



# **METROPARKS DEI PLAN**

**2023 - 2026**



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# INTRODUCTION

The Huron-Clinton Metropolitan Authority Board of Commissioners made its first formal commitment to becoming a more diverse, equitable and inclusive organization when it authorized and funded the creation of the position of Chief of Diversity, Equity, and Inclusion in its 2019 budget. Utilizing state of Michigan and federal laws as its guideposts, the Metroparks Board has continued to focus resources in service of its mission “To bring the benefits of parks and recreation to the people of southeast Michigan. All the people. All their lives.”

The Board unanimously approved the first Metroparks Diversity, Equity, and Inclusion Plan in 2019, laying the groundwork for a comprehensive training program for employees at all levels of the organization, improving processes to cast an ever-wider net to recruit and fill all full time, provisional, and seasonal positions, and creating programs such as the DEI Speaker Series to provide learning opportunities for the Board and public as well as employees by engaging with nationally recognized thought leaders in this space.

In addition to its internal focus on training and development, in the nearly 4 years since creating its Diversity, Equity, and Inclusion Department, the Metroparks have developed active partnerships with the City of Detroit, the Detroit Riverfront Conservancy, Black to the Land, Disability Network, University of Michigan Adaptive and Inclusive Sports Experience (UMAISE) and many others in service of its stated values of access, commitment, diversity, equity, leadership and stewardship. In 2022, partnerships between the Metroparks and public parks and recreation departments, school districts, and NGOs made it possible for over 1,000 children throughout the 5 counties the Metroparks serve to learn to swim at no cost to their families. All of these accomplishments and more were a direct outgrowth of that 2019 commitment to becoming a diverse, equitable, and inclusive organization.

Looking back, all of the energy and effort put into successfully forming organizational change will almost certainly seem like a walk in one of our incredible parks in comparison to weathering the storming phase where challenges may rise from employees and constituents alike as we continue setting higher standards and goals towards our mission. But through the challenges, success will certainly follow as our organization remembers, embraces and embodies its vision “to be a unifying force – and indispensable resource – in southeast Michigan: One Region. One Metropark. Endless Experiences”.



Jaye Quadrozzi, Chair, Metroparks Board of Commissioners

Upon adoption by the Board of Commissioners, the Metroparks DEI Plan will remain in effect until December 31, 2026. A plan year consists for 14 months, on the following schedule:

- Year 1: April 14, 2023-June 30, 2024
- Year 2: July 1, 2024-September 30, 2025
- Year 3: October 1, 2025-December 31, 2026

**“Every system is perfectly designed to produce what it produces.”**

**-W. Edwards Deming**

This is the second DEI plan produced by the Metroparks. In the first plan, we focused on the Forming phase of organization development, which means we engaged in foundation building. See, Appendix, 2020-2022 DEI Plan. We successfully completed the Forming phase and have advanced into the Storming phase of our organizational development.

Therefore, the focus of the 2023-2026 plan is systems development, implementation, and evaluation to address and dismantle systems that have historically produced inequitable outcomes. By doing so, we aim to create new equitable collaborative systems that will ultimately result in the Metroparks being a more inclusive organization. In addition, via ongoing analysis and evaluation of the initiatives and goals outlined in our 2023-2026 plan, we will be able to identify and prioritize sustainable change that move us closer to our goals based on the vision, mission, and core values as adopted by our Board of Commissioners in 2022.

**STORMING** begins when learning from the Forming stage become operationalized and conflicts with the traditional (actual) way we do our work. This is by far the most challenging of all of the phases, but it also provides the greatest opportunities to make sustainable change.

The 2023-2026 DEI plan has a broader organizational scope than the first plan. This reflects our fundamental belief that DEI is not the work of a single department, but rather the work of every Metroparks employee. Building the capacity of our employees to engage in DEI was the primary purpose of the first DEI plan. Now it is time to put that investment into action.

*“The work of this plan will not be easy and will require courage to make it happen. However, we are up to the task because WE are the Metroparks, and we have the collective will to make it so .”*

**- Artina Carter, Chief of Diversity, Equity and Inclusion**

We also recognize that the legal landscape, related to DEI, is constantly changing. Therefore, over the course of this plan, we along with legal counsel will continue to monitor changes and will update this plan as warranted.

# LISTEN & CONNECT

## I. **Develop a standardized system to collect and utilize demographic data.**

Data is foundational to the Metroparks. It guides our programming, investments, and management decisions at every level. Demographic data is equally important for DEI efforts; without data we would neither know where to start the work, nor able to determine the impact of said work. Currently, we are collecting and storing a great deal of data in a secure repository that is not always easily accessible. Thus, one of the 2023-2026 plan goals will be to ensure we are collecting specific organization-wide data that will help to inform our work in the DEI arena which will be accessible and more broadly shared. In other words, the primary focus of this goal is to standardize data collection, storing, and sharing. It is important to note however, that this data will in no way be utilized to engage in efforts that may run afoul of applicable law as it pertains to recruiting, hiring, promotion, employee evaluation, or matters related to vendor contracting. The specific implementation steps associated with this goal are outlined below.

### **How we use Data**

The data collected by the DEI department is used for the express purposes of measuring progress, setting training goals, developing benchmarks, and taking the pulse of the organization. All identifying information is kept in confidence and is not shared. De-identified data and associated comments are shared with the Board of Commissioners and all Employees.



<b>A. Develop a standard system for collecting, storing, and sharing data</b>		
Year 1	Year 2	Year 3
<ol style="list-style-type: none"> <li>1) Organize and convene a Staff Data Team (SDT); consisting of staff responsible for collecting, storing, using, and sharing data to understand current processes and needs.</li> <li>2) Work with SDT to understand what is being collected; how it is being collected; how we are using the data and how the data is stored and shared. Then determine what data we need that is not currently being collected.</li> <li>3) SDT will create a checklist to ensure all needed data is being collected and the process for collection is clear, as well as ensure that record retention comports applicable law and Metroparks' policies.</li> <li>4) SDT will work with departments and parks to establish a standard data sharing schedule that will ensure data is available, current, and accessible; and to avoid random request for data.</li> <li>5) Work with SDT to create a data administrative document that will serve as a guide for the organization on what data is collected, where it is located, and when it is updated.</li> </ol>	<ol style="list-style-type: none"> <li>1) Test the system.</li> <li>2) Evaluate the system.</li> <li>3) Adjust the system.</li> <li>4) Retest.</li> <li>5) Evaluate.</li> </ol>	<ol style="list-style-type: none"> <li>1) Implement the system.</li> <li>2) Adopt the system.</li> <li>3) Build the accountability standard.</li> </ol>

#### Measure of Success (MoS):

Year 1: Building the Staff Data Team (SDT) with multi-level representation from across the organization.

Year 1: The development of a comprehensive data collection, drop and storage system that aligns with applicable law and Metroparks' record retention policies.

Year 2: Pilot the system, evaluate, adjust, and relaunch.

Year3: The adoption of the system.



## II. Strive to increase diversity representation within all employee classifications (based on 2022 data).

**Diversity** is the presence of differences that may include race, gender, religion, sexual orientation, ethnicity, nationality, socioeconomic status, language, (dis)ability, age, religious commitment, or political perspective. These include populations that have been-and remain- underrepresented among practitioners in the field and marginalized in the broader society.

The implementation of this goal will be supported by 2022 data. We define diversity broadly as we believe is it vital to our goal of “Being an indispensable resource” to “...All of the people, [in] All of their Lives”, such that, all people of Southeast Michigan see themselves represented in our parks. That includes people of every ability, age, gender, orientation, race, to accomplish this we need to be intentional and strategic. Our target, in terms of increasing representation within our employee ranks is 10%. This target will not be utilized to achieve an illegal quota, but rather, as an aspirational metric that will aid in gauging our progress.

### Employee Data Collection

Employee Demographic racial categories are adopted from the Equal Employment Opportunity Commission (“EEOC”). According to the EEOC the racial categories are determined

as: Asian, Black or African American; Hispanic or Latino; American Indian or Alaska Native; and Native Hawaiian or Other Pacific Islander and White (not Hispanic or Latino). The Metroparks collects demographic data according to the guidance of the EEOC. However, for the purpose of this plan the Metroparks has adopted these categories, and for all categories other than the White, have incorporated, and refer to them as People of Color (POC).

The employee data collected by the Metroparks’ Human Resources Department is up to date as of December 31, 2022 and includes the racial and gender categories required by the EEOC.

In this plan, all seasonal employee data includes Provisional Golf Employees as of July 15, 2022.



*“Our commitment to diversity, equity, and inclusion is clearly stated in the Metroparks’ mission and core values. This DEI plan takes those words and turns them into impactful actions.”*

- Amy McMillan, Director  
Huron-Clinton Metroparks



Here is our starting point:

Chart 1

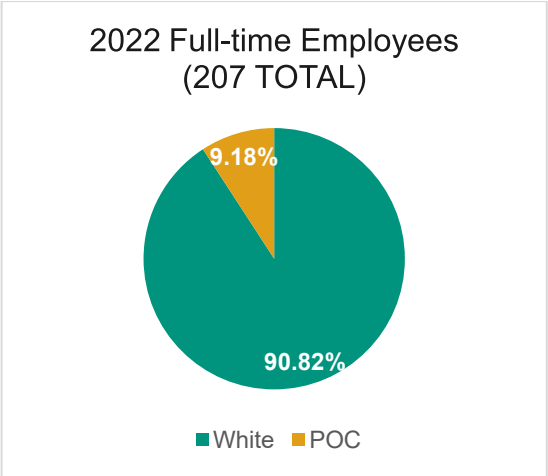


Chart 2

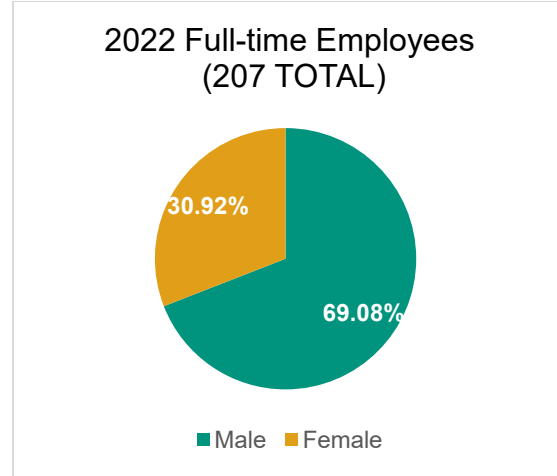


Chart 3

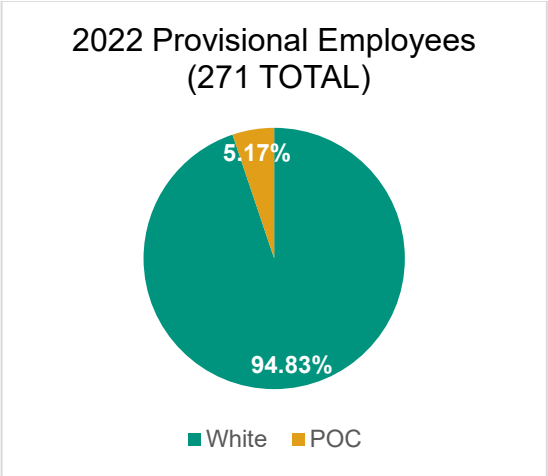
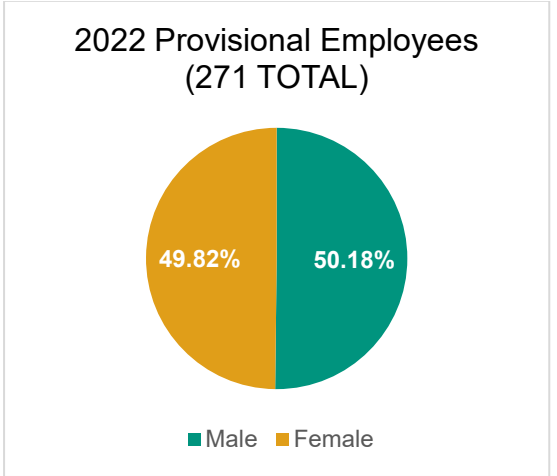


Chart 4



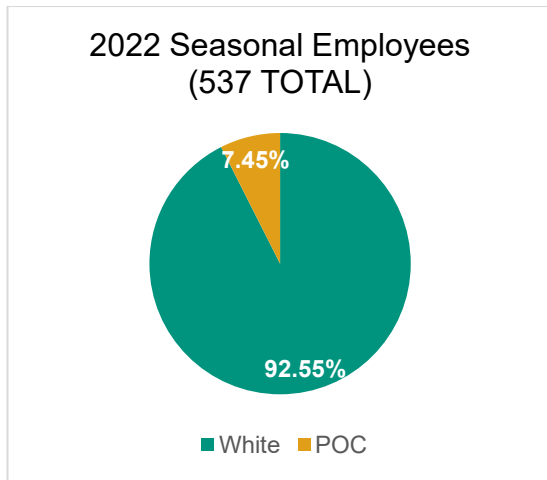
<sup>1</sup> In 2022, there were 207 Full-time Employees. Of the 207, 188 persons identified as White (not Hispanic) and 19 were categorized as POC. Of the 19 identified POC there were: 2 American Indian/Alaskan Native; 14 Black; 2 Hispanic/Latino; 1 Two or More Races.

<sup>2</sup> In 2022 there were a total of 207 Full-time Employees. Of the 207 there were 143 males and 64 females.

<sup>3</sup> In 2022, there were 271 total Provisional Employees. Of the 271, 257 persons identified as White (not Hispanic) and 14 were categorized as POC. Of the 14 identified POC there were: 3; Asian; 4 Black; 5 Hispanic/Latino; 2 Two or More Races.

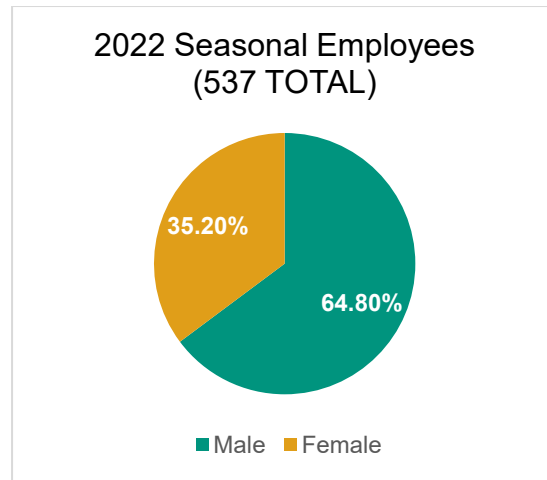
<sup>4</sup> In 2022 there were a total of 271 Provisional Employees. Of the 271 there were 136 males and 135 females.

**Chart 5**



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**Chart 6**



6

To truly realize this goal, we must first understand the level of diversity that currently exists within the Metroparks. As a beginning, we must provide opportunities for employee to self-identify discretely and anonymously.

**A. Expand the ways we collect demographic data (voluntarily) from employees for the purpose of understanding our current level of diversity (broadly) and to establish a comprehensive baseline.**

Year 1	Year 2	Year 3
<ol style="list-style-type: none"> <li>1) Work with Human Resources to understand the current demographic data collection process.</li> <li>2) Adopt a standard demographic data collection list.</li> <li>3) Expand the current system to allow employees to self-identify and to be listed according to their identification.</li> <li>4) Connect the new system with the previous collections to ensure accurate requisite governmental reporting (as applicable).</li> </ol>	<ol style="list-style-type: none"> <li>1) Edit the Climate Survey to include the new standard demographic list.</li> <li>2) Generate a report of findings.</li> <li>3) Develop a new baseline for diversity at the Metroparks.</li> </ol>	<ol style="list-style-type: none"> <li>1) Use the established baseline to measure level of success.</li> </ol>

<sup>5</sup> In 2022, there were 537 total Seasonal Employees. 497 employees identified as White (not Hispanic or Latino) and 40 were categorized as POC. Of the 40 identified POC employees there were 2 American Indian/Alaskan; 5 Asian; 12 Black; 8 Hispanic/Latino; 1 Native Hawaiian/Pacific Islander; 12 Two or More Races.

<sup>6</sup> In 2022 there were a total of 537 Seasonal Employees. Of the 537, there were 348 males and 189 females.

MoS:

Year 1: Expansion of current demographic data collection process. Adoption of a standardize categories for demographic data collection.

Year 2: New categories are added to internal surveys, data collected, results shared, and new benchmarks created.

Year 3: New system revisited to ensure implementation.



## B. Improve recruitment strategies to increase diversity representation.

Year 1	Year 2	Year 3
<ol style="list-style-type: none"> <li>1) Work with HR and Marketing departments to review current recruitment channels, how and when they are used.</li> <li>2) Work with HR and Marketing departments to develop a common definition of "Wider Net".</li> <li>3) Add new recruitment channels, that reflect our "wider net" definition to the list of current channels.</li> <li>4) Use the established definition as the new baseline for all position postings.</li> <li>5) Analyze the financial effect of these additions.</li> <li>6) Work with Parks to create a process timeline for Seasonal recruitment.</li> </ol>	<ol style="list-style-type: none"> <li>1) Using the established definition of wider net, work with Parks to develop strategic recruitment maps (SRM) to inform recruitment efforts.               <ol style="list-style-type: none"> <li>A. The DEI department will lead this effort for the creation of one (1) SRM per district.</li> <li>B. Parks will work alongside DEI to learn how to develop SRMs for the parks in each district.</li> <li>C. SRMs will be submitted to DEI before the start of seasonal recruitment annually, to ensure all can participate in the evaluation process.</li> </ol> </li> <li>2. Develop a checklist for recruitment channels based on the SRM's by park.</li> <li>3. Work to build relationships with and at identified sites.</li> <li>4. Work with Marketing to develop appropriate recruitment pieces.</li> <li>5. Develop an evaluation standard and schedule for this process that include the effectiveness of each SRM.</li> <li>6. Implement the process.</li> </ol>	<ol style="list-style-type: none"> <li>1) Evaluation of the recruitment process based on outcomes and ease of use.</li> <li>2) Make adjustments as needed and run again or adopt.</li> <li>3) Build the accountability measure and schedule for review.</li> </ol> <div data-bbox="971 577 1507 989" data-label="Text"> <p><b>Strategic Recruitment Maps</b></p> <p>are localized maps that identify potential recruitment locations in communities (i.e. faith institutions, community centers, social services agencies, etc.)</p> </div>



MoS:

Year 1: Development of the new “Wider net” definition.

Development of an official list of recruitment channels for the AO and Parks.

Development of the process timeline.

Year 2: Development and implementation of SRM’s for parks (some parks may be combined with other parks due to proximity and/or function).

Development of an evaluation standard and schedule.

Year 3: Implementation of process.

Evaluate the effectiveness of SRM’s by measuring the level of diversity in the recruitment pool.

C. Develop interviewing and hiring strategies to increase diversity representation.		
Year 1	Year 2	Year 3
<ol style="list-style-type: none"><li>1) Coordinate Implicit Bias training for all staff who participate in interviewing and hiring for all employee classifications at the Metroparks.</li><li>2) Identify a trainer and work with trainer to ensure training is aligned with previous DEI training and current organizational goals.</li><li>3) Work with Parks, Departments and HR to develop a schedule for training.</li><li>4) Schedule training.</li></ol>	<ol style="list-style-type: none"><li>1) Implement and evaluate training.</li><li>2) After training, work with staff to develop a standard interviewing checklist to support transfer of learning.</li><li>3) Use the checklist in the interviewing and hiring process (2024).</li><li>4) Evaluate the process. Adjust as needed.</li></ol>	<ol style="list-style-type: none"><li>1) Use the adjusted process.</li><li>2) Evaluate the process.</li><li>3) Adopt the process and establish accountability standards.</li></ol>

MoS:

Year 1: Training scheduled; Identification of trainer.

Year 2: Training implementation and evaluation; Checklists development and used; Evaluate the checklist.

Year 3: Development of accountability measures; Adoption of process; Increased level of diversity.

### Transfer of Learning

occurs when people apply information, strategies, and skills they have learned to a new situation or in context.

## D. Work with Departments to create a recruitment strategy for specialized positions.

Year 1	Year 2	Year 3
<ol style="list-style-type: none"> <li>1) Work with Departments to develop a list of specialized positions for which we struggle to recruit.</li> <li>2) Review our current recruitment efforts for those positions.</li> <li>3) Work with Departments to identify where potential candidates are.</li> <li>4) Develop a strategic recruitment map (SRM) for each position that includes recruitment channels and networks specific to the positions.</li> </ol>	<ol style="list-style-type: none"> <li>1) Start developing relationships with organizations, groups, etc. identified on the SRM.</li> <li>2) Develop evaluation standards and evaluation schedule.</li> <li>3) Evaluate success of recruitment efforts.</li> </ol>	<ol style="list-style-type: none"> <li>1) Evaluate recruitment against new hires to identify other areas of focus in the interview and hiring process.</li> </ol>

MoS:

Year 1: Creation of list of specialized positions; Development of SRM.

Year 2: Creation of a contact list as identified by the SRM; Development of evaluation standards and schedule; Evaluate the number of persons recruited using the SRM.

Year 3: Evaluation of recruitment against hires.



### **III. Actively participate in the Marketing department's goal to increase engagement with Metroparks services in equity populations zip codes.**

This is an ongoing goal for the Metroparks.

In 2020, the Metroparks began looking at a data set from SEMCOG that outlines zip codes where there are concentrations of various equity populations within the Metroparks jurisdiction. This analysis focuses on locations with concentrations of people in these groups:

- Child Population
- Low-Income Households
- Minority Population
- Senior Population

For the purposes of the 2023-2026 DEI plan, we are also adding: **Populations with Disabilities.**

These underserved zip codes tend to occur around the more urban areas of the region. The Metroparks have special interest in increasing access to Metroparks services in those regions as outlined in the new Strategic Plan. We understand that there are substantial barriers to encouraging Metroparks attendance from those areas that may never fully be resolved. These barriers include, but are not limited to, transportation and proximity to parks, affording entrance fees, awareness and feeling welcome and represented.

However, through joint programming and partnerships like the swim lesson programs, presence at Detroit Riverfront events and Detroit Park Coalition events, the Metroparks will continue to demonstrate our commitment to reaching underserved communities and making positive impacts across our service region.

Staff will strive to increase attendance in these zones, while also maintaining attendance from all other representative zones, as directed by our Strategic Plan and Core Values adopted by the Board of Commissioners. Additionally, new partnered programming will be implemented in 2023 to bring a Metroparks presence to these underserved areas through activities like expanded free swim lessons, partnered arts programming, a Jit Festival and more. (2023 Metroparks Marketing Plan)

**“No one will protect what they don’t care about; and no one will care about what they have never experienced”.**

**- David Attenborough**



**A. Work with Marketing, Interpretive Services and other departments to increase joint programming and partnerships.**

Year 1	Year 2	Year 3
<ol style="list-style-type: none"> <li>1) Work with Marketing to review current joint programs and partnerships.</li> <li>2) Work with Team to identify current efforts to start new joint programs and partnerships, including the current state of the effort.</li> <li>3) Brainstorm natural connections and develop action plans for the easiest win-win efforts.</li> <li>4) Initiate the Plan.</li> </ol>	<ol style="list-style-type: none"> <li>1) Review the more complex initiatives and develop an action plan that includes the connections that need to be made, work team design, potential funding needed, who will lead the initiative, timeline, etc.</li> <li>2) Initiative lead will create the work team consisting of internal and external members.</li> <li>3) Team will design the initiative and develop the action plan.</li> </ol>	<ol style="list-style-type: none"> <li>1) Implement the action plan.</li> <li>2) Evaluate the outcome and the partnership and determine next steps.</li> </ol>

MoS:

Year 1: Develop a list of natural connection and associated action plans.

Year 2: Development of a Joint Partnership Action Team (including members from external organizations); Develop program design(s) and associated action plan(s).

Year 3: Program implementation and evaluation that includes next steps.





B. Develop Strategic Communication Maps (SCM) within equity population zones.		
Year 1	Year 2	Year 3
<ol style="list-style-type: none"> <li>1) Work with Marketing to identify 2-3 communities in equity population zones to pilot this initiative.</li> <li>2) DEI will work with Marketing and Parks located in the identified communities to identify non-traditional communication hubs.</li> <li>3) Team will create SCMs for the identified areas.</li> </ol>	<ol style="list-style-type: none"> <li>1) Team will connect, collaborate, and build relationship with organizations and groups in the identified areas.</li> <li>2) Marketing will develop communication strategies informed by our new community partners.</li> <li>3) Launch pilot initiative.</li> </ol>	<ol style="list-style-type: none"> <li>1) Evaluate the initiative.</li> <li>2) Adjust based on outcomes.</li> <li>3) Relaunch pilot.</li> <li>4) Evaluate the results.</li> </ol> <div> <b>Strategic Communication Maps (SCM)</b> is a tool used to identify non-traditional communication assets in a community </div>

MoS:

Year 1: Development of a work team consisting of Marketing, Parks and DEI; identification 2-3 communities in equity population zones to pilot the project.

Year 2: Development of Strategic Communication Maps; Relationships developed; Marketing outcomes.

Year 3: Evaluation of initiative; Level of increase.



## IV. Increase the level of physical access to Metroparks facilities.

Over the last four years, the Metroparks has steadily increased the number of accessible amenities in our parks. We have created accessible playgrounds (Shout out to the Fair Play Coalition), kayak launches, shelters, trail development and equipment including hand cycles, beach wheelchairs, sensory friendly backpacks, etc.; however, we recognize the need for more. Therefore, the purpose of this ongoing goal and associated objectives is to develop and formalize the systems directly connected to physical access to our parks and to develop data collection strategies to support benchmarking.

A. Develop a standardized accommodation request system that is user friendly and allows for the collection of data to inform future investment.		
Year 1	Year 2	Year 3
1) Convene a team consisting of staff currently responsible for handling accommodation requests.	1) Work with team to develop a standardized accommodation request process that includes customer feedback and tracking processes.  2) Implement.  3) Evaluate.  4) Adjust.	1) Relaunch program.  2) Evaluate.  3) Develop the accountability standard.  4) Adopt the process.  5) Work with Marketing to create a process map or infographic of the internal system that can be used to explain the process.

MoS:

Year 1: Team Creation.

Year 2: Process development and implementation; Launch, Process evaluation that includes customer feedback.

Year 3: Process adoption; Creation of the process infographic to support transfer of learning.

## B. Actively participate in the update process for the 2024 Metroparks ADA Transition Plan.

Year 1	Year 2	Year 3
<ol style="list-style-type: none"> <li>1) Work with the Planning department to review the current plan and identify actions completed and low cost/high impact actions that can be completed in the 2023 budget year.</li> <li>2) Create a prioritized list of those actions and share with appropriate staff.</li> <li>3) Make the identified actions happen.</li> <li>4) Develop a schedule for the plan update.</li> <li>5) Share ADA achievements and schedule for update with Board.</li> </ol>	<ol style="list-style-type: none"> <li>1) Work with the Planning department on the update of the ADA Transition Plan according to the schedule.</li> <li>2) Work with Planning to identify and schedule any training, engagement or consulting needs related to the ADA Transition Plan update.</li> <li>3) Participate in the ADA Transition Plan update process as created by the Planning department that includes a community engagement strategy.</li> </ol>	<ol style="list-style-type: none"> <li>1) Share plan with the Board.</li> </ol>

MoS:

Year 1: Share list of accomplishments with Board; Schedule for ADA Transition Plan update.

Year 2: Schedule for ADA Transition Plan update developed; Training and/or consulting needs provided; Community Engagement strategy developed.

Year 3: Completion of the plan update; Presentation of plan by the Board of Commissioners.





**C. Expand transportation access to Kensington, Lake St. Clair, Stony Creek and Lower Huron Metroparks.**

Year 1	Year 2	Year 3
<ol style="list-style-type: none"> <li>1) If current system is running, ride it to understand user experience.</li> <li>2) Convene public park leaders with parks 200 acres or more.</li> <li>3) Identify potential funding sources for transit related access (especially last mile connections).</li> <li>4) Agencies in region, geographical location, ridership information, any survey data they may have about access to parks (Transportation Riders United, NTD and SEMCOG).</li> <li>5) Route and Stop Locations.</li> <li>6) Transfer Locations.</li> <li>7) Cross reference areas with transit dependency and lack of park access.</li> <li>8) Peer agency review.</li> </ol>	<ol style="list-style-type: none"> <li>1) Create an internal team to work with the Planning department to strategize the expansion of transportation to the Metroparks.</li> <li>2) Identify community members, groups, organizations that can serve as partners in this effort.</li> <li>3) Convene internal team and partners to begin the process.</li> <li>4) Build partnerships.</li> </ol>	<ol style="list-style-type: none"> <li>1) Initiate pilot program(s).</li> <li>2) Analyze functionality.</li> <li>3) Continue to build on partnerships.</li> </ol>

MoS:

Year 1: Evaluation of current system; Relationship Building.

Year 2: Internal Transportation Plan; Development of transportation team that includes staff and partners.

Year 3: Initiate pilot program(s); Evaluate program(s) including feasibility.



## V. Increase the number of accessible programs in the Metroparks.

The Metroparks offers thousands of program and event offerings every year. The focus of this ongoing goal will be to effectuate our target of 5% with respect to increasing the number of accessible programs and events within the Metroparks. We will do so by, first, understanding the *current* number of accessible programs and events which will establish a benchmark from which to improve. Although we have established a target that we will strive to reach, it is by no means a mandated quota.

### Accessible

refers to a site, facility, work environment, service, or program that is easy to approach, enter, operate, participate in, and/or use safely and with dignity by a person with a disability.

#### A. Develop a program and event inventory of the current number of accessible programs at the Metroparks for the purpose of benchmarking.

Year 1	Year 2	Year 3
<ol style="list-style-type: none"> <li>1) Work with the Interpretative Services department and Parks to determine the current number of accessible programs and events in parks and off site.</li> <li>2) Establish benchmarks.</li> </ol>	<ol style="list-style-type: none"> <li>1) Coordinate training related to program and event adaptation and communication.</li> <li>2) Review current programs and events and identify ways adaptations can be applied to demonstrate transfer of learning.</li> <li>3) Provide DEI with a list of adaptive equipment needed to make current programs and events more accessible to be included in the appropriate budget cycle.</li> </ol>	<ol style="list-style-type: none"> <li>1) Make the current program and event adaptations and evaluate the results.</li> <li>2) Utilize the accessibility checklist at the point of ideation for all new programs and events that includes accountability standards.</li> <li>3) Measure the results.</li> <li>4) Adopt the process.</li> </ol>

MoS:

Year 1: List of current accessible programs and events; develop benchmarks.

Year 2: Coordinate Accessible program and event adaptation training for staff (open to anyone who wants to join); list of adaptive equipment created. Adaptive equipment requests are included in the appropriate budget.

Year 3: Level of Increase in number of accessible programs and events in park and off site.

## VI. Increase the number of DEI-focused community collaborations to a minimum of one per county in our service area.

A. Increase the number of DEI-focused community collaborations.		
Year 1	Year 2	Year 3
<ol style="list-style-type: none"> <li>1) Research current initiatives, organizations and/or groups who are involved with DEI related efforts in our service region.</li> <li>2) Create a database of the identified organizations/groups that include activities and contact information.</li> <li>3) Connect with identified organizations and groups whose work aligns with our mission, vision, core values and Strategic Plan.</li> </ol>	<ol style="list-style-type: none"> <li>1) Identify opportunities for collaboration.</li> <li>2) Work with partner and develop a Collaboration Agreement to outline the activity.</li> <li>3) Conduct a program evaluation on programs related to the collaboration.</li> <li>4) Conduct a collaboration/partnership Reflection with partners to understand how the collaborative could be stronger.</li> </ol>	<ol style="list-style-type: none"> <li>1) Review and update database.</li> <li>2) Repeat year 2 process.</li> </ol> <div> <p><b>Community Collaborations</b></p> <p>a commitment by community members, agencies, and/or organizations to work together to share information, resources, develop initiatives, and programs to fulfill shared visions and goals.</p> </div>

MoS:

Year 1: Development of the database; Identify potential partners; connect.

Year 2: Work with partner to develop collaborative programs; Development of Collaboration agreements, run programs.

Year 3: Evaluation and Reflection documents; Location of programs.

## VII. Develop equity outcomes based on the goals contained in the *adopted* Climate Action Plan (CAP).

A. Provide thought leadership in the development of climate action equity outcomes.		
Year 1	Year 2	Year 3
1) Support the completion of the CAP.  2) Coordinate training to help the Project Team understand equity in climate action.	1) After Board adoption of the CAP, work with CAP Core Team to develop equity outcomes.  2) Identify partners and groups that focus on climate equity and create a database.  3) Develop strategies related to outcomes.  4) Implement.	1) Continue implementation.  2) Evaluation.

### Climate Action Equity Outcomes

recognize and address the unequal burdens made worse by climate change, while ensuring that all people share the benefits of climate protection efforts.

MoS:

Year 1: Completion and adoption of the Climate Action Plan.

Year 2: Host a climate equity training; Create of database of groups and organizations engaged in climate equity work in our service region.

Year 3: Strategy development and implementation; Create evaluation metrics; Evaluate outcomes.



# MAINTAIN & INVEST

## **I. Continue DEI training for employees at all levels of the Metroparks.**

DEI training at the Metroparks is an ongoing activity. We believe that DEI training is crucial to building a safe and equitable workplace for all employees. It has prepared us to look critically at our systems, empowered us to have difficult conversations and emboldened us to change systems, policies, and practices to make us a workplace of choice.

We organize our training into three Tiers and the Police Department:

- Tier 1 is for Leadership and includes: The Director, Deputy Director, Chief of Police, District Superintendents, and all Chiefs (Department Heads).
- Tier 2 is for all Managers and Supervisors.
- Tier 3 is for all non-management staff and includes Full-time, Provisional (Part-time) and Seasonal employees (if hired during scheduled training).

The Metroparks Police department train in two levels:

Level 1: Command Staff

Level 2: Officers

In the previous plan, the DEI department designed and facilitated all DEI training, except for the police department. In this plan, the DEI and Police departments will work with consultants to move this work forward.

The approach for the Police department is to continue with our very successful strategy of working with consultants who have policing experience to provide training on DEI related topics.

All DEI training is connected; although the Police department trains separately from other Metroparks employees, the DEI department works with consultants to ensure the training is consistent with the DEI training received by other employees.

It is important to note that all DEI-related training is vetted through the DEI department to ensure that the content is consistent with Metroparks goals. Please see DEI Action Plans on p.27 for training and survey schedule.



<b>A. Develop, Coordinate and/or Facilitate DEI training for all employees.</b>		
Year 1	Year 2	Year 3
1) Tier 1.	1) Tier 3.	1) Tier 1.
2) Tier 2.	2) Tier 2.	2) Tier 3.
3) Police.	3) Police.	3) Police.

MoS:

All Years: Adherence to training schedules; Evaluations results; and Number of employees trained.

<b>B. Develop a virtual asynchronous DEI training module for use in onboarding new and seasonal employees.</b>		
Year 1	Year 2	Year 3
1) Work with IT and HR to determine organization capacity to host this training. <ul style="list-style-type: none"> <li>a. If capacity exists move to step two.</li> <li>b. If capacity does not exist, investigate options and costs.</li> </ul> 2) Identify and Address training needs.           3) Begin identifying platforms and content.	1) Production.           2) Test Launch.           3) Evaluate.           4) Edit as needed.           5) Relaunch.           6) Evaluate.	1) Implement.

MoS:

Year 1: Learn what is possible with the current systems; Determine if there are any additional needs.

Year 2: Develop of asynchronous training module; Testing the module; Evaluation data.

Year 3: Live Module.

In addition to DEI training, Metroparks employees also have the opportunity to engage in DEI Boosts. DEI Boosts are active and passive engagement experiences in which employee learn new information about DEI-related issues in a variety of ways. These ways include:

**DEI FYI:** An email based educational series that highlight significant historical anniversaries and their relevance to today.

**DEI Conversations:** Facilitated discussions about current events. DEI Conversations are for internal use only and are not recorded to allow for open conversation. These conversations can be initiated by staff.

**DEI Cultural Awareness Series:** Can be a facilitated discussion or a presentation that focus on specific cultures. This series is open to the public and is often connected to Metroparks programming. These sessions can also be initiated by staff.

C. Continue to Develop and Facilitate Quarterly DEI Boosts.		
Year 1	Year 2	Year 3
1) Develop and implement quarterly DEI Boost.	1) Develop and implement quarterly DEI Boost.	1) Develop and implement quarterly DEI Boost.

MoS: Quarterly DEI Boosts; updates provided in Board packets.



## D. Develop and Facilitate Cultural Competence Training modules to support working in marginalized communities.

Year 1	Year 2	Year 3
<ol style="list-style-type: none"> <li>1) Work with Interpretative Services to develop a training schedule.</li> <li>2) Develop content.</li> <li>3) Facilitate training for Interpretative Services staff.</li> <li>4) Evaluate</li> </ol>	<ol style="list-style-type: none"> <li>1) Open training to other departments.</li> <li>2) Work with departments to schedule training session.</li> <li>3) Facilitate session.</li> <li>4) Evaluate.</li> </ol>	<ol style="list-style-type: none"> <li>1) Update training content based on participant feedback and requests.</li> <li>2) Reschedule deployment of training.</li> <li>3) Evaluate.</li> </ol> <div style="background-color: #0072bc; color: white; padding: 10px; margin-top: 10px;"> <p><b>Cultural Competence</b></p> <p>is a set of congruent behaviors, attitudes, and policies that come together in a system, agency or among professionals and enable that system, agency, or those professions to work effectively in cross-cultural situations. (Cross) Striving to achieve cultural competence is a dynamic, ongoing, developmental process that requires a long-term commitment.</p> </div>

MoS:

Year 1: Development and deployment of training with Interpretative Services staff; Evaluation data.

Year 2: Open training to other employees; Evaluation data.

Year 3: Level of Participants involvement in the update.



# CONSERVE & STEWARD

## I. Increase outdoor education opportunities with a focus on skill building for more effective and durable environmental stewardship.

At the Metroparks, we understand the need to grow environmental stewardship. Additionally, it is important to work with partners to reverse the historic trend of exclusion in Parks and Environmental Sciences. This is a huge task that cannot be solved by any single organization. However, just because we cannot solve it on our own, does not mean we should not acknowledge it and do something to address it.

### A. Develop a pilot intern and/or apprentice program, through partnerships, to promote access, skill building and stewardship.

Year 1	Year 2	Year 3
<ol style="list-style-type: none"><li>1) Work with departments and parks to identify interest, positions, perceived limitations and how to move past them.</li><li>2) Identify potential work that can be performed, and the associated ages required by HR.</li><li>3) Identify university and/or school partners and work with partners to establish the standard of learning and measures of success.</li></ol>	<ol style="list-style-type: none"><li>1) Identify collaborative partners to create a more robust learning experience.</li><li>2) Identify community partners to support this pilot through identifying participants or providing additional opportunities for work experience or stewardship.</li><li>3) Conduct Cultural Competence training for all involved.</li><li>4) Recruit students and Launch pilot.</li></ol>	<ol style="list-style-type: none"><li>1) Evaluate from multiple perspectives:<ol style="list-style-type: none"><li>a. Metroparks</li><li>b. Student</li><li>c. Partners</li></ol></li><li>2) Adjust and run again.</li></ol>

MoS:

Year 1: Understand our needs, level of interest, perceived limitations and how to move past them.

Year 2: Identify partners; Development of pilot program outline that includes: number of participants, age of participants, work to be performed, mentor, learning standard, and measure of success.

Year 3: Launch pilot; Evaluate; Share results.



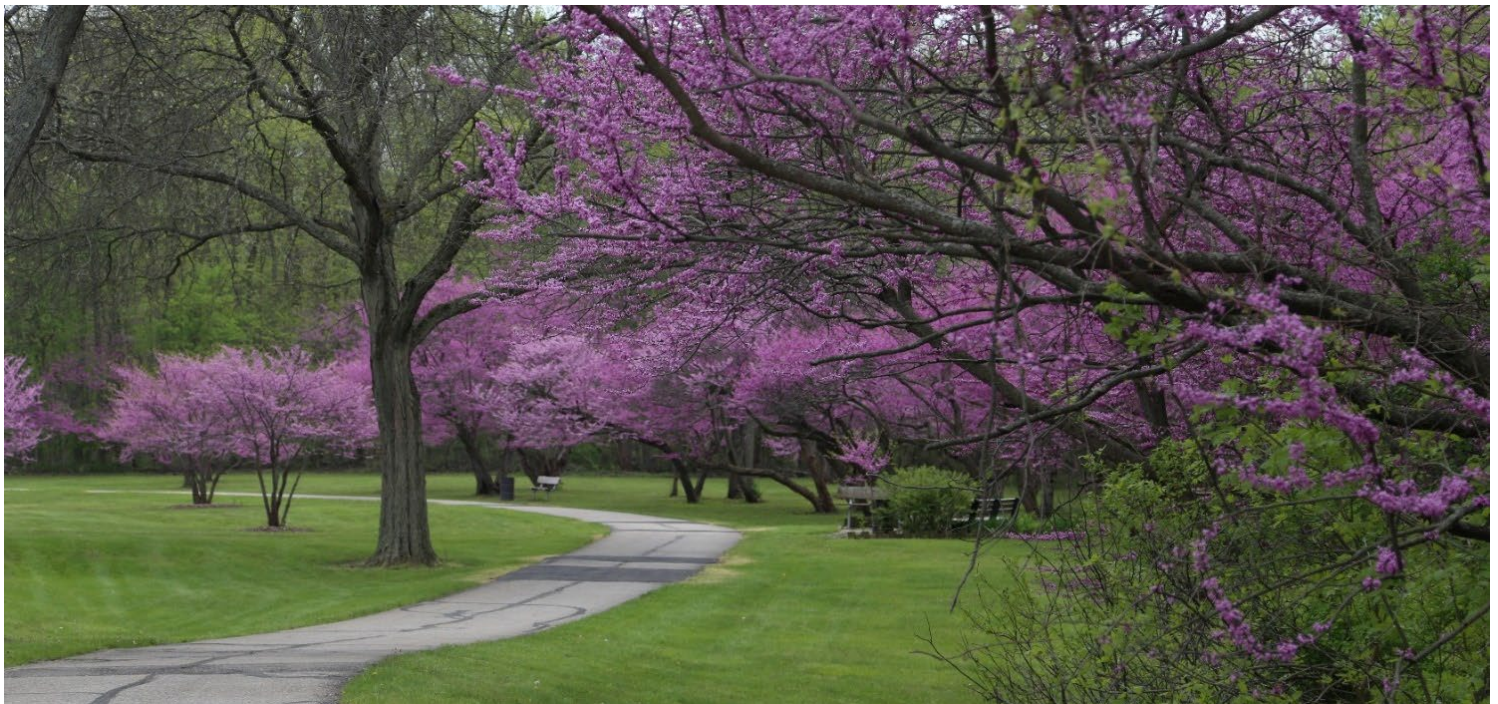
## DEI Action Plans

	2023											
Tool	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Climate Survey</b> This survey provides a broad overview of the Metroparks climate and baseline DEI indicators. <a href="#">Repeat in 2025</a>												
<b>Seasonal Employees Exit Survey</b> This survey will provide information about the work experiences of season employees. This information will be used in trainings for staff, management, and season employees.												
<b>DEI Self-Assessment</b> This Leadership focused tool provides both a way to take stock of current efforts and a set of benchmarks that can be used to determine where we are and where we need to go.												
<b>Leading DEI (6 hours)</b> Training for Chiefs, Department Heads, Superintendents and Park Operations Managers.												
<b>Managing DEI (6 hours)</b> Training for Managers and Supervisors.												
<b>DEI Speaker Series</b> Engagement with Board and staff.												

	2024											
Tool	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Seasonal Employees Entrance Survey</b> This survey will help us understand where our season employees live (by zip code) and how they find out about jobs in the Metroparks. This information will be used as part of our ongoing recruitment strategy.												
<b>Seasonal Employees Exit Survey</b> This survey will provide information about the work experiences of season employees. This information will be used in trainings for staff, management, and season employees.												
<b>DEI Self-Assessment</b> This Leadership focused tool provides both a way to take stock of current efforts and a set of benchmarks that can be used to determine where we are and where we need to go.												
<b>Leading DEI (6 hours)</b> Training for Chiefs, Department Heads, Superintendents and Park Operations Managers.												
<b>Managing DEI (6 hours)</b> Training for Managers and Supervisors.												
<b>DEI Basics (4 hours)</b> Staff Training.												
<b>DEI Speaker Series</b> Engagement with Board and staff.												

	2025											
Tool	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Climate Survey</b> This survey provides a broad overview of the Metroparks climate and baseline DEI indicators.												
<b>Seasonal Employees Entrance Survey</b> This survey will help us understand where our season employees live (by zip code) and how they find out about jobs in the Metroparks. This information will be used as part of our ongoing recruitment strategy.												
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<b>Leading DEI (6 hours)</b> Training for Chiefs, Department Heads, Superintendents and Park Operations Managers.												
<b>Managing DEI (8 hours)</b> Training for Managers and Supervisors.												
<b>DEI Basics (4 hours)</b> Staff Training.												
<b>DEI Speaker Series</b> Engagement with Board and staff.												

	2026											
Tool	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Seasonal Employees Entrance Survey</b> This survey will help us understand where our season employees live (by zip code) and how they find out about jobs in the Metroparks. This information will be used as part of our ongoing recruitment strategy.												
<b>Seasonal Employees Exit Survey</b> This survey will provide information about the work experiences of season employees. This information will be used in trainings for staff, management, and season employees.												
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<b>DEI Basics (4 hours)</b> Staff Training.												
<b>DEI Speaker Series</b> Engagement with Board and staff.												









# 2019 – 2022 RECAP

## The Metroparks' Approach to DEI

The Metroparks defines DEI as:

**Diversity-** the presence of differences that may include race, gender, religion, sexual orientation, ethnicity, nationality, socioeconomic status, language, (dis)ability, age, religious commitment, or political perspective. This includes populations that have been-and remain-underrepresented among practitioners in the field and marginalized in the broader society.

**Equity-** is promoting justice, impartiality and fairness within the procedures, processes, and distribution of resources by institutions or systems. Tackling equity issues requires an understanding of the root causes of outcome disparities within our society.

**Inclusion-** is an outcome to ensure those that are diverse feel and/or are welcomed. Inclusion outcomes are met when you, your institution, and your program are truly inviting to all. To the degree to which diverse individuals can participate fully in the decision-making processes and development opportunities within an organization or group.

At the Metroparks, DEI is broad in nature; spread across all departments and parks at every level of the organization. The role of our DEI department is to support the Board approved goals through training, process development, implementation, educational experiences and serving as a professional resource to staff and community partners.

DEI is the responsibility of every Metropark employee, and we work to give our employees the tools they need to be successful. We measure success through strategic benchmarking and data driven goal setting. Our focus is to ensure that we are creating a better Metroparks for our employee and our customers.



## **DEI Focus Areas**

Although our approach is broad, it is still focused.

### **Inclusion**

While diversity and equity are critical components of the DEI process, inclusion is the overarching focus and guiding principle of our work. At the Metroparks, we center inclusion starting with our current staff by engaging them in strategy development. We also make sure they are invested by seeing how inclusion directly benefits them, and we strive to communicate this clearly and consistently.

### **Common Language**

In any new process, context matters. In DEI-related initiatives, language matters. With this in mind, we have developed a Metroparks' Key Terms and Definitions document to ensure that we had a common language from which to start.

### **Communication**

In any change initiative, it is imperative that employees have a clear understanding of the path forward. Employees should be prepared for the changes to come so they know what is being done, why it is being done, and what is expected of them. Therefore, communication is vital to our DEI efforts.

At the Metroparks, we communicate with our employees through the DEI Advisory Teams, facilitated conversations, and DEI FYI's (see accomplishment section for more information). We also provide opportunities for employees to share their thoughts through anonymous surveys. These efforts provide opportunities for staff to fully participate by asking questions, providing constructive feedback, sharing ideas, and actively contributing to the DEI process without judgment. All information collected is de-identified to provide employee confidentiality and shared with Leadership at every level.

### **Buy-in**

The Metroparks' Board of Commissioners demonstrated their firm commitment to DEI through the adoption of our [Strategic plan and Mission, Vision, and Core Values](#) statements. They continue to demonstrate their leadership through the adoption of the DEI plan, the continuous focus on accessibility initiatives and providing equitable opportunities to historically underserved populations.

Buy-in at the Leadership level (executive and middle management) is demonstrated through the adaptation of more equitable program initiatives, applying inclusive management practices, and developing transparent, cross-departmental processes.

### **Financial Commitment**

The Board of Commissioners has demonstrated its commitment to DEI through financial investment, support of partnerships and programming initiatives that reflect mission, vision, and core values.



## Long Term Commitment

DEI is not a short-term endeavor and will not happen overnight. It is a fallacy to think that solely hiring diverse employees will automatically result in the creation of a diverse and inclusive culture. Changing culture takes time, commitment, and perseverance.

At the Metroparks, we view DEI as a long-term investment in people, programs, and natural resources throughout Southeast Michigan.





## Phases of Organizational Development

### Forming

In this initial phase, the Metroparks leadership began a process of creating the foundational structures to support our DEI goals and objectives. The work of this phase included (but was not limited to): expanding the DEI department, developing an Advisory Team, training Metroparks employees in DEI fundamentals; and reviewing our organizational policies, procedures, and practices.

### Storming

At the beginning of 2022, the Metroparks transitioned into the storming phase of DEI (the phase where most DEI processes fail). To the credit of Metroparks' leadership, there is an expressed commitment to weather these storms without wavering. The work of this phase is to embed the DEI learning into our policies, procedures, and practices and to evaluate efforts.

### Norming

Gradually, we will arrive at the Norming phase of our organizational development. In this phase, staff will begin to integrate the embedded changes implemented during the Storming phases. Essentially, there is a calming of tensions, and we settle into "our new normal." Staff will also better understand expectations at this phase and will be more at ease with established accountability measures.

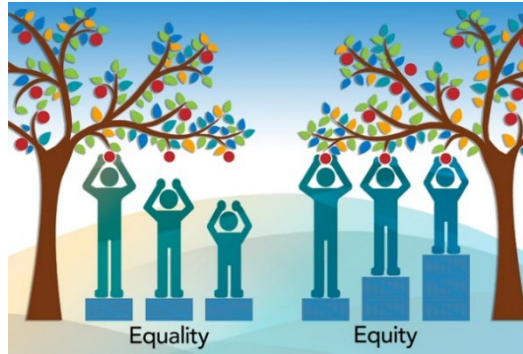
However, this is no time to rest. The maintenance of the process is critical to its survival. Continuing to provide training, relying on feedback (evaluations, surveys, etc.) to gauge success and providing opportunities for staff to become leaders in the DEI space will support the gains achieved in previous phases.

It is important to note, that there is often a protracted overlap between Storming and Norming phases. As a result, as new situations arise, we may experience Storming again, but that should not be viewed as a failure. It is simply part of the process. To that end, we must remain vigilant throughout all phases of change, and we will do so by: continuing to provide training; keeping abreast of emerging trends; and providing opportunities for staff to emerge as DEI leaders who are fully equipped to support the work accomplished during previous phases.



## Covid Didn't Stop Us!

The Covid-19 pandemic caught everyone by surprise. This was a time of great uncertainty around the globe, in the state of Michigan, and at the Metroparks. Although there was no roadmap for how to handle the pandemic, difficult decisions had to be made especially during the shut-down. Metroparks Leadership decided that equity and inclusion would guide their decision making. Because of this focus and their efforts, people noticed. Staff expressed appreciation for their financial security and stayed engaged throughout COVID. The following demonstrates the ways equity and inclusion were applied during COVID.



## Equity and Inclusion During Covid

- Training: When the pandemic began, we were midway through our annual DEI training cycle. Leadership's commitment to DEI training never wavered. The DEI department was tasked with transitioning training to a virtual format and received funds to purchase iPads and headphones for virtual training on Zoom. The DEI and IT departments worked with employees to help them get connected and learn how to use this new technology, which allowed the training to continue and stay on track.
- Communication: Because of the ever-changing set of local, state and national orders during COVID, the Metroparks had to find a way to disseminate information to employees in the most timely and efficient way possible. This type of crisis communication was challenging given the number of employees and different locations in the Metroparks system. Our inclusive communication strategy involved:
  - All-employee calls (daily through 9-20, twice weekly since).
  - Daily Leadership calls to provide up-to-date state and federal information and share challenges experienced due to Covid.
  - Interpretative Services transitioned current and developed new education content to YouTube and Facebook and **won multiple awards for this effort.**
  - Using employee input, we developed a comprehensive Return to work plan that included staggered returns and continued hybrid options.

Other initiatives include...

## Equity

3/14 - 04/10/2020: Temporary wage increase; **Hourly employees** eligible for additional \$0.60 per hour for all hours worked.

2022 Payroll Year: COVID Temporary Paid Leave (CTPL) offered with up to 80 hours of leave available per COVID event/occurrence; limit of two occurrences per year.

April 2020: Worksite Temporary Paid Leave (WTPL) offered eligible park employees one day off each week in the month (Police excluded); 4 days total.

4/11 - 12/18/2020: Police only - Police Department Temporary Paid Leave (PDTPL) offered an additional 32 hours of leave in lieu of WTPL; extended to 3/31/2021.

10/2 - 12/17/2021: Police only - PDTPL offered an additional 40 hours of leave for all Police in lieu of WTPL; extended to 4/8/2022.

## Inclusion

3/14 - 12/31/2020: Temporary Paid Leave (TPL) established with 80 hours of leave available for all employees.

1/2021-12/2022 Payroll Year: CTPL established with up to 80 hours of leave available per COVID event/occurrence.

October 2021: WTPL offered eligible park employees one day off each week in the month (Police excluded); 4 days total.

Developed an employee-informed return to work plan.

## 2019-2022 DEI Accomplishments

As we reflect on the DEI accomplishments, we can proudly state that we completed the “Forming” stage of Organizational Development ahead of schedule. By the end of 2021 we were officially transitioning into the “Storming” stage, and this is where our future goals will take shape. The following is a detailed account of DEI organizational goals achieved from 2019-2022.

### Accomplishments

- I. ***Collected and Analyzed Metroparks Data and Used the Information to Inform the DEI training.***
  - a. Climate survey (2019, 2021) Please see appendix for links to survey results.
  - b. DEI Self-Assessment (2019, 2020) Please see appendix for links to survey results.
- II. ***Established and Expanded the Metroparks DEI Advisory Team.***
  - a. DEI Advisory Team was established in 2019 and currently consists of 12 members.
  - b. The group was expanded in 2022, adding an additional 8 members, thereby increasing representation across districts and departments.



- c. The Advisory teams meets regularly and has engaged in trainings, critical conversations, book reads, shared resources, and educational experiences (see below)

### III. ***Facilitated and/or Coordinated Training for Metroparks Staff.***

- a. Designed and conducted annual DEI Training for all levels of the organization; training 96% of all employees and the Police department.
- b. Training with Police Officers:
  - a. Understanding unconscious and implicit bias.
  - b. ADA for Law Enforcement, De-escalation.
  - c. Policing People with Disabilities.
  - d. Encountering individuals with Mental Health Challenges
  - e. Workplace Trust.
- c. Additional Training:
  - f. ADA Assessment Tool training.
  - g. Nature Based Special Education and Occupational Therapy with Outside OT.
  - h. Cultural Competence Training.

### IV. ***Created Continuous Learning Opportunities.***

**DEI Speaker Series** (Theme-*Unity of Purpose*) is a virtual education experience held quarterly during our Board of Commissioners meeting. The purpose of the events are to share in open conversations, expand our learning and advance concepts and practices of DEI as it relates to our parks, community, region, state and beyond. Speaker Series sessions were attended by 533 people.

- a. Heather McGhee-The Sum of Us (2021).
- b. Dr. Elizabeth Perry-Climate Change (2021).
- c. Angelou Ezeilo and Kristine Stratton-Engage, Connect, Protect: Empowering Diverse Youth as Environmental Leaders (2021).
- d. David Coulter and Mark Hackel-DEI in Oakland and Macomb Counties (2021).
- e. Johann Hari-Lost Connections: Uncovering the Real Causes of Depression and the Unexpected Solutions (2022).
- f. Jessica Nordell-The End of Bias: A Beginning (2022) Warren Evans-DEI in Wayne County (2022).
- g. Ellen Ochoa-STEM (2022).

**DEI Conversations** are virtual education experiences, led by the Chief of DEI or DEI Support Specialist, to learn more about current events and to provide staff with an opportunity to ask questions. These are attended on average by 30-50 people and are designed to give staff an opportunity to engage and support each other while learning about current themes which may impact their work environment.

- a. The protest following George Floyd's murder.
- b. How to be an Ally.
- c. The Cost of Racism.
- d. The documentary "The Vote"/Voting rights for women.
- e. Black Lives Matter.
- f. January 6 riots.

- g. Virtual tour of the Jim Crow Museum with discussion.
- h. Stereotypes and Microaggressions.
- i. Critical Race Theory.
- j. Environmental Justice with Dr. Phillip Warsaw.
- k. LGBTQIA+ Inclusion in the Workplace.

**Cultural Awareness Series is a virtual learning experience** led by experts who provide culture specific education and information to increase our overall level of cultural competence This series is employee driven. Cultural Awareness series sessions were attended by 119 people.

- a. Arab and Middle Eastern Culture with Devin Bathish.
- b. The Lotus Flower and Chinese Culture with Dr. Yunshuang Zhang.

**DEI-FYI scheduled emails created by the DEI Assistant** to keep DEI top of mind at the Metroparks staff between training. It is focused on significant anniversaries and holidays. These emails are sent out to staff almost monthly and include engagement pieces to learn more.

- a. Poverty in America.
- b. Black History.
- c. Developmental Disabilities.
- d. Arab American Heritage.
- e. Eid al-Adha.
- f. LGBTQIA+ Pride.
- g. Juneteenth.
- h. American with Disabilities Act.
- i. Women's Equality.
- j. Voting Rights.
- k. Hispanic Heritage.
- l. Day of the Dead.
- m. Indigenous Peoples' Day.
- n. Native American Heritage.

**V. *Identified and Decreased Barriers to Access in Metroparks Programs.***

- a. Created an Accommodation Request form and ADA Grievance Policy.
- b. Opened Maple Beach and Lower Huron accessible playgrounds.
- c. Increased accessibility in the parks and programs adding an accessible podium for board meetings, accessible boat launches, golf carts, picnic tables and grills
- d. Metroparks website redesign with a focus on accessibility.
- e. Increased library of high-quality images and videos that represent the diversity of the region and the parks.

**VI. *Created Opportunities for Increased Participation for Underrepresented Populations.***

- a. Established a Metroparks presence in the City of Detroit through a partnership with Detroit Riverfront Conservancy.
- b. Provided **100 internet hot spots** in underserved communities with the Library Network and the Suburban Library Cooperative.

- c. Participated in the Michigan Access Pass program, providing free access to the Metroparks for under resourced families.
- d. Launched a Regional Swim Study to better understand the state of swimming and water safety in Southeast Michigan.
- e. Implemented a Learn to Swim Program teaching 1,095 youth to swim.
- f. Joined the SEMI-Wild Career Pathway work group for the purpose of introducing young people to parks and recreations careers and stewardship opportunities.
- g. Grew the Get Out and Play program that provides summer park experiences for 1,855 people (2022).
- h. Provided sensory friendly backpacks and tents at Interpretive Centers.
- i. Sensory Friendly Committee also created social stories and sensory-friendly facility maps of interpretive and Farm Centers.
- j. SMART Metropark Express is a pilot program with goals to promote health and improve equitable access to the Metroparks from the City of Detroit to Lake St. Clair.
- k. Annual Juneteenth event in partnership with Wayne County Parks at Nankin Mills park.
- l. Supplemental Science program and after school science clubs in the City of Detroit.

**VII. *Review HCMA Policies, Processes and Procedures.***

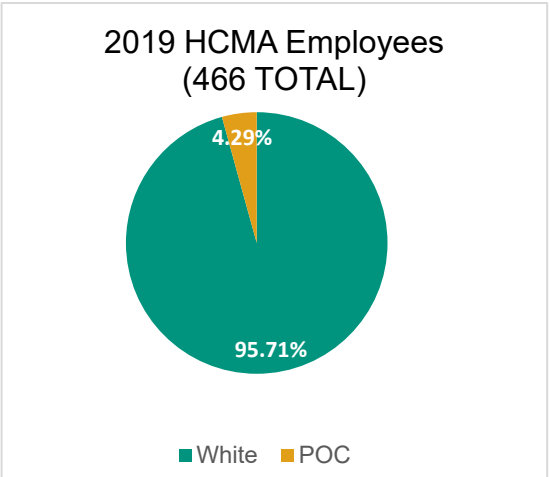
- a. Worked with Human Resources to update recruitment and hiring processes.
- b. Established Interview Panel protocol to promote equity in interview and hiring processes.
- c. Updated Harassment and Bully policy.
- d. Expanded list of recruitment sites to increase prospective applicants applying for Metropark job opportunities.
- e. Developed ADA Grievance Procedure.
- f. Created a Covid-19 Return to Work policy.
- g. Purchased equipment for remote work and training.
- h. Began all employee calls and emails to improve communication.
- i. DEI, Local Preference, and Living Wage Purchasing Policy developed.
- j. Developed an ADA Transition Plan.
- k. Developed Conscious Appreciation (CA) program for conflict resolution.
- l. Assisted in the development of the body camera policy for the police department.
- m. Conducted 5-year Community Recreation and Season Employment surveys.
- n. Conducted Needs Assessment/Program planning.
- o. Created a Metroparks Program Steering Committee to develop programs aligned with the Community Needs Assessment.
- p. Purchased privacy screens (for nursing mothers).
- q. Started a Climate Action Planning process with strong community engagement component.



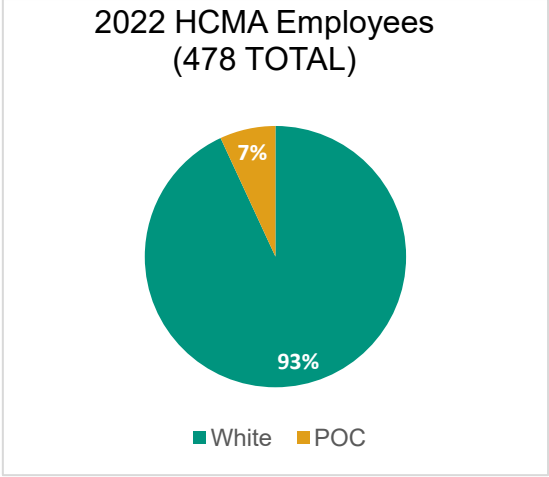
Employee Demographic racial categories are adopted from the Equal Employment Opportunity Commission (“EEOC”). According to the EEOC the racial categories are determined as: Asian, Black or African American; Hispanic or Latino; American Indian or Alaska Native; and Native Hawaiian or Other Pacific Islander and White (not Hispanic or Latino). The Metroparks has adopted these categories, and for all categories other than the White, have incorporated, and refer to them as People of Color (POC).

The graphs outlined below illustrate the gender and racial demographic data for all HCMA employees which includes Full-time and Provisional Metroparks employees.

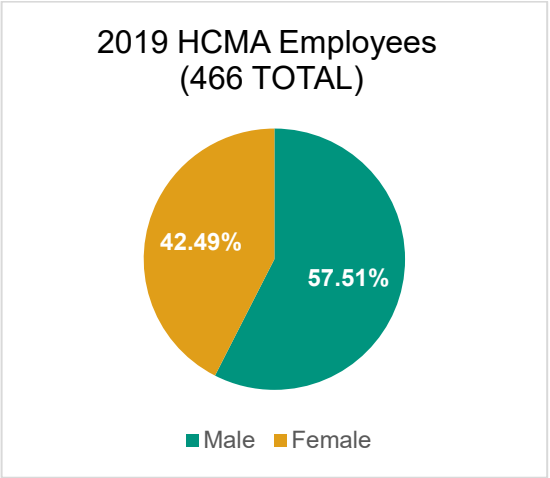
As demonstrated in the following graphs, in 2019, there were a total of 466 Employees. In 2022, there were a total of 478 Employees:



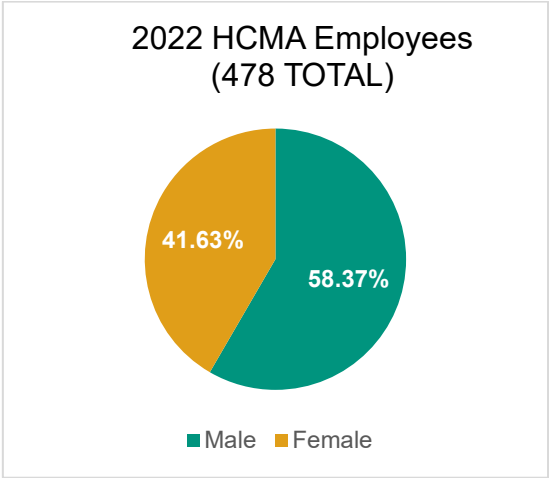
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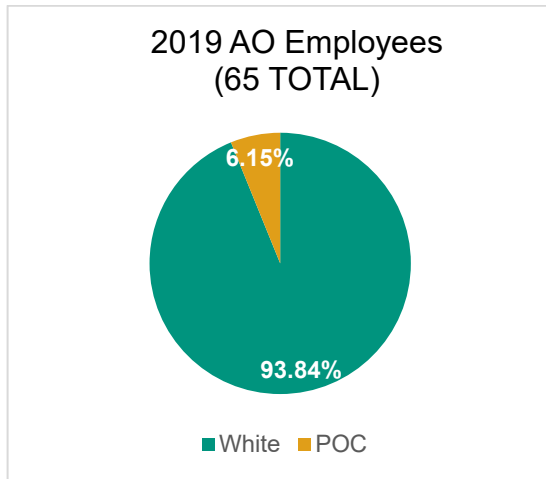


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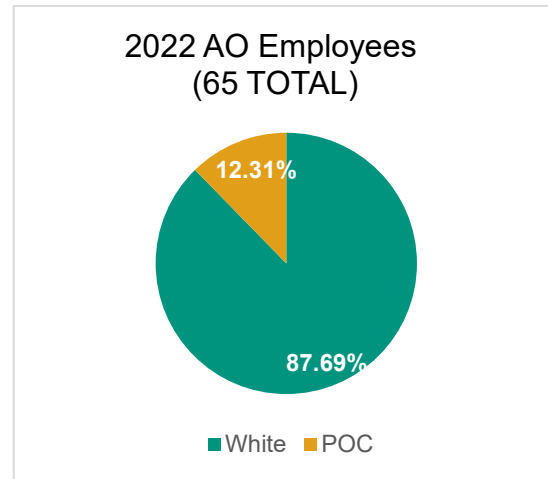
<sup>7</sup> In 2019, there were a total of 466 HCMA employees. 446 employees identified as White (not Hispanic/Latino) and 20 were categorized as POC. Of the 20 identified POC employees there were 4 American Indian/Alaskan; 8 Black; 6 Hispanic/Latino; 2 Two or More Races.  
<sup>8</sup> In 2022, there were a total of 478 HCMA employees. 445 employees identified as White (not Hispanic or Latino) and 33 were categorized as POC. Of the 33 identified POC employees there were 2 American Indian/Alaskan; 3 Asian; 18 Black; 7 Hispanic/Latino; 3 Two or More Races.  
<sup>9</sup> In 2019 there were a total of 466 HCMA employees. Of the 466, there were 268 males and 198 females.  
<sup>10</sup> In 2022 there were a total of 478 HCMA employees. Of the 478 there were 279 males and 199 females.

## Racial Demographic data for AO and Police.

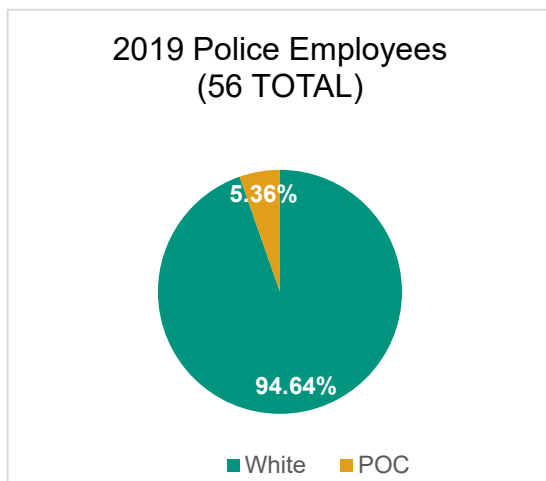
The graphs immediately below illustrate the demographic data (inclusive of race and gender) for the Administrative Office ("AO") and Police departments in 2019 and 2022. Police Demographic Data for this section encompasses all Police employees from the AO, Eastern, Western, and Southern Districts. In 2019 there were a total of 65 Employees in the AO and 56 Police Officers. In 2022 there was a total of 65 Employees in the AO and 52 Police Officers.



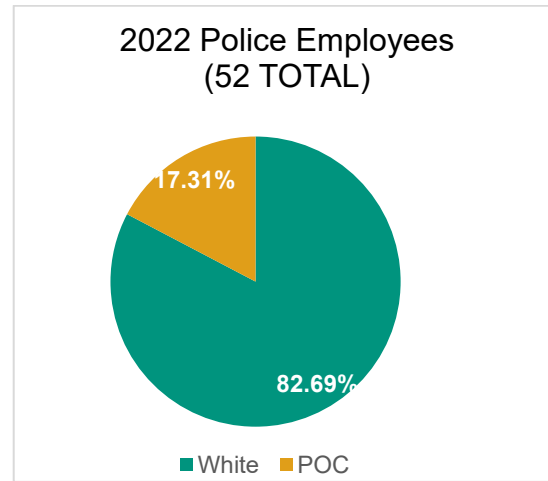
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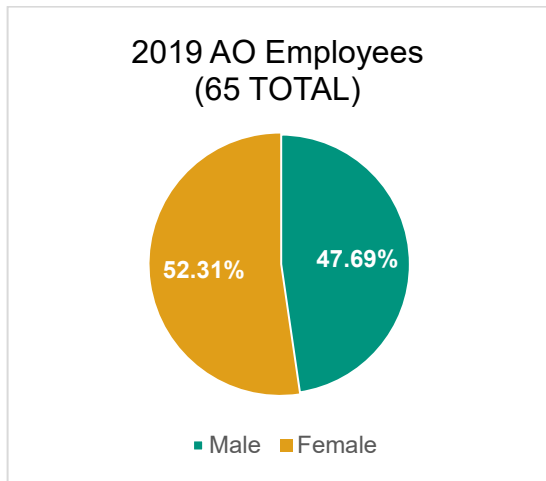
<sup>11</sup> In 2019, there were a total of 65 employees in the AO. 61 Employees identified as White (not Hispanic or Latino) and 4 were categorized as POC. Of the 4 identified POC employees there were 3 Black; 1 Two or More Races.

<sup>12</sup> In 2022 there were a total of 65 employees in the AO. 57 employees identified as White (not Hispanic or Latino) and 8 were categorized as POC. Of the 8 identified POC employees there were 1 Asian; 5 Black; 1 Hispanic/Latino; 1 Two or More Races.

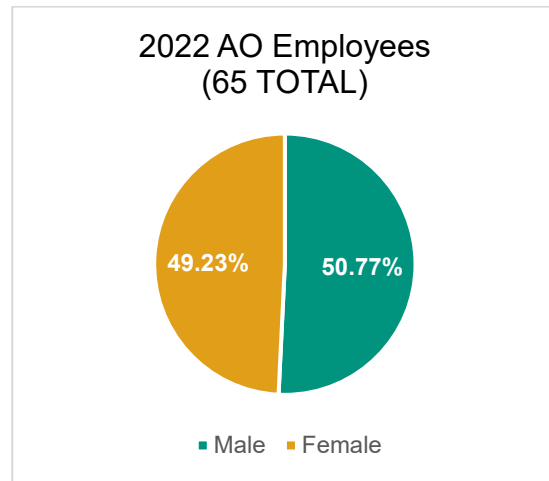
<sup>13</sup> In 2019 there were a total of 56 Police employees. 53 employees identified as White (not Hispanic or Latino) and 3 were categorized as POC. Of the 3 identified POC employees there were 1 American Indian/ Alaskan; 2 Black.

<sup>14</sup> In 2022 there were a total of 52 Police employees. 43 employees identified as White (not Hispanic or Latino) and 9 were categorized as POC. Of the 9 identified POC employees there were 7 Black; 1 Hispanic/Latino; 1 Two or More Races.

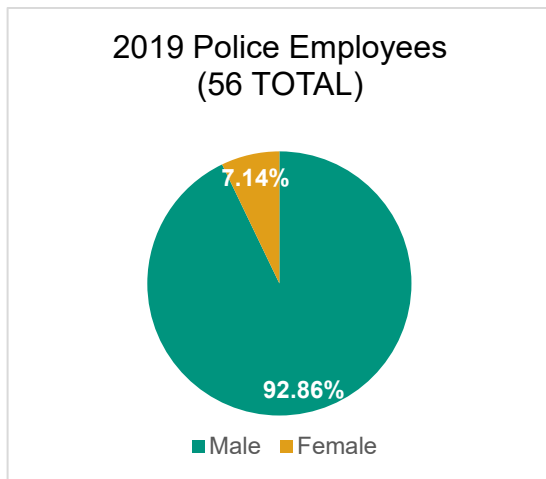
## Gender Demographic data for AO and Police.



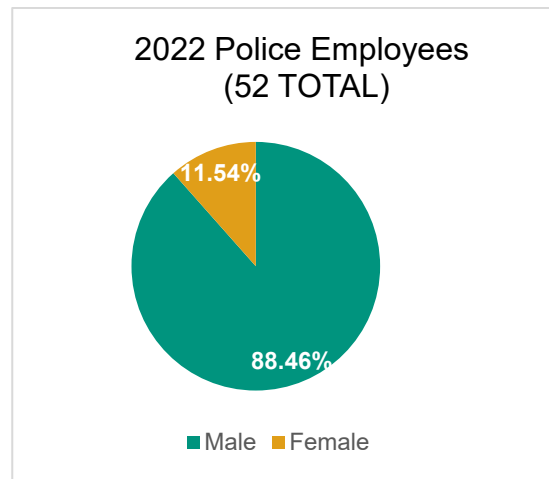
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### Analysis:

It is important to note, that analysis of all data outlined herein is being utilized to establish DEI targets and goals, which unlike quotas, are aspirational versus fixed mandated outcomes.

Initiatives from the 2020 DEI plan included expanding applicant pools and diversifying recruitment strategies. The success of this plan is reflected in the significant increase of racial diversity in the AO and Police Department. There have been an 11.95% increase in racial diversity (POC) in the Police Department and the racial diversity of the AO has doubled since the 2020 DEI Plan.

Another significant growth area is reflected in the 4.4% increase of female representation in the Police Department from 2019 to 2022.

<sup>15</sup> In 2019 there were a total of 65 Employees in the AO. Of the 65 there were 31 males and 34 females.

<sup>16</sup> In 2022 there were a total of 65 employees in the AO. Of the 65, there were 33 males and 32 females.

<sup>17</sup> In 2019 there were a total of 56 Police employees. Of the 56 there were 52 males and 4 females.

<sup>18</sup> In 2022 there were a total of 52 Police employees. Of the 52, there were 46 males and 6 females.



# **APPENDICES:**

**1: CLIMATE SURVEY DATA**

**2: TRAININGS CONDUCTED**



# APPENDIX 1: CLIMATE SURVEY DATA

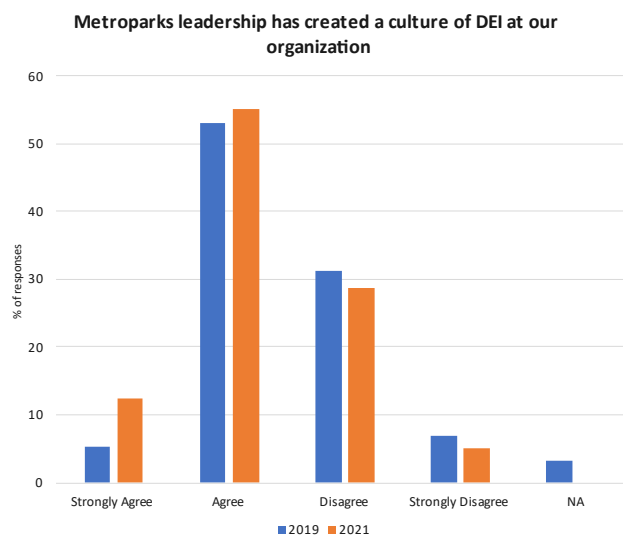
## 2019-2022 Climate Survey Comparative Data

Overall, the 2021 Climate Survey results were positive with 136 completed surveys (20% return rate). Below are some highlights from the **2021 Climate Survey**:

- 73% of respondents completed the 2019 Climate Survey
- 98% of respondents have participated in Diversity training at the Metroparks
- 69% of respondents believe that Diversity training is useful for their work at the Metroparks
- 67% of respondents have participated in a DEI Conversation
- 56% of respondents have watched a DEI Speaker Series Event

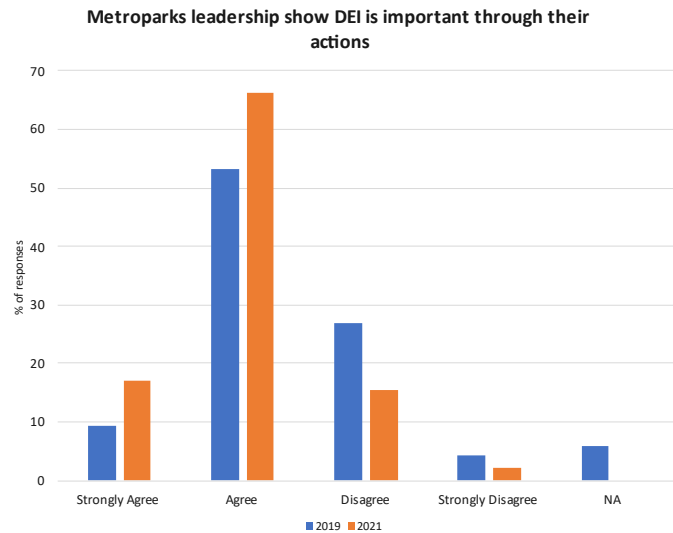
**Purpose:** This question helps us understand how employees see the culture change work we are undertaking.

**Outcome:** There was a 9% increase in respondents who believe Metropark Leadership has created a culture of DEI and a 5% decrease in respondents who do not agree.



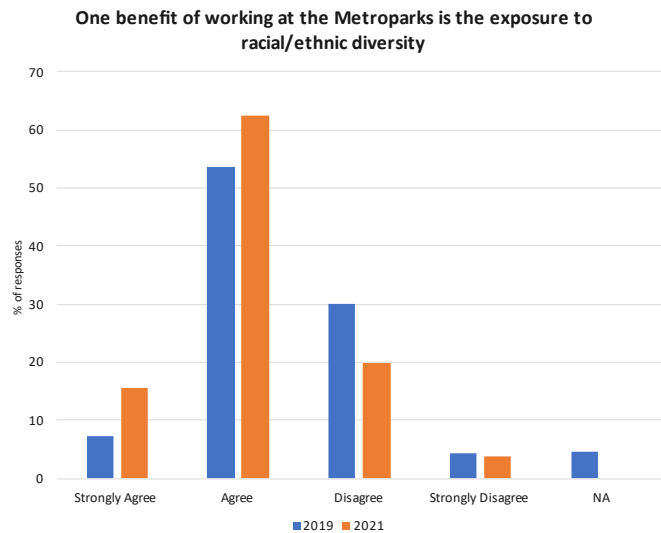
**Purpose:** This question helps us understand how employees see Leadership’s commitment to DEI.

**Outcome:** There was a 20% increase in respondents who agree Metropark Leadership show DEI is important through their actions and a 14% decrease in respondents who do not.



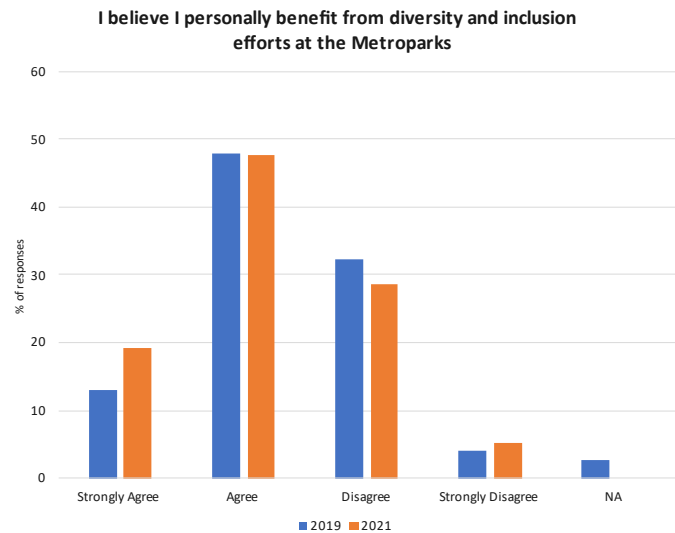
**Purpose:** This question helps us understand if employees see exposure to diversity as a benefit.

**Outcome:** There was a 17% increase in respondents who believe diversity is a benefit to working at the Metroparks and a 11% decrease for those who do not.



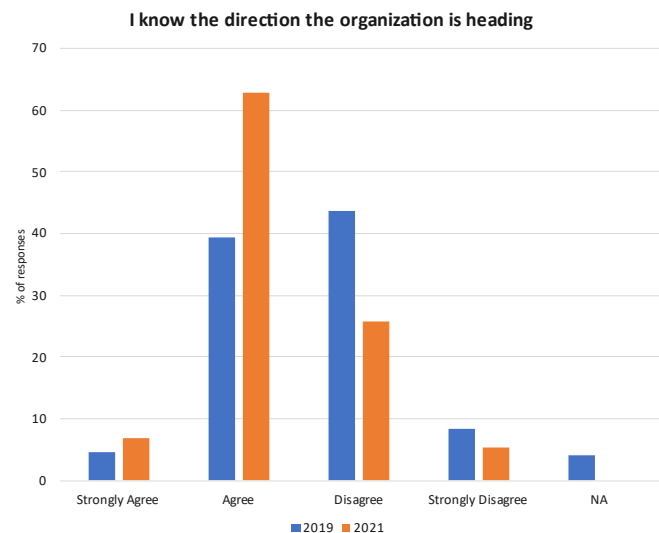
**Purpose:** This question helps us better understand if employees see our DEI efforts as a personal benefit.

**Outcome:** There was a 6% increase in respondents who believe our DEI efforts personally benefit them and a 2% decrease in those who do not.



**Purpose:** This question helps us understand the effectiveness of our internal communication.

**Outcome:** There was a 26% increase in respondents who believe they know the direction the organization is heading and a 21% decrease in respondents who do not.





# APPENDIX 2: TRAININGS CONDUCTED

## 2019-2022 Trainings Conducted

### Tier 1

YEAR	THEME	ACTIVITY	PURPOSE
2019	Leading for DEI	Trust	A look at who it's easy to trust in our lives and who it's more difficult to trust and why.
		Business Case	Answers the question "Why is the MP doing DEI".
		Stereotypes and How they work	A demonstration of the cycle of conditioned behavior.
		Social Location	Group activity to demonstrate how scarcity and privilege impacts the choices we make.
		How we got here (history) Video: <i>Race the Power of an Illusion-The House We Live In</i>	To reveal how discrimination in policies and practices during the post WWII era with the GI Bill and FHA Loans helped create the segregated environments we have today.
		Equity vs Equality	To understand the distinction between these terms as they relate to "fairness".
		Communication	To highlight communication styles and discuss the communication skills needed for good leadership.
		Blind Spots	An understanding of various types of bias in the workplace and how we are susceptible to each.
2020	The Defamation Experience (Contracted Service)	The Play, Deliberation and Discussion	



## Tier 2

YEAR	THEME	ACTIVITY	PURPOSE
2020	DEI Basics for Managers	What makes it difficult/easy to talk about DEI	Demystify the conversation around DEI.
		What is Inclusion and what does it look and sound like	Start to operationalize Inclusion.
		How to apply Inclusion to my everyday job	Provide practical applications of inclusion in the workplace.
		Management case for DEI	Answers the question "Why is the MP doing DEI".
		Stereotypes and how they work	A demonstration of the cycle of conditioned behavior.
		Video: Eye of the Storm	Demonstrates how culture impacts production and people.
		Microaggressions	Demonstrate what microaggressions are and the impact of them.
		Management style assessment	To help managers understand their management style and the impact on their employees.
2021	Communication and Problem Solving (Online)	Management Styles revisited	Recap of management styles.
		Management Styles and Communication	The pros and cons of communication styles for each management style.
		Communication	An analysis of how information flows within the MP.
		Problem Solving w/Practical Application	Deconstruction of the problem-solving process and how it can be used effectively to solve identified problems within the MP.
2022-2023	Management vs Leadership (Consultant)	What is Leadership	
		Management vs Leadership	
		Expectations of a Manager	
		Aligning to Organization Vision	
		Developing Role Clarity--for Yourself, Others	
		Personal Leadership Style and Preference	
		Understanding the style of others	
		Being able to "people read" to pick up on the style of others	

### Tier 3

YEAR	THEME	ACTIVITY	PURPOSE
2020	DEI Basics	· Common language	Share common DEI definitions.
		· Business Case	Answers the question "Why is the MP doing DEI".
		· What makes it easy/difficult to talk about DEI	To upfront the challenges associated with DEI from the Employee perspective.
		· Personal Cultural Assessment	Recognize our differences and how they show up in the workplace.
		· Value	What makes us feel valued or devalued, and how we show others we value, or do not value, them.
		· Inclusive communication	How words themselves can include or exclude others.
		· Communication Breakdowns and solutions	Brainstorming activity to find communication breakdowns in the MP along with possible solutions.
2021	DEI 2.0 (Online)	Recap	A refresher of lessons learned in 2020.
		Trust	A look at who it's easy to trust in our lives and who it's more difficult to trust and why.
		Video: <i>Race the Power of an Illusion-The House We Live In</i>	To reveal how discrimination in policies and practices during the post WWII era with the GI Bill and FHA Loans helped create the segregated environments we have today.
		Headwinds and Tailwinds	Recognize we all have areas of advantage and disadvantage in life, but some have added disadvantages simply because of race.
		Comfort in Social Situations	Gain self-awareness regarding areas of social discomfort with those who are different from us.
		Racial Anxiety	Teach the concept of racial anxiety and how it impacts cross cultural communication.
		Microaggressions	Demonstrate what microaggressions are and the impact of them.
2022	Healing	Scars Activity	We all have scars, some more than others, but scars can be a sign of hurt or healing. We can choose to see them as healing.
		MP Baseline Activity	To make the point that each employee's work is directly connected to the success of the MP.
		Psychological Safety	Demonstrate what it is in the workplace and what we need from each other to create psychological safety.
		Perspective Taking	To show how easily we each can have different perspectives even when looking at identical images.
		Creating safe space	



