

METC Equity Systems Change Model

Data & Metrics

- Measure performance towards decreases in regional disparities, identify expected results
- Define & monitor systemic changes
- Link historical contexts and origins of Areas of Concentrated Poverty (ACP/ARCP) to present day conditions
- Operationalize by utilizing an Equity Index (define, monitor & track indicators that assess equity and inclusion strategies throughout the Council). May include: poverty, educational attainment, employment, income and home ownership.
- Conduct process evaluation
- Disaggregation of data to monitor changes in outcomes
- Monitor & track successes for all groups

METC Equity Systems Change Model

Implementation Standards

- Monitoring the implementation of specified goals & measurable objectives, critical components, activities, programs and strategies necessary for change
- Use of Management Information & Continuous Improvement Systems to track progress (process evaluation)
- Quarterly Progress Reports
- Fidelity (developing & following a set of standards to be followed in order to achieve the desired outcomes).
- Adherence to strategy components & activities
- Programs, Strategies & Systems Integrity
- Programs & Strategies Design Features
- Programs & Strategies Consistency & Coherence

Looking Ahead

Equity Framework

- Leadership to acknowledge how systems, policies & practices support racial inequities
- Engage community in change efforts
- Develop METC Racial Equity Strategic Plan with a focus on systems change
- Plans must address persistent racial disparities in the region and will guide the Council and the metropolitan area in cohesive equity messages, activities and strategies
- Each department works within the new structure & guidance within a divisional strategic plan
- Conduct awareness, education & training in advancing equity internally and externally
- Provide technical assistance, best practices, and support of implementation within divisions
- Implement metrics for assessing impact