

Agenda



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Meeting: Committee on Racial Equity Retreat
Date: Saturday, Nov. 4, 2017
Time: 10 a.m. to 3 p.m.
Place: Cooper Mt. Nature House, 18892 SW Kemmer Rd., Beaverton, OR 97007
Purpose: Continue the work of the Committee on Racial Equity

- 10:00 a.m. Call to order and Introductions – Co-Chairs María Caballero-Rubio and Sharon Gary-Smith
- 10:05 a.m. “Get to know you” activity – Scotty Ellis, Equity Program Analyst
- 10:35 a.m. History and content of the Strategic Plan to Advance Racial Equity, Diversity and Inclusion – Juan Carlos Ocaña-Chíu, Equity Strategy Program Manager
- 11:35 a.m. Vision and roles for the CORE – Raahi Reddy, DEI Program Director
- 1:15 p.m. Work plan & bylaws discussion – Juan Carlos Ocaña-Chíu
- 2:40 p.m. Overview of next activities and steps – Juan Carlos Ocaña-Chíu
- 2:50 p.m. End of the day activity – Co-Chairs María Caballero-Rubio and Sharon Gary-Smith
- 3 p.m. Adjourn

Projects and work areas where Metro is getting community input:

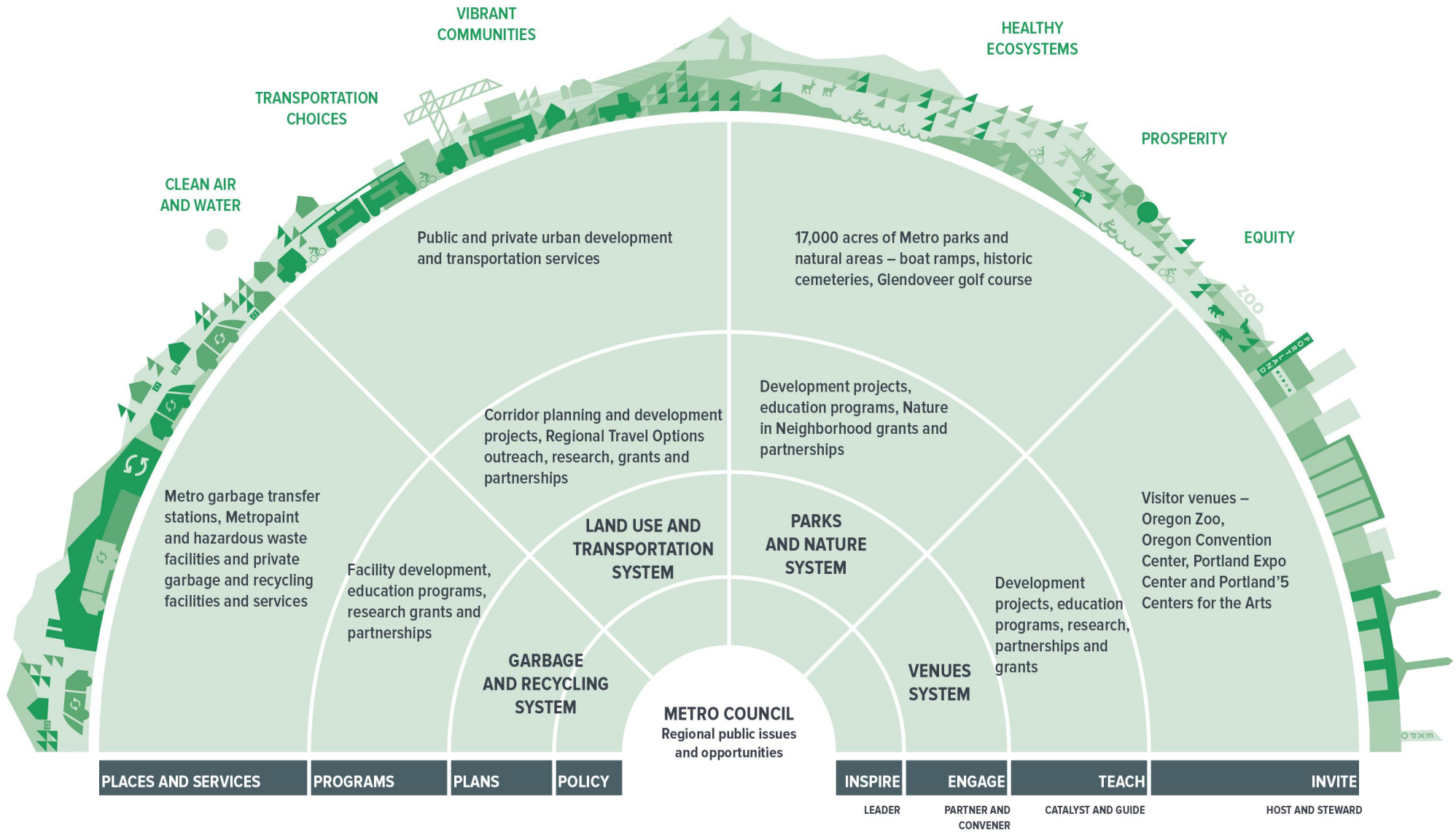
- Communications:
 - Opinion research
- Finance & Regulatory Services:
 - Equity procurement activities
- Oregon Zoo:
 - Construction projects
 - Customer surveys
- Parks + Nature:
 - Partners in Nature
 - Parks development and design
 - Willamette Falls Project
 - Trails utilization and design
- Planning & Development:
 - Division Transit & Development Project
 - Southwest Corridor Project
 - Active transportation projects
 - Regional Transportation Plan
 - Equitable Housing
 - Placemaking Grants
 - Brownfields?
- Property & Environmental Services:
 - Regional Waste Plan
 - Community partnerships
 - Community Enhancement Grants
 - Diversification Partnership with Oregon Tradeswomen, Inc.
 - In the works: Expansion of Household Hazardous Waste program
 - Waste Reduction Education (Super Ana)
- Portland's Centers for the Arts
 - Customer surveys

Inputs that the CORE will receive:

- Draft racial equity action plans from all Metro departments and venues, in two groups:
 - Group 1 - 2018:
 - Parks + Nature
 - Planning & Development
 - Property & Environmental Services, and
 - Oregon Zoo.
 - Group 2 - 2019:
 - The remaining nine departments and venues: Communications, Finance & Regulatory Services, Human Resources, Information Services, Office of the Metro Attorney, Research Center, Expo, Oregon Convention Center, and Portland's 5 Centers for the Arts.
- Construction Career Pathways Project inputs:
 - Market study
 - Regional public owner workgroup report
 - Workforce investments data
 - Recommendations and final report
- DEI Data Dashboard
- Metro workforce composition reports
- Metro COBID contracting reports
- Impact evaluation cohort information and reports
- Other reports and information as needed

How Metro works

Making a great place



QUALITY OF LIFE VALUES

Residents of the region value clean air and water, access to nature, safe and reliable transportation, healthy neighborhoods, job and business opportunity.

Regional systems and services:

- Guide regional investments
- Require coordination across local boundaries
- Provide equitable distribution of public benefit and cost
- Demonstrate cost efficiency or economy of scale
- Fill a gap or seed innovation
- Help shape the future of the region

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

Objective 1: Convene regional partners to advance coordinated regional equity efforts.

| CHALLENGE | ACTION | START YEAR |
|---|--|-----------------------------|
| Jurisdictions have limited opportunities to work together to reduce engagement burdens on communities. | In partnership with the community, develop and pilot regional public engagement forums to connect community-based organizations to resources, engagement opportunities, contracting opportunities and staff at Metro and other public agencies across the region. | Fiscal year 2017/2018 |
| Jurisdictional, business and community partners have limited opportunities to work collaboratively to advance equity by sharing best practices, tools for evaluation and other resources. | Use existing committees and additional new opportunities to convene and work collaboratively with regional partners to advance equity related to: <ul style="list-style-type: none"> • public engagement • stable and affordable housing • welcoming and inclusive parks and venues • accessible, safe and affordable transportation • equitable practices in the solid waste system • economic opportunity for communities of color through local government contracts and projects | After 2017/2018 fiscal year |

Objective 2: Provide technical support to regional jurisdictions to advance equity efforts.

| CHALLENGE | ACTION | START YEAR |
|---|---|-----------------------------|
| Jurisdictional, business and community partners have limited resources to conduct technical analyses to advance equity. | Use existing committees and additional new opportunities to convene and work collaboratively with regional partners to advance equity related to: <ul style="list-style-type: none"> • public engagement • stable and affordable housing • welcoming and inclusive parks and venues • accessible, safe and affordable transportation • equitable practices in the solid waste system • economic opportunity for communities of color through local government contracts and projects. | After 2017/2018 fiscal year |

Objective 3: Produce and provide research and information to support regional jurisdictions in advancing equity efforts.

| CHALLENGES | ACTION | START YEAR |
|---|--|---|
| Jurisdictional, business and community partners have limited resources to conduct research to advance equity. | <p>Use existing committees and additional new opportunities to convene and work collaboratively with regional partners to advance equity related to:</p> <ul style="list-style-type: none"> • public engagement • stable and affordable housing • welcoming and inclusive parks and venues • accessible, safe and affordable transportation • equitable practices in the solid waste system • economic opportunity for communities of color through local government contracts and projects. • developing common language and understanding of racial equity. | <p>After 2017/2018 fiscal year</p> |

Objective 4: Work with regional partners to increase the utilization of local minority, women, and emerging small businesses and the number of skilled construction tradespeople of color.

| CHALLENGE | ACTION | START YEAR |
|--|---|---|
| There is insufficient data on regional conditions regarding the racial demographic makeup of the construction trades workforce. | <p>Conduct a market study to better understand the current composition of the construction trades workforce.</p> | <p>Fiscal year 2016/2017</p> |
| There is no coordinated regional effort to create a pipeline to increase the number of skilled construction tradespeople of color. | <p>Convene regional partners to discuss solutions to increase the number of skilled construction tradespeople of color available to work on large projects. This would include the following topics:</p> <ul style="list-style-type: none"> • enhancing apprenticeships • identifying technical and resources needs • continuing to invest in and convene the Workforce Diversity Summit | <p>Fiscal year 2016/2017</p> |

Local minority, women and emerging small businesses (MWESB) firms are persistently underutilized in governmental contracts throughout the region.

Convene regional partners to discuss solutions to increase the participation of local minority, women and emerging small businesses (MWESB) in government contracts (e.g. create joint workshop to advance COBID certification of these firms).

**After
2017/2018
fiscal year**

Goal B - Metro meaningfully engages communities of color

Objective 1: Establish and strengthen relationships with communities of color.

| CHALLENGE | ACTION | START YEAR |
|--|---|-----------------------|
| Metro needs more consistent investment in community leadership development. | Develop and apply criteria to consistently partner and invest in existing community leadership programs that have greatest benefit to community. Criteria will include considerations for new partnerships. | Fiscal year 2017/2018 |
| Engagement is often transactional instead of long-term and culturally appropriate. | Work with communities to co-create community-specific public engagement plans that work to develop long-term community relationships, as opposed to episodic engagement. | Fiscal year 2016/2017 |
| | Identify and propose ways to improve youth engagement and youth involvement in Metro decision-making. | Fiscal year 2017/2018 |

Objective 2: Increase accountability by ensuring community involvement in the evaluation and implementation efforts.

| CHALLENGE | ACTION | START YEAR |
|---|--|-----------------------|
| Metro staff do not have enough resources to ensure that equity informs the development of programs, policies and plans. | Utilize the racial equity analysis and decision-support tool (see page 58) on four pilot projects representing each of Metro's four lines of business: garbage and recycling, land use and transportation, parks and nature, and venues. | Fiscal year 2016/2017 |
| | Provide training and support to Metro departments on the racial equity analysis and decision-support tool (see page 58) to best meet specific departmental portfolio. | Fiscal year 2017/2018 |
| | With the direct support of the DEI program, expand the pilot for utilizing the racial equity analysis and decision- support tool (see page 58) within the programs, services, plans, and policies of each department. | Fiscal year 2017/2018 |

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| Metro should be more accountable to the community on its agency- wide equity efforts. | Create a Metro Council-appointed body to provide community oversight on the implementation of the Strategic Plan. | Fiscal year 2016/2017 |
| | Develop equity performance measures to include within Metro’s balanced scorecard. | Fiscal year 2016/2017 |
| | Create mechanisms to involve the community in the implementation and evaluation of the Strategic Plan. | Fiscal year 2016/2017 |
| | DEI program creates, publishes and submits annual equity report to Council, for publication and broad distribution. | Fiscal year 2017/2018 |
| Metro should be more accountable to the community related to department-specific equity efforts. | Create specific criteria for a new equity category to be included in quarterly management reports to identify and track equity actions and investments. | After 2017/2018 fiscal year |

Objective 3: Increase participation of communities of color in Metro decision-making.

| CHALLENGE | ACTION | START YEAR |
|--|--|------------------------------------|
| Community members do not have enough direct interaction with decision-makers. | Identify barriers and propose solutions to increase participation of communities of color in Metro engagement opportunities. Such barriers may include: public meeting times, lack of food and childcare, and location of meetings. | After 2017/2018 fiscal year |
| | Identify and propose the creation of new opportunities within public engagement activities for emerging community leaders to work with decision makers to help drive plan, policy and program outcomes. | Fiscal year 2017/2018 |
| | Identify and propose the creation of new opportunities within public engagement activities for decision-makers to receive direct community input and to meaningfully consider and discuss what they’ve heard. | After 2017/2018 fiscal year |
| Communities find it difficult to become aware of engagement, employment, contract and volunteer opportunities. | Create financially supported volunteer seats on advisory boards and committees for youth of color, community members, and community-based organization representatives. | After 2017/2018 fiscal year |
| | Conduct user testing to inform improvements to the accessibility and usability of digital tools for communities of color to get involved – including employment, volunteer, contract, committee, and public engagement opportunities. Invest in outreach and promotion strategies to raise awareness of individual opportunities and online tools. | After 2017/2018 fiscal year |

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| Metro needs a longstanding, direct investment to support community engagement. | Metro departments set aside resources for contracting and partnering with community-based organizations or community groups for engagement. Include results in quarterly management reports. | Fiscal year 2017/2018 |
|--|--|------------------------------|

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

Objective 1: Metro's culture supports staff's ability to advance regional equity.

| CHALLENGE | ACTION | START YEAR |
|--|--|------------------------------------|
| Metro staff have limited resources to participate in diversity, equity and inclusion work. | Department leadership work with DEI program staff to determine how equity, diversity and inclusion can be addressed as part of work duties. | Fiscal year 2017/2018 |
| | Determine diversity, equity and inclusion criteria so that they can be clearly incorporated as part of the performance management review (PACe) for all staff. | After 2017/2018 fiscal year |
| Equity is not yet perceived by all employees to be a top priority at Metro. | Adopt policy that Metro management positions must attend required DEI related trainings. | Fiscal year 2017/2018 |
| | Reassess Metro values to ensure diversity, equity and inclusion are equally recognized as guiding principles. | After 2017/2018 fiscal year |
| | Incorporate equity discussions into all Metro advisory committees to ensure that these bodies uphold the same commitment to equity. | After 2017/2018 fiscal year |
| Metro staff have limited opportunities to hold safe, honest and open conversations about equity. | Create opportunities for staff across the entire organizational structure to discuss how to improve the organizational equity structures at Metro. | Fiscal year 2017/2018 |
| Metro leadership should provide more explicit and clear direction to advance equity. | Staff and management from every department are actively involved in the implementation of the strategic plan and DAP through a clear and representative process. | Fiscal year 2016/2017 |
| | Develop an internal and external communication strategy to convey Metro's leadership commitment to diversity, equity and inclusion. | Fiscal year 2017/2018 |
| Metro staff members do not have enough opportunities to collaborate. | Identify and propose new opportunities for staff across Metro to develop and deepen relationships in formal and informal settings. | After 2017/2018 fiscal year |

Objective 2: Increase the skills of staff in advancing regional equity.

| CHALLENGE | ACTION | START YEAR |
|---|---|-----------------------------|
| Metro staff have limited understanding, skills and resources to advance equity in their work. | Provide mandatory tailored trainings for all staff on racial equity and how it can be applied in their specific job duties. | Fiscal year 2016/2017 |
| Metro staff face barriers to accessing tailored trainings on how to advance equity in their work. | Identify and propose new ways to increase accessibility of DEI trainings for venue staff and temporary/seasonal/ part-time/graveyard staff. | After 2017/2018 fiscal year |
| | Identify and propose a variety of new learning methods and trainings to reach all regular status staff. | After 2017/2018 fiscal year |

Objective 3: Racial makeup of Metro staff at every level more closely resembles the demographics of the region.

| CHALLENGE | ACTION | START YEAR |
|---|---|-----------------------------|
| Metro hiring committees are not diverse enough. | Diversify hiring committees by department including considering gender, age and cultural group. Include community members where appropriate. | Fiscal year 2016/2017 |
| | In conjunction with HR, provide mandatory unconscious bias training to hiring managers and hiring committees. | Fiscal year 2016/2017 |
| Community members do not have enough opportunities to gain work experience at Metro. | Create agency-wide policies regarding intern diversity and compensation. | After 2017/2018 fiscal year |
| | Further the job market preparation of interns by providing skill building opportunities. | After 2017/2018 Fiscal Year |
| | Create plan to address space limitations for interns. | After 2017/2018 Fiscal Year |
| Metro needs partnerships with community-based organizations to advance Metro’s diversity efforts. | Hire additional HR recruitment staff to strengthen relationships with community-based organizations, increase recruitment efforts and improve First Opportunity Target Area (FOTA) hiring. | Fiscal Year 2016/2017 |
| | Partner with and invest in local communities of color and CBOs to attract more diverse applicant pools. | After 2017/2018 Fiscal Year |
| | Identify and propose ways to connect existing community leadership programs with career opportunities at Metro. | After 2017/2018 Fiscal Year |
| Unintentional barriers in the Metro application process limit applicant pool diversity. | Review and adjust recruitment processes and the criteria for job descriptions using accessible language so that more value is placed on applicant’s skills and abilities beyond the purely technical. | Fiscal Year 2017/2018 |

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| | Expand hiring interview format options for increased cultural sensitivity (e.g. panel, 1-1). | After 2017/2018 Fiscal Year |
| | Identify and propose new opportunities for potential applicants to learn more about job positions. | After 2017/2018 Fiscal Year |
| Metro needs more career ladders for staff advancement. | Create a pilot employee resource group for staff of color. Explore possibility to expand this format to other employee communities. | Fiscal Year 2016/2017 |
| | Create a pilot professional mentorship program to cultivate front-line staff of color for leadership positions. | After 2017/2018 Fiscal Year |
| | Develop a succession plan for all levels in organization. | After 2017/2018 Fiscal Year |
| | Identify and propose ways to increase pathways for Metro staff to gain skills for career advancement. | After 2017/2018 Fiscal Year |
| Metro hiring managers have limited understanding, skills and resources to advance equity through their hiring process. | Provide support and training for hiring managers to assess job requirements, create accessible job announcements and understand the value of diverse hiring. | Fiscal Year 2017/2018 |
| Metro job opportunities are not promoted through culturally specific strategies. | Communicate job announcements using culturally specific languages, channels and organizations (e.g. tribal newspapers and Russian radio stations). | After 2017/2018 Fiscal Year |

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

Objective 1: Increase the number of individuals of color who access Metro services and facilities.

| CHALLENGE | ACTION | START YEAR |
|---|---|-----------------------------|
| Metro staff and community have limited awareness of resources to advance equity at facilities and through services. | Communicate available language resources and translation tools to staff and the public. | Fiscal year 2017/2018 |
| Metro destinations should be available for more diverse, cultural events for communities. | Provide increased access for youth of color to Metro venues, parks and programs.(Examples include providing culturally relevant art events for Title 1 schools at Portland's, nature education for Title 1 schools at the Oregon Zoo, and access to natural areas and programs at Metro parks.) | Fiscal year 2016/2017 |
| | Identify and propose ways to increase community cultural events held at all Metro properties (e.g. Día de los Muertos). | After 2017/2018 fiscal year |

The community is insufficiently aware of Metro’s services, programs and destinations.

Identify and propose new opportunities for communities of color to learn about Metro programs and services.

**After
2017/2018
fiscal year**

Metro staff are insufficiently aware of the communities utilizing services, programs and destinations.

Use newly standardized demographic questions across the agency and establish methods for disaggregating results for agency-wide public engagement efforts.

**Fiscal year
2016/2017**

Objective 2: Metro’s properties are more welcoming and reflective of all cultures.

| CHALLENGE | ACTION | START YEAR |
|---|--|--|
| Metro has not fully acknowledged community, historical and cultural significance of its destinations. | Recognize the connection of Metro destinations to specific communities of color and visibly acknowledge how these connections are foundational to guiding Metro’s work. (For example, many Metro parks and natural areas are significant for the local Native American community). | After 2017/2018 fiscal year |
| Metro facilities and destinations may not be welcoming to all. | Reassess the guidelines for availability and usage of Metro properties for community-based organizations, and create awareness of those guidelines among communities of color. | After 2017/2018 fiscal year |

Objective 3: Increase the accessibility and relevance of Metro’s programs and services to communities of color.

| CHALLENGE | ACTION | START YEAR |
|---|---|----------------------------------|
| There is a lack of strategic equity direction in each of Metro’s departments. | Within 12 months of this plan’s adoption, pilot the development of department-specific plans of action to advance equity within programs, services, plans and policies in the following four departments: Parks and Nature, Planning and Development, Property and Environmental Services and the Oregon Zoo. | Fiscal year 2016/2017 |
| | With the direct support of the DEI program, expand the pilot for developing a specific plan of action to advance equity within the programs, services, plans, and policies of each remaining department and venue within 12 months. | Fiscal year 2017/2018 |

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| Metro programs and services are not promoted through culturally specific strategies. | Communicate program and service announcements using culturally specific language and channels (e.g. tribal newspapers and Russian radio stations). | Fiscal year 2017/2018 |
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Goal E - Metro's resource allocation advances racial equity

Objective 1: Increase the utilization of equity criteria in resource allocation .

| CHALLENGE | ACTION | START YEAR |
|---|--|------------------------------------|
| Metro does not have an equity lens that can be applied to Metro resource allocation. | Develop and implement agency-wide equity criteria for grants, investments and sponsorships to increase impact and investment consistency. | Fiscal year 2017/2018 |
| | Develop and implement a budget tool to assist in making resource allocation decisions, including discretionary budget allocation, investments, contracts, grants, and sponsorships using a racial equity lens. | After 2017/2018 fiscal year |
| There are not enough simple and easy ways for communities to become aware of financial opportunities (e.g. grants and contracts). | Conduct user testing to improve access to and awareness of digital tools to communicate all financial opportunities at Metro to communities of color (e.g. a page on Metro’s website, a weekly email message to interested parties). | After 2017/2018 fiscal year |

Objective 2: Advance social equity contracting at Metro.

| CHALLENGE | ACTION | START YEAR |
|---|---|------------------------------|
| There is a lack of data on regional conditions regarding social contracting needs. | Research and choose methods to identify the contracting needs for firms in the region. These preparations include the identification of financial resources and coordination with jurisdictional partners, the Metro Attorney and procurement office. | Fiscal year 2017/2018 |
| Barriers in Metro contracting processes prevent COBID-certified firms and community partners from realizing | Continue to invest in the social equity contracting program that focuses on the removal of barriers and the creation of accessible contracting opportunities for vulnerable business communities. | Fiscal year 2016/2017 |

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| contracting opportunities. | Create an equity tool to legally determine waivers for contract requirements, such as insurance. | After 2017/2018 fiscal year |
| | Involve the COBID contractors in the development of RFPs and grants to increase accessibility, as long as they do not bid. | After 2017/2018 fiscal year |
| Diversity, equity and inclusion are not consistently central priorities for Metro contracts. | Create policy to support the inclusion of diversity, equity and inclusion metrics into contract proposal evaluation. | Fiscal year 2017/2018 |
| | Require project managers to attend procurement training on developing requests for proposals (RFPs). | Fiscal year 2017/2018 |
| | If applicable, establish a process that requires an explanation as to why a COBID contractor was not utilized. | After 2017/2018 fiscal year |
| Limited community relationships prevent knowledge of and willingness of communities to promote contract opportunities at Metro. | Increase intentional outreach to communities and community-based organizations regarding contracting opportunities, working through business partners. | After 2017/2018 fiscal year |
| | Increase Metro staff participation in professional networking opportunities for communities of color. | After 2017/2018 fiscal year |
| Potential contractors have limited opportunities to learn how to strengthen their firm and become COBID-certified. | Continue to invest in providing regular and geographically and culturally accessible trainings that assist companies to become certified as COBID and help COBID vendors apply for RFPs. | Fiscal year 2016/2017 |

**Work Plan for the Committee on Racial Equity
Fiscal Year 2017-2018
Draft – Sept. 12, 2017**

This work plan for Metro’s Committee on Racial Equity (CORE) outlines the main tasks that the committee is charged with undertaking, and their anticipated timeline for start and completion, if applicable.

When the Metro Council created the CORE, the purpose of the committee was defined in the following terms:

- Providing input and advising on direction to Metro Council and staff for the successful implementation of the Strategic Plan to Advance Racial Equity, Diversity and Inclusion (Strategic Plan).
- Providing community oversight and opportunities for Metro to increase its accountability to the community in the implementation of the Strategic Plan.
- Providing an independent perspective to assess Metro’s progress in implementing the Strategic Plan.
- Assisting Metro Council and staff in communicating the agency’s progress in implementing the Strategic Plan.
- Assisting Metro staff in the creation and implementation of the Strategic Plan evaluation.
- Providing input, feedback and ideas to Metro Council and staff at times when significant changes to the Strategic Plan are contemplated or required.
- Making recommendations to, and communicating with, Metro Council about the subjects indicated above.

This work plan seeks to fulfill the purpose of the CORE by implementing the following activities:

July 2017:

| Start of Activities | Deliverables | Anticipated completion date |
|---|-------------------------------|-----------------------------|
| Hold the CORE kick-off meeting | Meeting | July 27, 2017 |
| Define the CORE’s internal culture, agreements and expectations | CORE by-laws | August 31, 2017 |
| Provide opportunities for the CORE members to get to know each other and promote cohesion and effective team work | Opportunities during meetings | August 31, 2017 |

August 2017:

| Start of Activities | Deliverables | Anticipated completion date |
|---|--------------------------|-----------------------------|
| Increase knowledge of Metro’s programs and equity-related activities | Tour of Metro facilities | August 31, 2017 |
| Agree on work plan for Fiscal Year 2017-2018 | Final work plan | September 29, 2017 |
| Define the CORE structure and meeting frequency needed to achieve the work plan | Final work plan | September 29, 2017 |

September 2017:

| Start of Activities | Deliverables | Anticipated completion date |
|----------------------------|---------------------|------------------------------------|
| | | |

October 2017 – June 2018

| Start of Activities | Deliverables | Anticipated completion date |
|---|--|------------------------------------|
| Participate in the Equity Impact Evaluation Cohort – Oct. 2017 | Racial equity impact evaluation model | September 2018 |
| Review implementation of Metro’s Strategic Plan to Advance Racial Equity, Diversity and Inclusion (Strategic Plan) and provide input on activities – Nov. 2017 | | Ongoing |
| Communicate the success and challenges in implementing the Strategic Plan to the community – Jan. 2018 | | Ongoing |
| Participate in ongoing impact evaluation activities for the Strategic Plan – Jan. 2018 | | Ongoing |
| Provide updates to Metro Council on the CORE activities, through the Council Liaisons – Nov. 2017 | Reports to Metro Council | Ongoing |
| Review and provide input to the department-specific racial equity action plans for Parks + Nature, Planning & Development, Property & Environmental Services and the Oregon Zoo – Jan. 2018 | Feedback to Metro departments and venue | March 2018 |
| Sponsor and participate in the Metro Community Summit to report to stakeholders on Strategic Plan implementation and other racial equity work undertaken by Metro – Mar. 2018 | Report to the community | May 2018 |
| Participate in a joint work session with Metro Council to report on Strategic Plan implementation and CORE work to date – May 2018 | Report to Council and work session materials | July 2018 |

Committee on Racial Equity (CORE) - By-Laws – DRAFT 4

Note on the fonts used in this document: This CORE by-laws document has text in three different fonts. Each font indicates where the text came from. For additional clarity, at the beginning of each section, or every time the source changes, there is a note about the source of the text.

Cambria font = Text taken or adapted from the CORE Charter, approved by Council
Lucida Calligraphy font = Input from the CORE members
Arial font = Text added by Metro staff

Please write your name here: _____

[From the CORE Charter]

Article I NAME

The Committee shall be known as Committee on Racial Equity (“CORE”).

Article II PURPOSE

[From the CORE Charter]

The purpose of the CORE is to provide input and support to Metro Council and staff in advancing racial equity to fulfill the purpose of good government, which is to serve all people effectively and create greater opportunities for people of color to thrive in the region.

The CORE will achieve this purpose by:

- Providing input and advising on direction to Metro Council and staff for the successful implementation of the Strategic Plan to Advance Racial Equity, Diversity and Inclusion (Strategic Plan).
- Providing community oversight and opportunities for Metro to increase its accountability to the community in the implementation of the Strategic Plan.
- Providing an independent perspective to assess Metro’s progress in implementing the Strategic Plan.
- Assisting Metro Council and staff in communicating the agency’s progress in implementing the Strategic Plan.
- Assisting Metro staff in the creation and implementation of the Strategic Plan evaluation.
- Providing input, feedback and ideas to Metro Council and staff at times when significant changes to the Strategic Plan are contemplated or required.
- Making recommendations to, and communicating with, Metro Council about the subjects indicated above.

Article III AUTHORITY

[From the CORE Charter]

The CORE was created to act as an advisory committee to the Metro Council and staff.

Article IV MEMBERSHIP

[From the CORE Charter]

This volunteer committee shall be comprised of up to 15 members, two (2) non-voting Metro Council liaisons to the committee, and one (1) non-voting Metropolitan Exposition Recreation Commission liaison to the committee. Voting committee members shall be appointed by the Metro Council President and confirmed by a vote of the entire Metro Council. Liaisons shall be appointed in accordance with the Council Rules and Procedures by the Metro Council President.

Criteria for membership

The primary criteria for selection of CORE members are:

- Demonstrated connections to local historically marginalized communities
- Demonstrated ability to communicate Metro's work to advance racial equity to the communities with whom they have connections, and to bring feedback from those communities back to Metro
- Ability to provide insights and advice to Metro in the implementation of its Strategic Plan work
- Ability to contribute to the evaluation of Metro's Strategic Plan.

Members will also be selected to balance the representation of all districts in the Metro region.

Members serve on the advisory committee as individuals, not as representatives of their respective agency, organization or company.

Terms of membership

The CORE members will be appointed to a two-year term. They will be eligible to be reappointed to a second term but may not serve any additional terms on the CORE.

Stipends

Metro shall provide a monthly stipend to CORE members in recognition of their expertise, services to and participation on the committee. This stipend shall be aligned with future agency-wide guidelines for offering stipends to volunteers, which are under development. The CORE members shall have the option of declining the stipend.

Receipt of the stipend shall not be tied to a member's participation expectations or performance evaluation. If a member's participation becomes a problem, instead of establishing a stipend penalty, [CORE leadership or staff] shall explore with the member what issues are causing this problem and how to remedy it.

Responsibilities of members

[From the CORE members]

The CORE members shall actively participate in all aspects of the committee's work in the following ways:

- Foster a sense of trust and openness within the Committee
- Share information openly and honestly
- Honor and value all members' lived experience and learned experience
- Act with a sense of urgency and move forward the Committee's work in the time available
- Identify the skills that each CORE member brings to the Committee and use that information to strategize where they can be more effective in moving the CORE work forward
- Take ownership of the CORE meetings' agendas and participate in the meetings
- Prepare for the meetings
- Take on committee assignments
- Participate actively in the CORE subcommittees
- Act as ambassadors of their respective communities
- Share information about the CORE and Metro with their communities
- Volunteer for Metro events

Responsibilities of Metro

[From the CORE Charter]

Metro shall provide managerial and support staff as well as the facilities, supplies, and external consultants (as needed) to support the successful completion of activities of the CORE.

Metro shall also provide a monthly stipend, explained in more detail in the "Stipends" section on page 2 of this document.

Metro staff shall set up the electronic tools needed by the CORE to conduct its business, including file-sharing solutions and other technologies.

Metro shall also pay reasonable costs associated with accommodations for people when such costs are directly associated with the conduct of the CORE meetings and related activities. Examples of accommodations include access to the meetings for people with disabilities, and translation and interpretation services.

[From staff] Metro shall ensure that all documents related to the work of the CORE and that all meeting locations and discussions are accessible for all members.

Attendance requirements

[From the CORE Charter]

The Committee on Racial Equity members understand the importance of regular attendance in order to be heard and have their opinion factored into the process and decisions. The CORE members shall be allowed a maximum of three excused absences or two unexcused absences in a calendar year.

[From the CORE members]

The CORE shall have a process for holding its members accountable for attendance expectations that considers empathy. The process shall also include a self-evaluation for each member for answer the question: “Am I moving the work forward in the CORE?”

CORE members shall have a maximum of two unexcused absences per year.

Article V OFFICERS

[From the CORE Charter]

Selection and election of officers

The CORE shall have two Co-Chairs, who shall preside over meetings of the CORE. The Metro Council President shall designate two individuals to serve as the initial Co-Chairs of the CORE for the first year of the committee’s existence.

At the first regular meeting after the one-year anniversary of the creation of the CORE, its regular members will elect Co-Chairs by a vote. The Co-Chairs shall serve for a one-year term and can be reelected as many times as possible while they are members of the CORE.

Officers’ responsibilities

The Co-Chairs’ duties include:

- Acting as the Committee’s representatives and spokespersons, when the Committee is not in session.

[From staff]

- Setting the regular meetings’ agendas in partnership with the Metro Equity Strategy Program Manager.
- Presiding over the CORE regular meetings.
- Ensuring that the CORE operates according to this by-laws document.

Article VI GOVERNANCE

Annual work plan and reporting

[From staff]

The CORE shall establish an annual work plan to indicate on the activities, deliverables and timelines that it hopes to achieve each year. The CORE co-chairs shall lead the committee on reviewing progress on work plan implementation twice each year. The results of the work plan review shall be used to make course corrections and to inform the creation of the following year’s work plan.

[From the CORE Charter]

The CORE shall provide written and oral reports to Metro Council on the following items:

- Implementation of Metro-wide Strategic Plan goals, objectives and action items
- Successes, challenges and adjustments in the implementation of the Strategic Plan and department- and venue-specific action plans
- Development and implementation of evaluation measures for the Strategic Plan at the goal, objective and action item levels.

The CORE shall make at least one annual presentation on the results of the committee’s work to the Metro Council. This presentation will take place during a Metro Council work session scheduled toward the end of each calendar year.

CORE structure to fulfill its purpose

[From CORE members]

The CORE shall establish subcommittees in order to fulfill the purpose for which the Committee was created by the Metro Council. The CORE shall have the following subcommittees:

[Option 1] Establish five subcommittees, one per each of the five Strategic Plan to Advance Racial Equity, Diversity and Inclusion goals.

[Option 2] Establish subcommittees by part of the region or location, with a specific number to be determined by the CORE.

[Option 3] Establish subcommittees by topic areas to be determined by the CORE, including data, communication, benchmarks, department reviews [From Staff] and evaluation.

Please indicate your choice:
Option 1: _____ Option 2: _____ Option 3: _____

Decision-making process

[From the CORE Charter – approved by the CORE members at the Aug. 17, 2017 meeting]

The CORE will support an open, transparent and inclusive decision-making process. The Committee will strive to reach decisions through consensus. Consensus means that all parties can live with a recommendation, though they may not agree with it in its entirety. *The Committee will consider and value minority or dissenting opinion, and provide a safe space for members to disagree and share their feelings. The specific mechanism for consensus will be determined later.*

If consensus is not achievable in a specific decision, the CORE members will reach decisions by simple majority voting.

When decisions are made by the CORE, Metro staff shall capture the discussion, synthesize the comments, and send all notes and materials back to the Committee in a timely manner.

[From the CORE members]

The CORE shall operate in a way that demonstrates that appropriate deliberation is appropriate decision-making. The Committee shall allocate sufficient time for consideration of decisions. CORE members shall also participate in decision-making in a timely manner.

The CORE subcommittees shall make recommendations or proposals to the full Committee as appropriate. The CORE shall consider the subcommittees' recommendations and proposals and make decisions about them.

Quorum

[From staff]

Quorum for the CORE to make decisions will be half of its regular members plus one. The highest possible number of regular CORE members is fifteen. In that case, the quorum will be nine members: eight shall be the considered half of the membership, plus one.

Manner of voting

[From staff]

This section would be completed if the CORE chooses an option that calls for decision-making by voting. The content of this section would be created according to the intent of the selected option.

Amendment of by-laws

[From staff]

The CORE shall be responsible for the approval and maintenance of its by-laws. After the approval of the original by-laws, the document will be reviewed once per year, on the CORE meeting closest to the anniversary of the by-laws approval. As part of the by-laws review, the CORE shall decide whether to amend the by-laws according to the Committee's decision-making process.

CORE members shall be able to request changes to the by-laws, outside of the annual review process. Committee members shall work with the CORE co-chairs to bring any by-laws amendment requests for the full Committee consideration at its regular meetings.

Article VII MEETINGS

Schedule of meetings

[From CORE members]

[Option 1] General CORE meetings every other month, with subcommittee meetings during the non-general meeting months.

[Option 2] Monthly CORE meetings. Every CORE meeting shall include a section where the Committee meets with community leaders and members. Or have CORE meetings every other month include a section to meet with community leaders.

The meetings with the community shall take place in locations that are familiar to the communities being engaged, and shall be planned around the communities' schedules and needs. Metro shall provide the support needed for these meetings, including food, child care, stipends for community members, and translation and interpretation.

[Option 3] General CORE meetings every other month, with meetings with community leaders during non-general meeting months. The CORE shall invite directors and leaders from community-based organizations to advise the Committee, and create open lines of communication between the CORE and community leaders.

Please indicate your choice:

Option 1: _____ Option 2: _____ Option 3: _____

Meeting logistics

[From the CORE Charter]

While it is preferred that committee members attend in person, members will have the following options for participation (determined in advance of meetings, allowing Metro staff time to accommodate meeting needs):

- Conference calls
- Video conferencing
- Meeting at other locations beyond Metro to accommodate committee members in other parts of the region.

Minutes

[From staff]

Metro staff will attend the CORE meetings and take notes as appropriate. Staff will then create the meeting minutes, which will be shared with the CORE at least one week prior to the next CORE meeting.

The CORE members shall review the minutes, request changes as needed and/or approve the minutes at the next Committee meeting.

Conducting a meeting

[From staff]

The CORE shall use motions in order to introduce decisions that require a vote. Additional detail will be added depending on the decision-making option that the CORE decides to use.

SIGNATURES/DATE

CORE Co-chair: _____ Date: _____

CORE Co-chair: _____ Date: _____