

Equity Strategic Action Plan Update

Presented by Meredith Vadis and Lisa Tabor





2040
Thrive MSP



2040

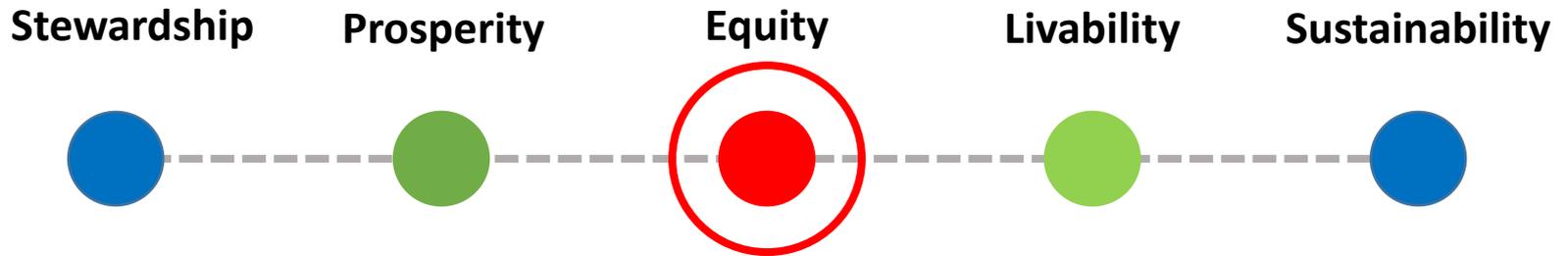


“Equity connects all residents to opportunity and creates viable housing, transportation, and recreation options for people of all **races, ethnicities, incomes, and abilities** so that all communities share the opportunities and challenges of growth and change.”

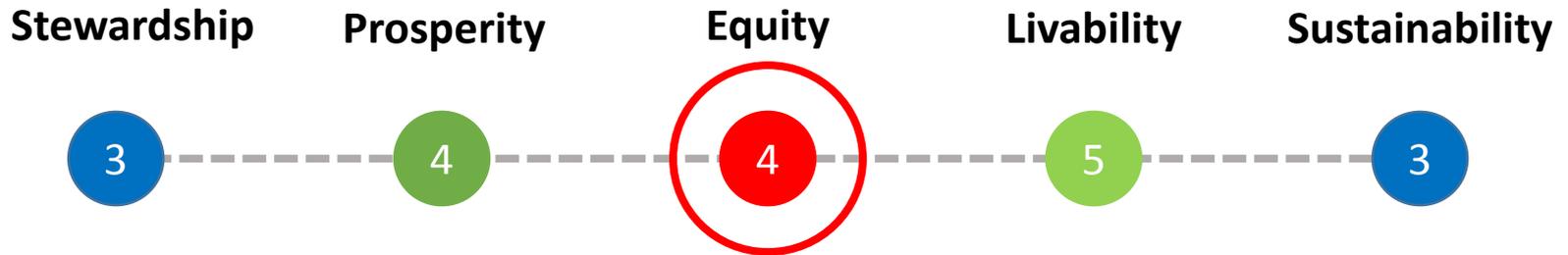


Equity is recognizing institutional and systemic barriers and creating access and opportunities that benefit all. [www.metrocouncil.org]

Thrive MSP 2040 Outcomes (p. 15)



Thrive MSP 2040 Strategies (p. 38)



- Use our influence and investments to build a more equitable region.
- Create real choices in where we live, how we travel and where we recreate.
- Invest in a mix of housing affordability along the region's transit corridors.
- Engage a full cross-section of the community in decision-making.

37 Equity Commitments (p. 41-45)

Strategy: Use our influence and investments to build a more equitable region.

- Use equity as a lens to evaluate operations, planning, investments.
- Explore authority to use its resources and roles to mitigate place-based disparities by race, ethnicity, income and ability.
- PLUS 8 more commitments.

Strategy: Create real choices in where we live, how we travel and where we recreate.

- Work to create and protect viable housing, transportation & recreation options.
- PLUS 18 more commitments.

Strategy: Invest in a mix of housing affordability along the region's transit corridors.

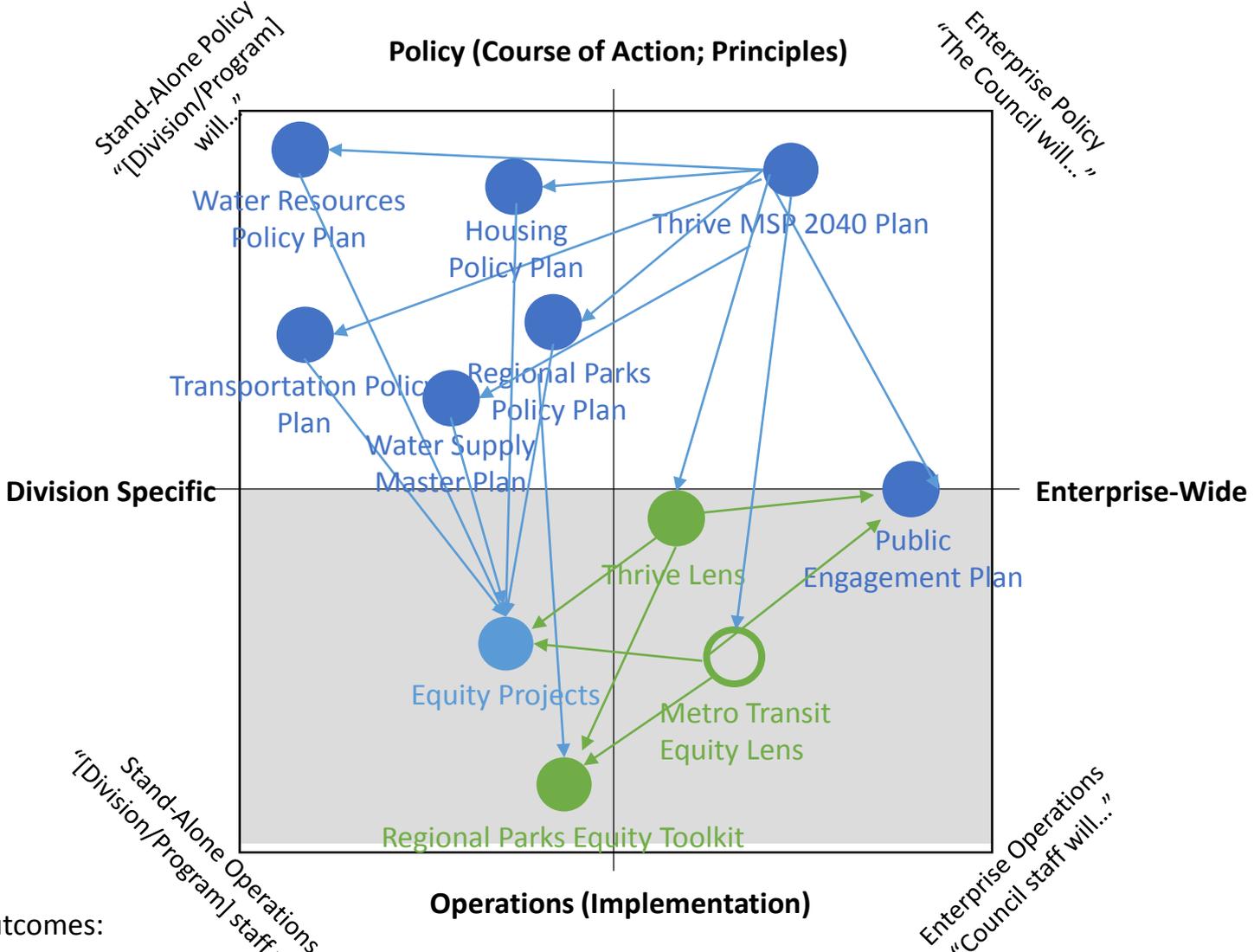
- Align its resources and work with other partners to help preserve a mix of housing affordability along transit corridors.
- PLUS 1 more commitment.

Strategy: Engage a full cross-section of the community in decision-making.

- Define consistent expectations of how to engage with residents & constituents.
- PLUS 5 more commitments.

How the Council Achieves its Commitments

-  Completed Plan
-  Completed Tool
-  Pending Tool
-  Projects

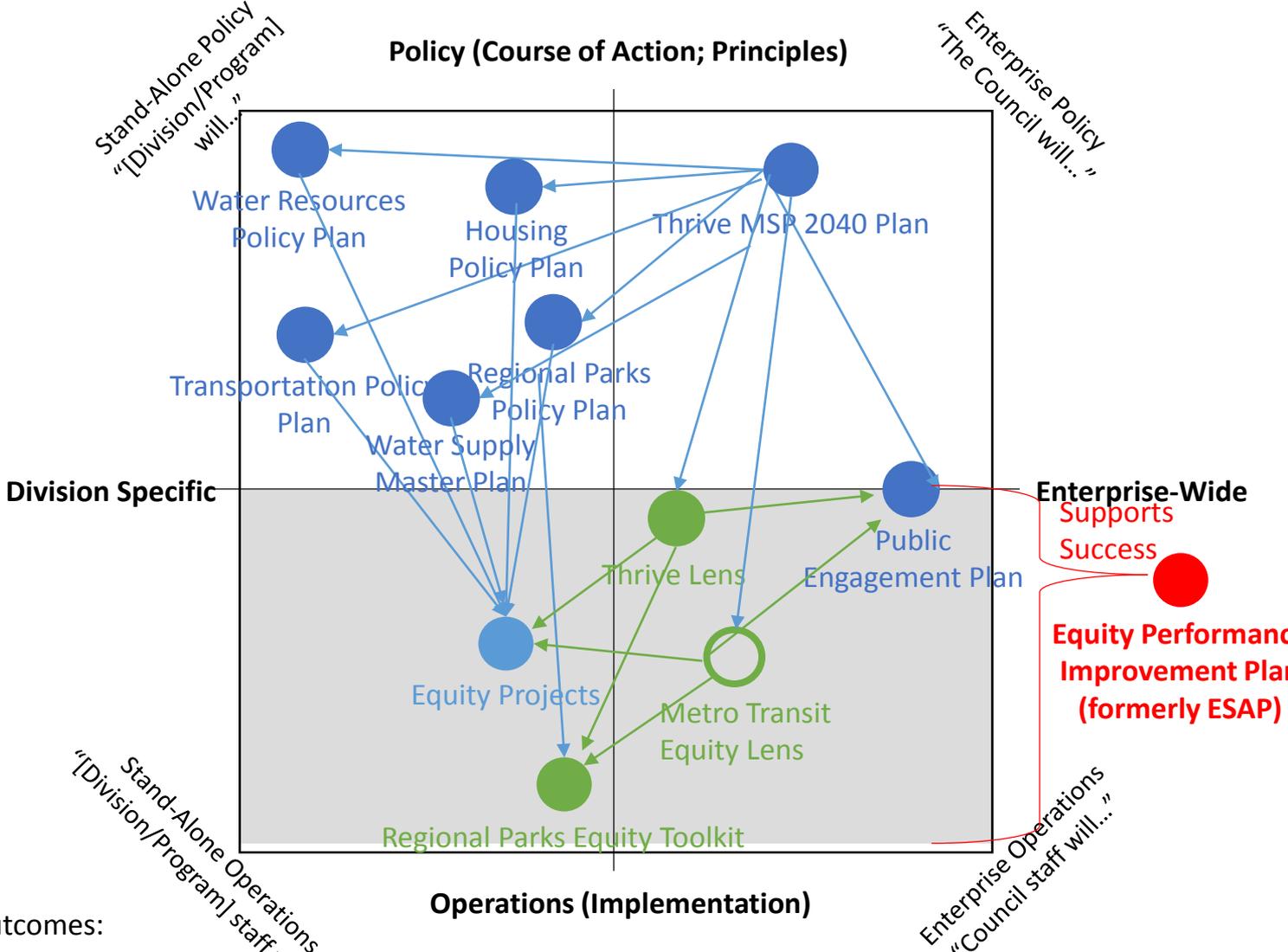


Orientation of Actions & Outcomes:

-  Internal (staff, council members)
-  External (community, customers)

How the Council Achieves its Commitments

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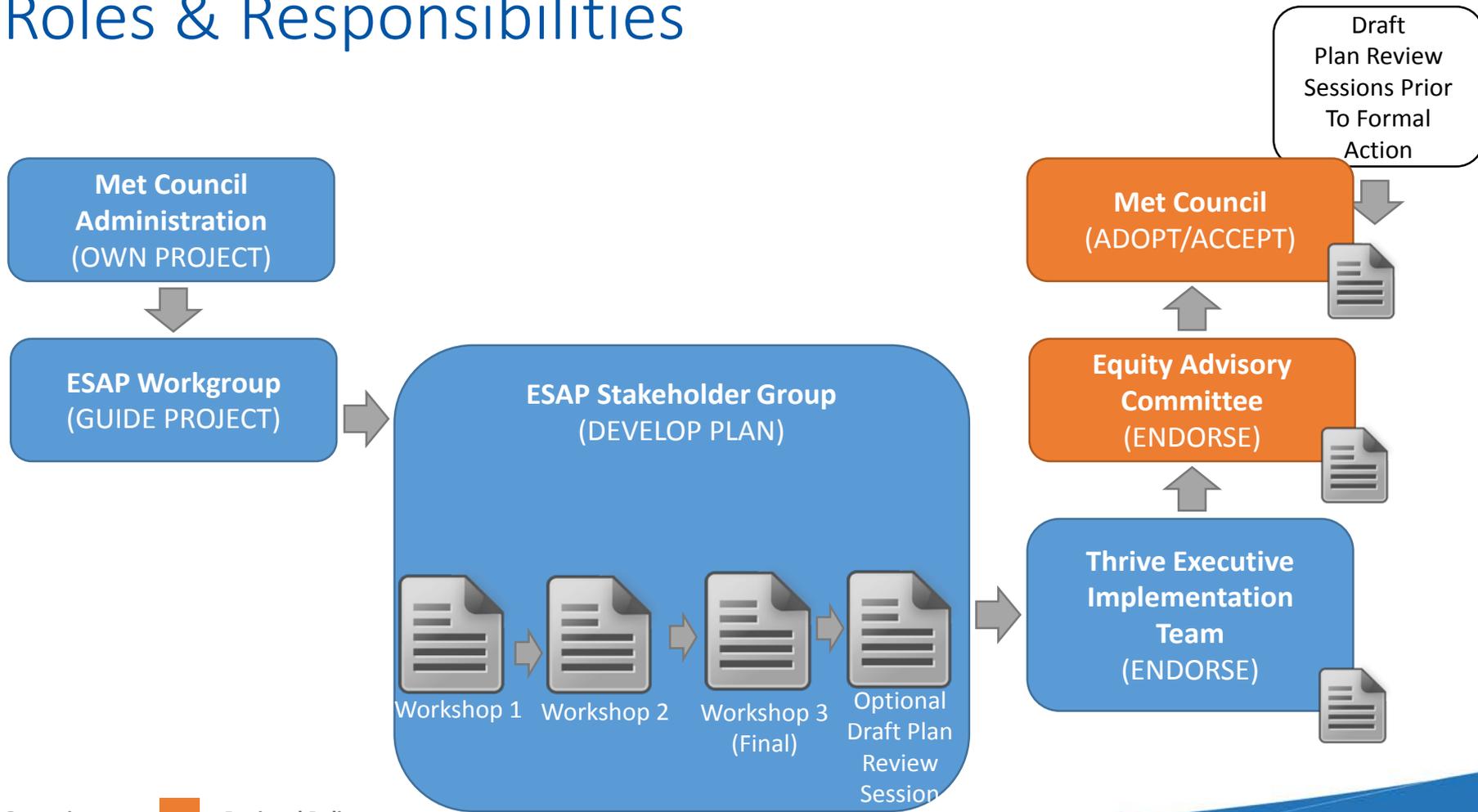
Orientation of Actions & Outcomes:

-  Internal (staff, council members)
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How **WELL** the Council Achieves its Equity Commitments =
How the Council **PERFORMS**

Work plan to Complete the Equity Performance Improvement Plan *(working title; formerly called ESAP)*

Roles & Responsibilities



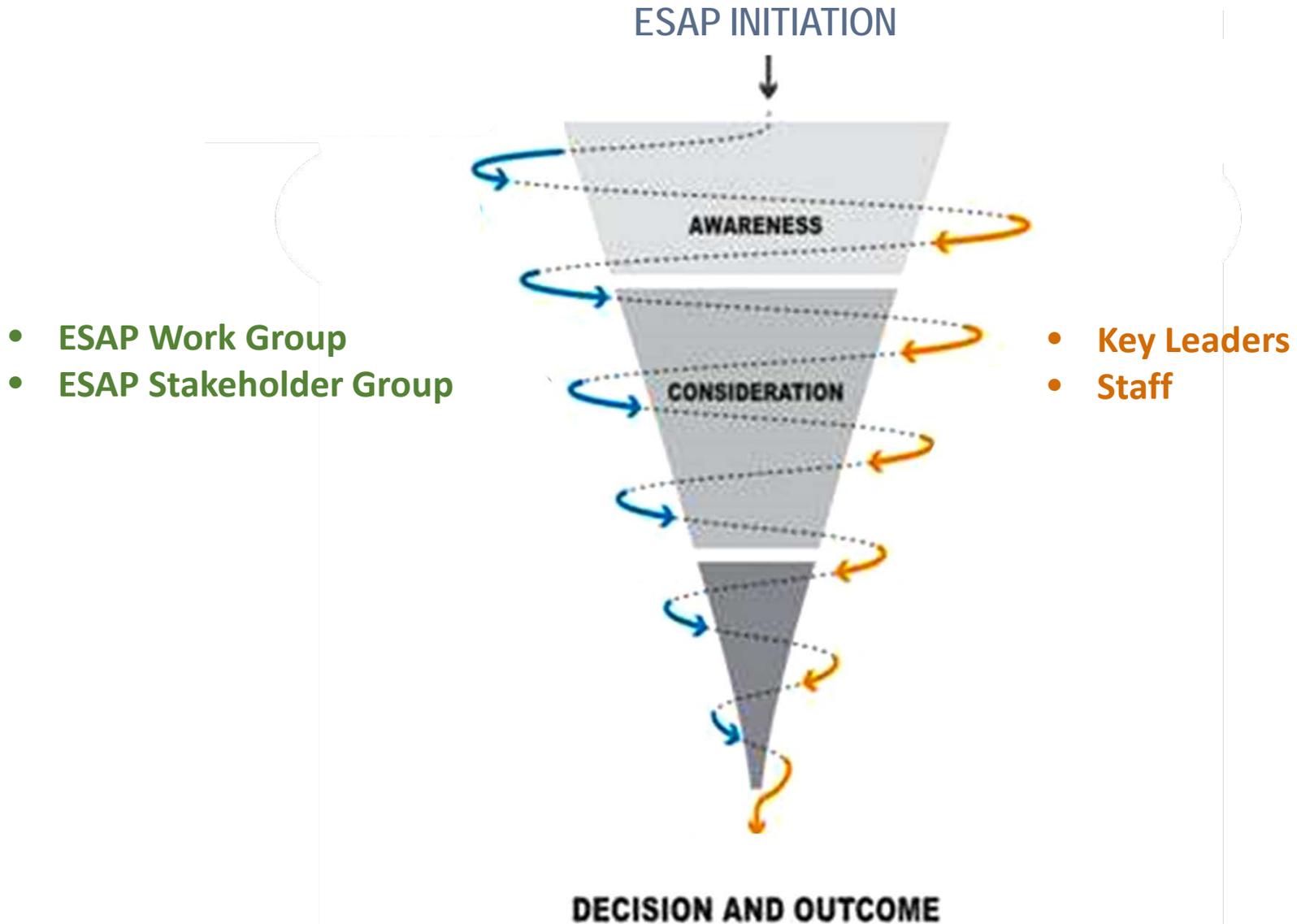
■ Operations
 ■ Regional Policy

Timeline

Milestones	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Prepare for Success	Planned timing	Planned timing	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days
Finalize Project Details	Remaining Days	Planned timing	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days
Launch Project	Remaining Days	Planned timing	Planned timing	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days
Shape Choices about ESAP Content	Remaining Days	Remaining Days	Workshop 17	Planned timing	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days
Outline ESAP	Remaining Days	Remaining Days	Remaining Days	Workshop 12	Planned timing	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days
Detail ESAP	Remaining Days	Remaining Days	Remaining Days	Planned timing	Workshop 5	Workshop 12	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Remaining Days
Commit and Approve ESAP	Remaining Days	Remaining Days	Remaining Days	Remaining Days	Regional Policy	Regional Policy	Regional Policy	Remaining Days				
Execute on ESAP Strategies	Remaining Days	Planned timing	Planned timing	Planned timing	Planned timing	Planned timing	Planned timing	Planned timing				



Communication



3 Questions to Answer About Council Performance Toward Equity Commitments

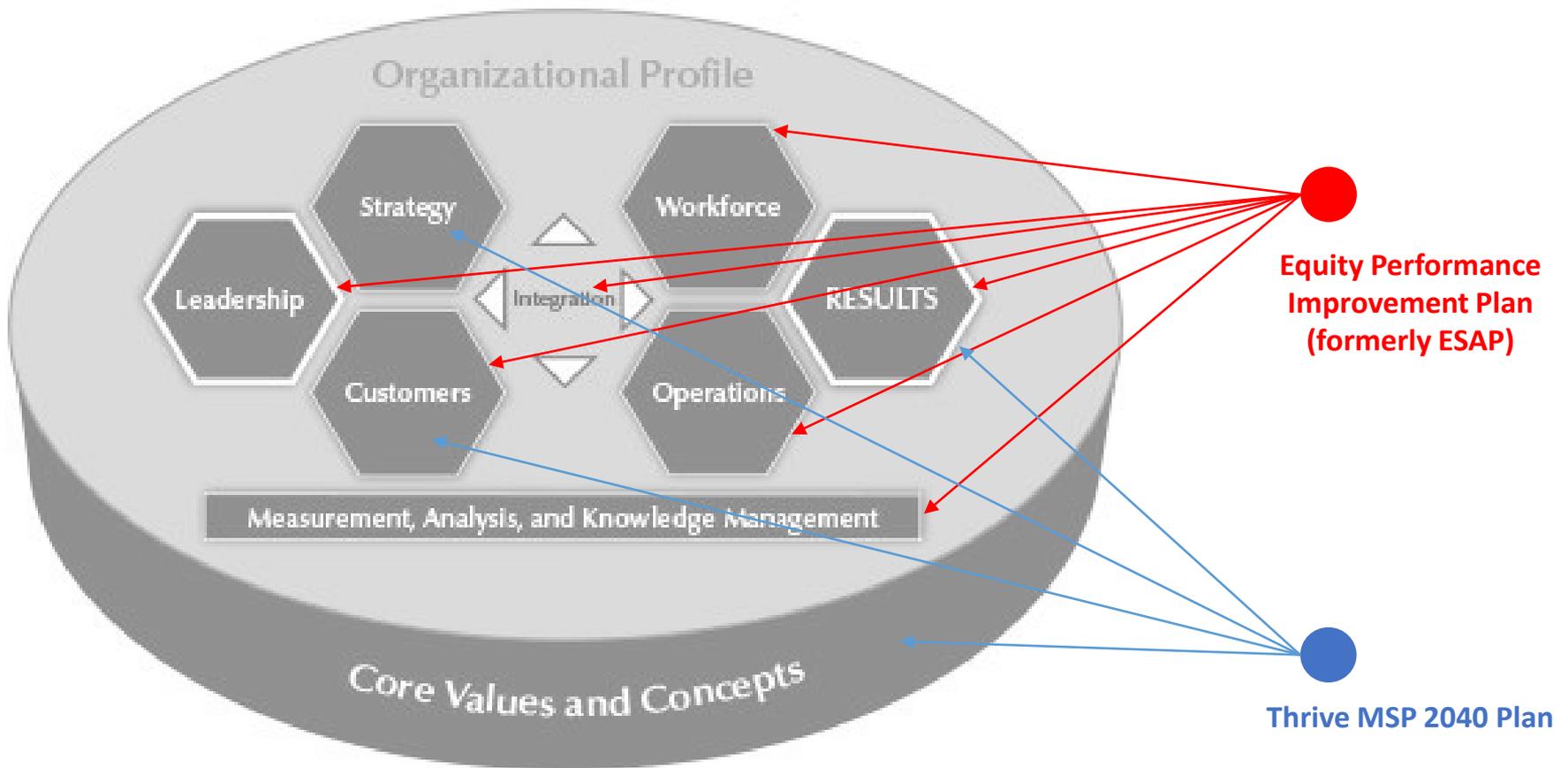
1. Is the Council doing as well as it could be doing?
2. How do you know?
3. What and how should the Council improve or change?

Equity Performance Improvement Plan

(working title - formerly ESAP)

- Create internal mechanisms and performance measurement to enable the Council to measure and achieve equitable outcomes for Council staff, customers and the broader community.
- Internally focused plan to inspire organizational culture change; help the Council to move from a transactional, one-off approach to equity to a more transformational, strategic, data-driven one.
- Establish an organizational culture that considers and measures equity.
- While the Council's Thrive MSP 2040 plan calls out several facets of equity, this plan will focus specifically on racial equity.
- Prioritize the Council's objectives and strategies for enhancing racial equity and guide our equity work through 2019.

Improve Organizational Performance to Achieve Equity Commitments



E = Successful
Outcomes
for All

E = Results

E is measurable!

Diversity

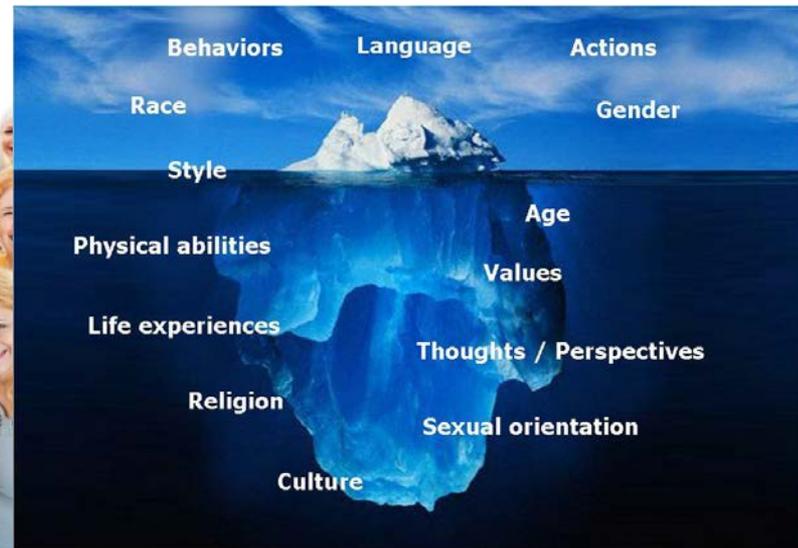
Diversity + Inclusion x Discipline = Equity

Difference

Behavior

Rigor

Results



Inclusion

Diversity + Inclusion x Discipline = Equity

Difference

Behavior

Rigor

Results



Equity

Diversity + Inclusion x Discipline = Equity

Difference

Behavior

Rigor

Results



$$D + I \neq E$$



Discipline

Diversity + Inclusion x Discipline = Equity

Difference

Behavior

Rigor

Results



$$D + I \times D = E$$

Discipline

- Self-control.
- Following rules.
- Activity, exercise, or a regimen that develops or improves.

Structure!!

Policies

Practices

Situations





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Key Discipline Principles

1. Identify the specific concern/issue.
2. Clearly state the concern/issue so it can be addressed.
3. Identify data; collect; report.
4. Analyze the data in the context of the concern/issue.
5. Make data-driven decisions.
6. Set goals.
7. Identify strategic change.
8. Execute strategic change.
9. Track outcomes.
10. Evaluate.
11. Institutionalize what worked A/OR repeat steps 1 - 11.

Workshop #1

Identify a set of high-level strategies.

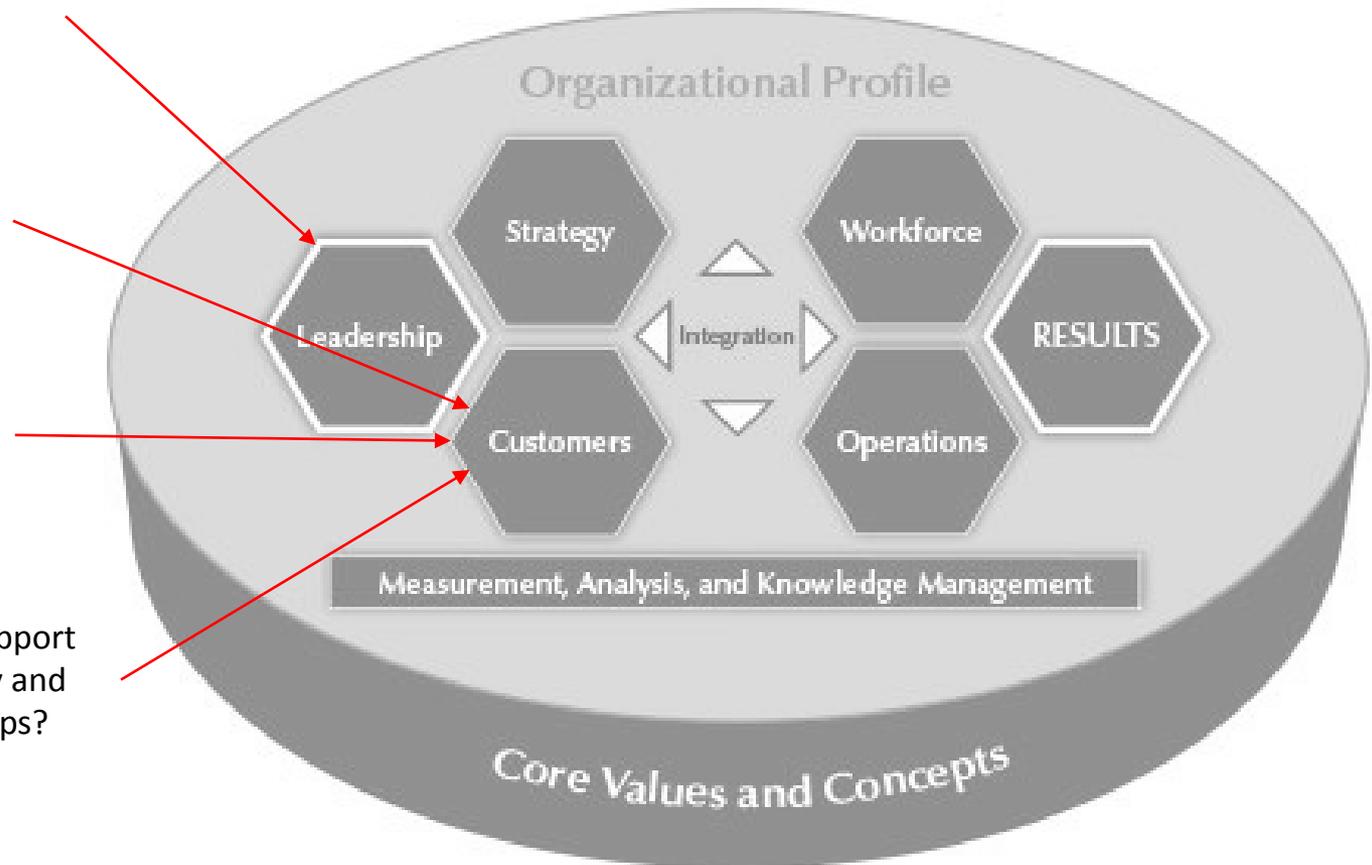
Improve Organizational Performance to Achieve Equity Commitments

How do senior leaders create a focus on action and improvement?

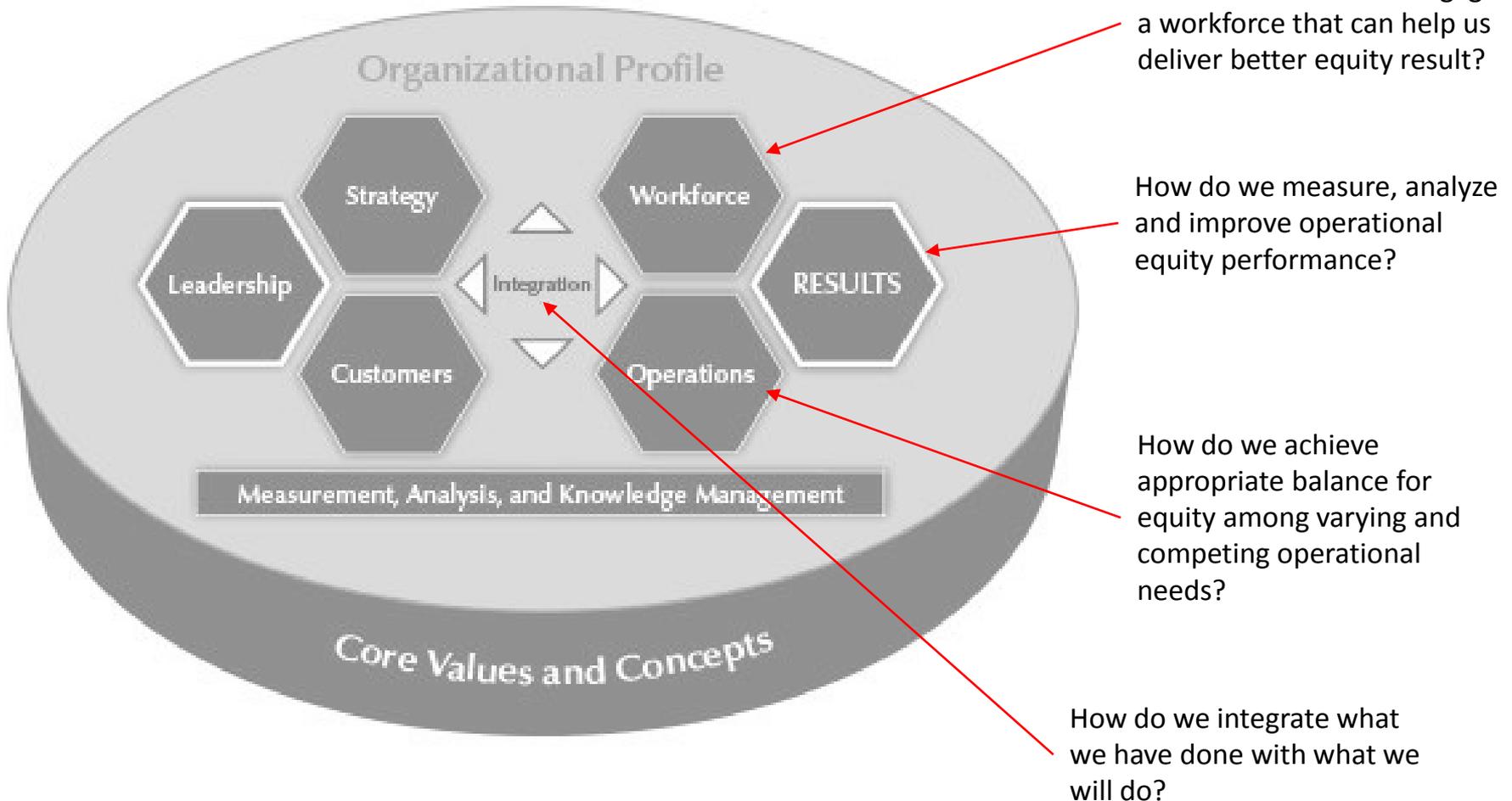
How do we obtain actionable information from racially and ethnically diverse residents?

How do we anticipate and address concerns from other stakeholders about equity performance changes?

How do we actively support and strengthen racially and ethnically diverse groups?



Improve Organizational Performance to Achieve Equity Commitments



Workshop #1

How do senior leaders create a focus on action and improvement?

- Should be seen and heard
- SE LEADERS PROVIDE STAFF TRAINING OPPORTUNITIES
- SENIOR LEADERS WILL REASSURE PERIODIC UPDATES FROM ONLINE RUMORS
- SET PERFORMANCE MEASURES TO MEET THE STATE'S GOALS
- Create expectations for their managers
- SENIOR LEADERS MAKE THINGS (FORM) MANDATORY/REQUIRED
- Allocate Resources for training
- SENIOR LEADERS TRANSPARENTLY INCORPORATE UNUS INTO DECOMMISSIONING
- PERFORMANCE GOALS REQUIRED TO INCLUDE EQUITY (STAFF + STUDENTS)
- Incorporate Equity in the budgeting process
- SENIOR LEADERS WALK THE TALK (LEAVE THE FAULTS)
- Apply equity lens to all work goals
- Experience Internal & external services
- Practice proactive transparency (even when they aren't asking for it)
- Make time + space to listen (No talking!)
- Assume a student/learning perspective on equity (It's ok to not be an expert)

How do we measure, analyze, and improve operational performance

- CREATE MEASUREMENTS
- Establish Baseline
- ASK WHAT AN IMPROVEMENT IS INTERNAL + EXTERNAL
- ESTABLISH THE BENEFITS
- DEFINE THE PROBLEM
- Set up system for reporting data
- Data Driven Decision Making *to set priority*
- USE DATA-DRIVEN DECISION MAKING TO SET PRIORITIES
- Focus on things that matter
- Be Prepared to let things go.
- APPLY AN EQUITY LENS TO CURRENT MEASURES + GOALS

How do we build and engage a workforce that can help us deliver better results?

- PROVIDE OPPORTUNITIES FOR PEOPLE TO UNDERSTAND + CONTRIBUTE TO OUTCOMES
- INCLUDE QUALITATIVE DATA
- ENSURE KSAs MATCH REQUIREMENTS
- Change the message about candidates of color
- Increase current staff awareness of issues
- ENGAGE THE STAFF IN DEVELOPING IDEAS
- Specific Outreach to make these groups aware of opportunity
- BUILD SKILLS TO HANDLE DISAGREEMENT + CONFLICT
- ALLOCATE RESOURCES FOR WORKFORCE DEVELOPMENT
- Process should be sensitive generational differences

How do we integrate what we have done with what we will do?

- GATHER CUSTOMER STORIES
- MEASURE EFFECTIVENESS
- Broadly share our accomplishments
- BE MORE OPEN + RECEPTIVE TO TRYING NEW AND TAKING RISKS
- Develop Roles & Responsibilities
- COORDINATE EFFORTS ACROSS DIVISIONS
- EXPAND WHO'S ENGAGED IN THE WORK
- Routine Reporting of Activities *to share plans*
- Learn from failures
- CELEBRATE SUCCESSSES + LEARN FROM FAILURES
- Transparent System of Reporting
- Promoting & Encouraging Participation
- ENSURE THINGS ARE HAPPENING IN ALL LOCATIONS + ACROSS MANY PLATFORMS
- Ensuring communication happens w/ different platforms

Workshop #2

Refine and narrow down the high-level strategies to those with the most impact on improving organizational equity performance.

Workshop #2

THEME: How Do We Achieve Appropriate Balance Among Var.

How do we achieve appropriate balance among Varying + Competing Operational needs?

Integrate Equity Lens into Council strategic investments to influence operational needs

Effectively balance our strategic investment by using comparative data to support operational decision-making

MEASURING OUTCOMES TO ENSURE ALIGNMENT with objectives

Do we need to...
need to assign right...
important...
we have to understand

...

TEAM MEMBERS:
STEVE MCLAIRD
MARILYN PORTER
SALAH AHMED
KATHER- A-GESEN HUEBNER

Improve Organizational Performance to Achieve Equity Commitments

Senior leaders demonstrate their commitment to equity through action and accountability.

We vary our listening methods for different racially and ethnically diverse groups or segments to obtain actionable feedback about our [operations]

a) We seek continuous and actionable feedback about what we do and how we do it from other stakeholders.
B) We invite and partner with other stakeholders to contribute to regional equity efforts.

We have strong relationships with racially and ethnically diverse community organizations and groups.



Improve Organizational Performance to Achieve Equity Commitments



We organize, manage and empower our workforce in ways that reinforce a focus on equity performance.

We have key equity performance measures across the organization and within divisions.

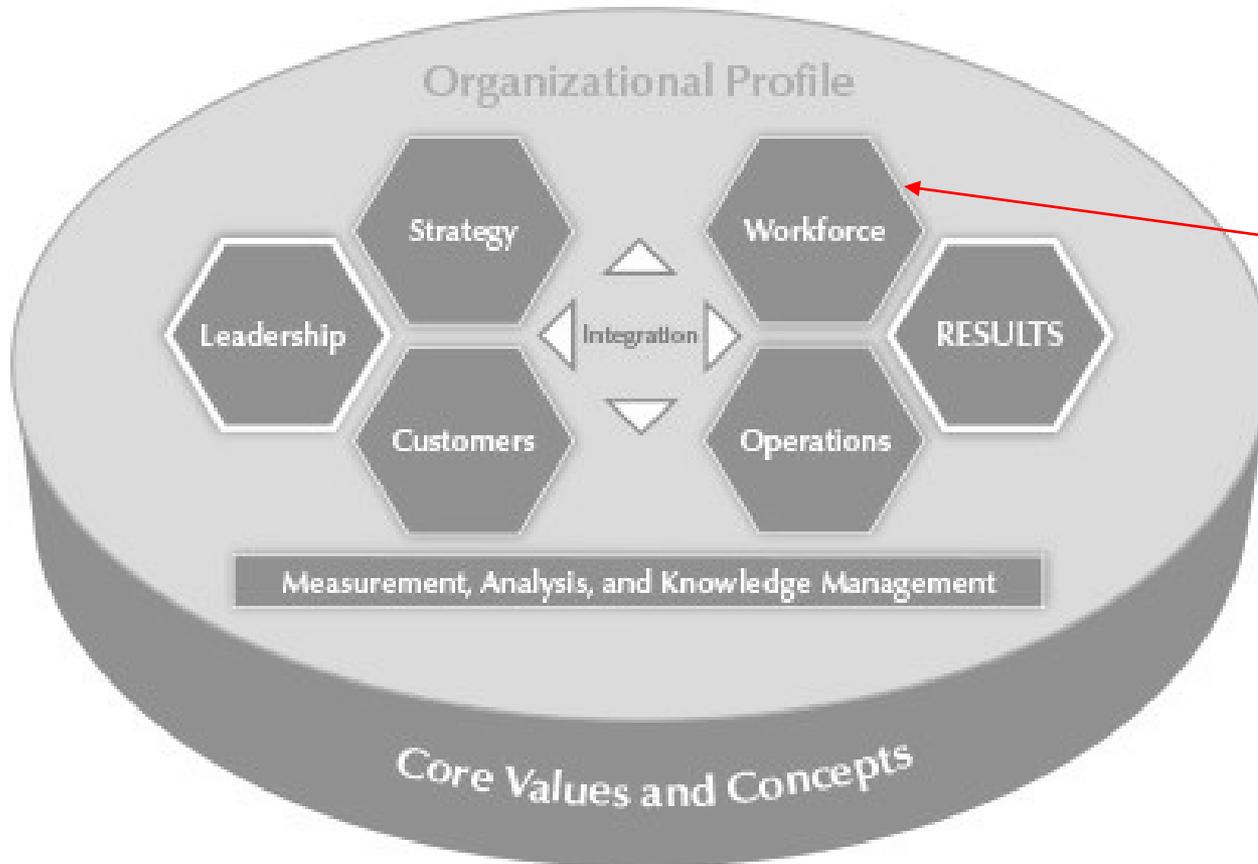
We integrate an equity lens into council strategic investments to influence operational needs.

We coordinate equity-related efforts across the council under clearly-defined roles and responsibilities.

Homework

For the eight draft strategies, research the current state and potential implications of change.

Workshop #3



We organize, manage and empower our workforce in ways that reinforce a focus on equity performance.

- **Current methods**
- **Current results**
- **Current roles & responsibilities**
- **Potential methods**
- **Potential results**
- **Potential roles & responsibilities**

How to be involved:

- Assign representative(s) to actively participate in the three planning meetings:
 - November 17, 11 a.m. – 1 p.m. (lunch provided)
 - December 12, 1 – 4 p.m. (snacks provided)
 - January 5, 1 – 3 p.m. (snacks provided)
- Create space/time to review and comment on draft plan.
- Ask about what is happening / review docs / offer ongoing feedback.
- Endorse final plan.