

Agenda



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Meeting: CORE Retreat
Date: Saturday, Jan. 26th, 2019
Time: 10 a.m. to 2 p.m.
Place: The Coalition of Communities of Color; 221 NW 2nd Ave #303, Portland, OR 97209

- Goals:**
1. Debrief last year of CORE (work plan)
 2. Get input and direction on:
 - a. Define and structure CORE's involvement tracking/monitoring Metro's accountability to the 5 Goals of Strategic Plan
 - b. Define CORE's role with Community in 2019
 - c. Defining more clearly the role of CORE in advising Metro Council on key/priority policy Initiatives based on goals of the SPAREDI/DAP
 3. Identify CORE members who would like to stay on another year.

10:00 a.m. Welcome and Overview of the day

Ice Breaker/Team Building

Personal Reflections of the year

10:30 a.m. Looking Back –What did we do? What did we learn?

10:45 a.m. last year review

11:30 a.m. Accountability to Strategic plan:

Input on how to weave in accountability/updates on progress
(Subcommittees/ Impact Evaluation/Regular updates and tracking)

12:00 p.m. LUNCH

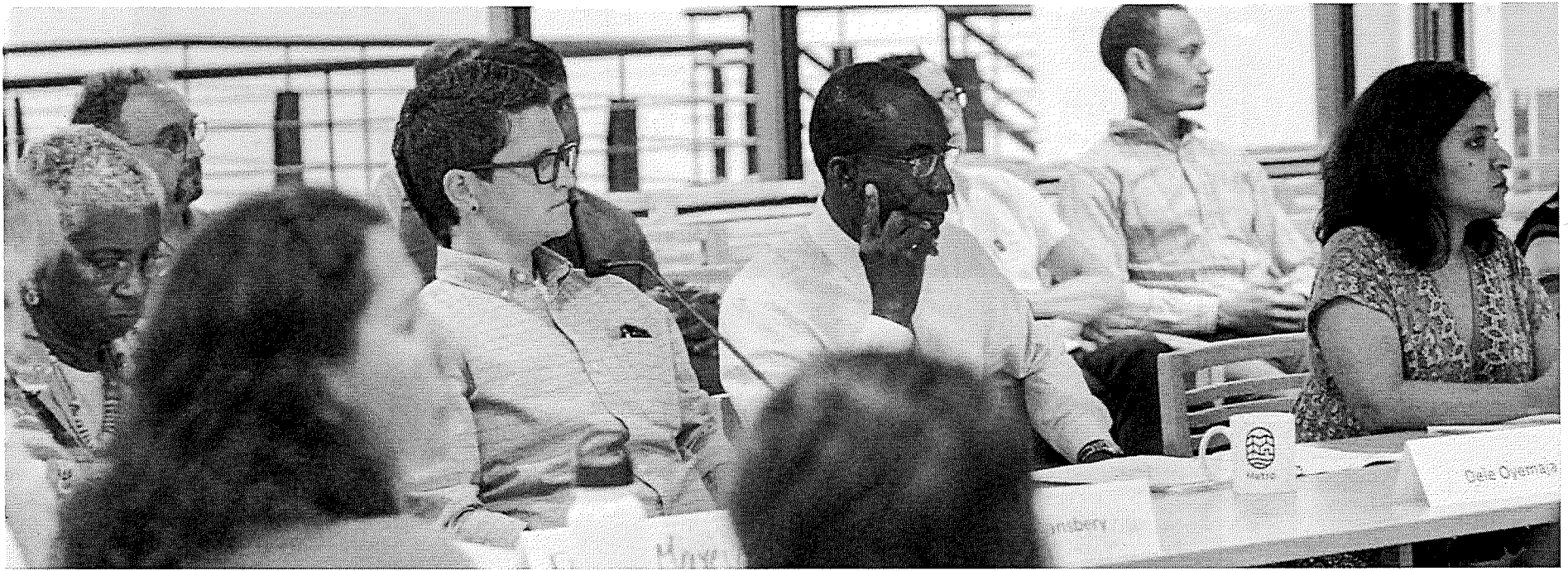
12:20 p.m. CORE as advisor to Metro Council on key policy initiatives using the Strategic plan to Advance Racial Equity, Diversity and Inclusion

1:20 p.m. Community engagement: How do we want to engage community in 2019?

1:45 p.m. Review Recommendations and agreements

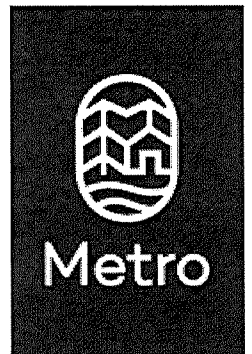
*CORE member recruitment

2:00 p.m. Adjourn

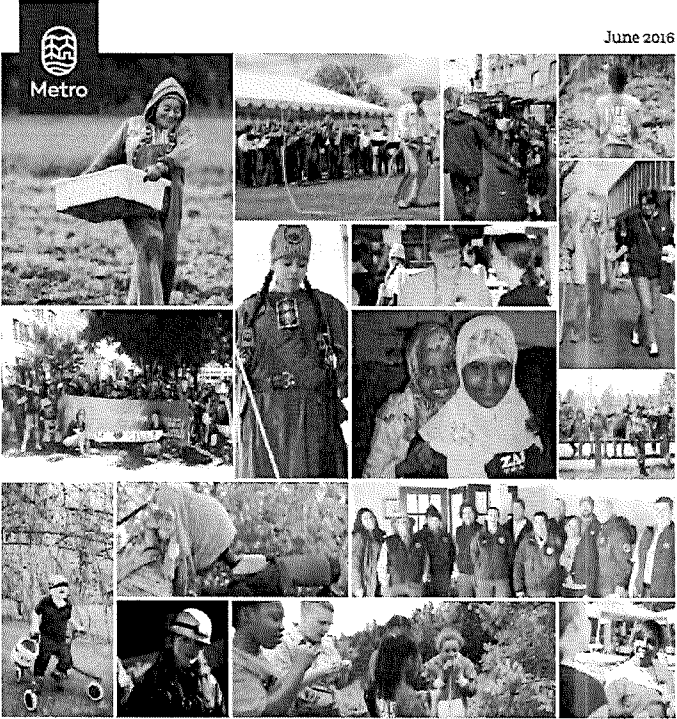


Committee on Racial Equity, a year in review

November 1, 2018



What guides our work



Strategic plan to advance racial
equity, diversity and inclusion

A few highlights of 2018

- Equity dashboard
- Impact evaluation
- Employee Resource Groups
- Professional development and trainings



Community partnerships



Committee on Racial Equity



External Subcommittee



Impact evaluation



Internal subcommittee



Getting out in the community



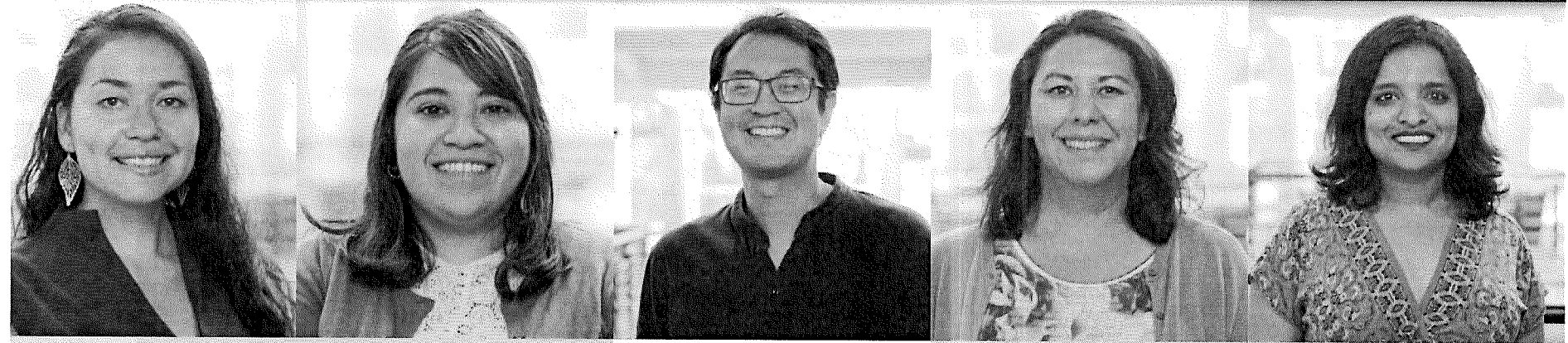
Department racial equity plans



What's ahead in the new year?



CORE MEMBERS



Metropolitan Exposition Recreation Commission



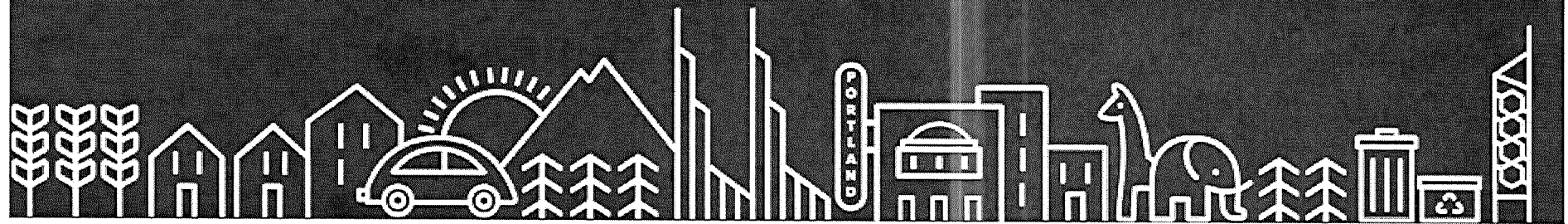
Dañel Malán



Karis Stoudamire-Phillips

Questions?

oregonmetro.gov



Committee on Racial Equity Charter, Purpose and Operating Principles

Section I. Charter and authority

A. Purpose

The purpose of the Committee on Racial Equity (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.

B. Formation

The Metro Council shall approve the formation of the Committee on Racial Equity .

C. Scope and authority

The scope and authority of the CORE is to convene periodically to support the implementation of Metro's Strategic Plan, provide constructive comments and input to Metro Council and staff, assist staff in evaluation of the Strategic Plan, and provide community oversight and accountability.

The CORE shall deliver input and advice to the Metro Council primarily through the Council members who will serve as non-voting members of the committee, and through presentations at Metro Council work sessions or meetings, as needed.

The CORE shall deliver input and advice to the Metro Chief Operating Officer, Senior Leadership Team members, Diversity, Equity and Inclusion Program staff and other Metro staff implementing the Strategic Plan in several ways:

- At the CORE meetings
- Through additional communications with the Metro staff identified above.

Throughout all of its activities, the CORE members will strive to provide oversight on the implementation of Metro's Strategic Plan in order to increase transparency and accountability to local communities, especially to people of color and other historically marginalized groups. Metro staff will work proactively with CORE members to support the community oversight and accountability function of this body.

The CORE will foster positive communication outside of the committee regarding Metro's progress and outcomes in the Strategic Plan implementation, suggest other resources and approaches to implementation and evaluation, and act as a resource to the program team.

D. Period of time necessary for the CORE to carry out its purpose

The CORE shall work indefinitely, without a deadline to complete its charter.

E. Membership

This volunteer committee shall be comprised of up to 15 members, and two (2) non-voting Metro Council liaisons to the committee, to be appointed by the Metro Council President and confirmed by a vote of the entire Metro Council.

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

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.

F. Co-Chairs

The CORE shall have two Co-Chairs, who shall preside over meetings of the CORE. When the CORE is not in session, the Co-Chairs' duties include acting as its representatives and spokespersons. 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.

G. Expected work results

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.

H. Metro responsibilities for providing necessary support

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

Metro will 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.

Section II. Operating principles

In order to effectively conduct its work, the CORE agrees to the following operating principles to guide its meetings and decision making processes as follows:

A. Productive communication

- We will work to make CORE meetings and other business a safe space for members and other participants to speak their truth from their lived experiences.
- We value communications that allow for differences in perspectives.
- We acknowledge the power differential among members and will work to minimize it while conducting the work of the CORE.
- We assume committee members come with the best of intentions.
- We promote an openness that supports us in communicating our feelings.
- We make the commitment to stay engaged in the work of the CORE.
- We expect to experience discomfort as the results of discussing challenging issues related to race and other forms of oppression.
- We respect each other by focusing on issues and ideas, not individuals.
- We listen for understanding.
- We allow ourselves to take risks when participating in the CORE.

B. Collaboration

We all benefit from a collaborative working relationship between CORE members, program manager, Metro staff, and other individuals associated with the committee.

C. Role of the program manager and support staff

- The equity strategy program manager shares input and facilitates check-ins as needed with Metro Council members, especially in regard to the development of any recommendations from the CORE.
- Metro staff keeps momentum going and helps advance the discussion by developing materials and content for CORE consideration.
- Metro staff provides outside resources that can inform the work of CORE members.
- Metro staff synthesizes discussions, tracks progress, and determines next steps and points of action needed.

D. Decision-making process

- We support an open, transparent and inclusive decision-making process.
- The Committee on Racial Equity 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.
- 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 captures the discussion, synthesizes the comments, and sends all notes and materials back to the committee in a timely manner.

E. Meeting logistics

Attendance

We assume that since committee members agreed to serve on the Committee on Racial Equity, they understand the importance of regular attendance in order to be heard and have their opinion factored into the process and decisions. The CORE members will be allowed a maximum of three excused absences or two unexcused absences in a calendar year.

Multiple options for committee participation

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.

F. Date of Charter, Purpose and Operating Principles

The charter, purpose and operating principles of the Committee on Racial Equity were formally approved by the Metro Council on March 16, 2017.

**Work Plan for the Committee on Racial Equity
For 2018
UPDATED July 19, 2018**

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.

Purpose of the CORE:

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.

Priorities for the CORE:

During its retreat on Nov. 4, 2017, the CORE identified seven (7) priority activities to include in its Work Plan:

- Develop weighted performance metrics by department to assess plan implementation
 - Identify training and professional development delivered by Metro leaders and staff
 - Provide advisement on "next phase" training / professional development needed
 - Internal facing
- Identify and deliver forums based on specific communities that are impacted and not usually represented "at the table"
 - Connecting to CBOs: geography & identity
- Track communication to Metro (informal letter, analysis) and track responses from Council (accountability) to close communication loop

- In role as advisors / coaches / representatives from communities, use opportunities to review, critique and recommend policy reviews and implementation
- Informal gatherings with all Metro Councilors to learn more about their motivations / what is important to them – and candidates for Metro
- RTP / SW Corridor presentation / housing update for CORE members to weigh in and offer feedback
- Hold Metro Council and staff accountable for making this work sustainable and longitudinal – ensure this work will lead to next Plan

Structure of the CORE:

The CORE contemplated different ways of organizing itself in order to accomplish its purpose and priorities. During the Nov. 4 retreat, the CORE formalized the creation of three subcommittees:

1. Internal Policies and Work Culture
2. External Policies, and
3. Evaluation. This subcommittee's work is being conducted under the broader Impact Evaluation Cohort, which seeks to develop an impact evaluation model to evaluate the implementation of the Strategic Plan, and eventually an impact evaluation model that could be applied to all aspects of Metro's work. After the Impact evaluation cohort ends its work in Oct. 2018, this subcommittee will come up with its scope of work moving forward.

Each subcommittee has five CORE members in it, and they will play a significant role in implementing the CORE Work Plan. The CORE will meet regularly as a whole committee every other month, starting in Jan. 2018, for two hours. The first two subcommittees will meet regularly during the months when the CORE does not have regular meetings, starting in Feb. 2018. The Evaluation Subcommittee will continue to meet once per month, as part of the Impact Evaluation Cohort meetings, until the cohort complete its work in Oct. 2018. After that date, it is anticipated that the Evaluation Subcommittee meetings will follow the meetings schedule of the other two CORE subcommittees.

CORE Work Plan details:

This work plan seeks to accomplish the purpose and priorities of the CORE by implementing the following activities:

July 2017:

Start of Activities	Responsible party	Deliverables	Anticipated completion date
Hold the CORE kick-off meeting	Metro staff	Meeting	July 27, 2017
Define the CORE's internal culture, agreements and expectations	CORE	CORE by-laws	Nov. 30, 2017
Provide opportunities for the CORE members to get to know each other and promote cohesion and effective team work	Metro staff	Opportunities during meetings	Ongoing

August 2017:

Start of Activities	Responsible party	Deliverables	Anticipated completion date
Increase knowledge of Metro's programs and equity-related activities	Metro staff	Tour of Metro facilities	Ongoing
Agree on work plan for Fiscal Year 2017-2018	CORE	Final work plan	Nov. 30, 2017
Define the CORE structure and meeting frequency needed to achieve the work plan	CORE	Final work plan	Nov. 30, 2017

October 2017 – December 2018

Start of Activities	Responsible party	Deliverables	Anticipated completion date
Participate in the Equity Impact Evaluation Cohort – Oct. 2017	Evaluation subcommittee	Racial equity impact evaluation measures and model	Oct. 2018
Review implementation of Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion (Strategic Plan) and provide input on activities – Nov. 2017	CORE and subcommittees		Ongoing
Provide updates to Metro Council on the CORE activities, through the Council Liaisons – Nov. 2017	CORE	Reports to Metro Council	Ongoing
Hold Metro Council and staff accountable for making this work sustainable and longitudinal. Ensure this work will lead to next Strategic Plan – Nov. 2017	CORE and Metro staff	Next iteration of the Strategic Plan	Ongoing
Communicate the success and challenges in implementing the Strategic Plan to the community – Jan. 2018	CORE and Metro staff		Ongoing

Develop weighted performance metrics by department and venue to assess plan implementation – Jan. 2018	Evaluation subcommittee	Performance metrics	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	CORE and subcommittees	Feedback to Metro departments and venue	Mar. 2018
Track communication from community to Metro and track responses from Metro Council, to close communication loop – Jan. 2018	Metro staff		Ongoing
In role as advisors, coaches and community representatives, seize opportunities to review, critique and make recommendations on policy and implementation – Mar. 2018	CORE and subcommittees		Ongoing
Identify and implement forums based on specific communities that are impacted and not usually represented “at the table” – May 2018	CORE and Metro staff	Community forums	Ongoing
Informal gatherings with all Metro Councilors to learn more about their motivations and what is important to them – May 2018	CORE	Gatherings with Metro Councilors	Ongoing
Sponsor and participate in the Metro Community Summit to report to stakeholders on Strategic Plan implementation and other racial equity work undertaken by Metro – May 2018	CORE and Metro staff	Report to the community	Sept. 2018
RTP, SW Corridor and housing presentations to the CORE, so members can weigh in and offer feedback – May 2018	Metro staff	Presentations to the CORE	December 2018
Participate in a joint work session with Metro Council to report on Strategic Plan implementation and CORE work to date – May 2018	CORE and Metro staff	Report to Council and work session materials	December 4, 2018
Hold Community Forum to provide accountability to the community on Metro’s work to implement the Strategic Plan – May 2018	CORE and Metro staff	Community Forum	Sept. 2018
Report on CORE activities and update on Strategic Plan to Council	Metro Council Liasons	Metro council meeting	September 2018
Hold joint Work Session with the Metro Council to report on CORE’s work and better understand Council’s vision for racial equity work at Metro – July 2018	CORE and Metro staff	Joint Work Session with Metro Council	December 4, 2018
Hold CORE retreat to plan for the committee work in 2019 – Sept. 2018	CORE and Metro staff	CORE retreat	January 2018
Planning work to develop report from CORE to Council	Metro Staff and CORE		August 2018

Schedule of CORE activities:

Based on these activities and deliverables, the schedule of CORE and subcommittee meetings and topics for 2018 is as follows:

January 2018

<p>CORE general meeting – Jan. 18, 6 – 8 p.m., Metro Regional Center</p>	<ul style="list-style-type: none"> • CORE Work Plan – consideration and approval • How to communicate the successes and challenges in implementing the Strategic Plan – introductory discussion • Main Topic: Presentations on the department-specific draft racial equity action plans – feedback and input <ul style="list-style-type: none"> ○ Parks + Nature ○ Property & Environmental Services
<p>Evaluation subcommittee – Jan. 23, 8:30 a.m. – noon, Metro Regional Center</p>	<ul style="list-style-type: none"> • Continue the work as part of the Metro Impact Evaluation Cohort

February 2018

<p>CORE Internal Policies and Work Culture subcommittee meeting – Feb. 5, 5:30 – 7:30 p.m., Metro Regional Center</p>	<ul style="list-style-type: none"> • Subcommittee work plan – discussion of preliminary ideas from Nov. CORE meeting • Presentations on the department-specific draft racial equity action plans – feedback and input <ul style="list-style-type: none"> ○ Parks + Nature ○ Property & Environmental Services
<p>CORE External Policies subcommittee meeting – Feb. 5, 5:30 – 7:30 p.m., Metro Regional Center</p>	<ul style="list-style-type: none"> • Subcommittee work plan – discussion of preliminary ideas from Nov. CORE meeting • Presentations on the department-specific draft racial equity action plans – feedback and input <ul style="list-style-type: none"> ○ Parks + Nature ○ Property & Environmental Services
<p>Evaluation subcommittee – Feb. 27, 8:30 a.m. – noon, Metro Regional Center</p>	<ul style="list-style-type: none"> • Continue the work as part of the Metro Impact Evaluation Cohort

March 2018

<p>CORE general meeting – Mar. 15, 6 – 8 p.m., location TBD</p>	<ul style="list-style-type: none"> • How to communicate the successes and challenges in implementing the Strategic Plan – continued discussion • Identify opportunities for the CORE to provide input on Metro policies and implementation – discussion • Main Topic: Presentations on the department-specific draft racial equity action plans – feedback and input <ul style="list-style-type: none"> ○ Oregon Zoo ○ Planning & Development
<p>Evaluation subcommittee – Mar. 19, 8:30 a.m. – noon, Metro Regional Center</p>	<ul style="list-style-type: none"> • Continue the work as part of the Metro Impact Evaluation Cohort

April 2018

<p>CORE Internal Policies and Work Culture subcommittee meeting – date, time and location TBD</p>	<ul style="list-style-type: none"> • Subcommittee work plan – discussion and finalization • Presentations on the department-specific draft racial equity action plans – feedback and input <ul style="list-style-type: none"> ○ Oregon Zoo ○ Planning & Development ○ Property & Environmental Services
<p>CORE External Policies subcommittee meeting – date, time and location TBD</p>	<ul style="list-style-type: none"> • Subcommittee work plan – discussion and finalization • Presentations on the department-specific draft racial equity action plans – feedback and input <ul style="list-style-type: none"> ○ Oregon Zoo ○ Planning & Development ○ Property & Environmental Services
<p>Evaluation subcommittee – Apr. 24, 8:30 a.m. – noon, Metro Regional Center</p>	<ul style="list-style-type: none"> • Continue the work as part of the Metro Impact Evaluation Cohort

May 2018

<p>CORE general meeting – May 17, 6 – 8 p.m., location TBD</p>	<ul style="list-style-type: none"> • Report on Racial Equity Plans—if process of adoption has been completed—implementation next steps
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	<ul style="list-style-type: none"> • Main Topic: Planning Conversation • Identify and plan forums based on specific communities that are impacted and not usually represented “at the table” – discussion and action • Establish a calendar of informal gatherings with Metro Councilors to learn their motivations and what is important to them – action item • Community forum preparation (September of 2018?)– discussion of the CORE’s role and how the committee can support the event. This is meant to be the primary opportunity for the CORE to provide accountability to the community on the implementation of the Strategic Plan • Presentations on Metro policy initiatives to which the CORE wants to provide feedback. Examples include: Affordable Housing funding measure, Southwest Corridor, 2018 Regional Transportation Plan update.
Evaluation subcommittee – May 29, 8:30 a.m. – noon, Metro Regional Center	<ul style="list-style-type: none"> • Continue the work as part of the Metro Impact Evaluation Cohort

June 2018

CORE Internal Policies and Work Culture subcommittee meeting – date, time and location TBD	<ul style="list-style-type: none"> • Implementation of activities identified in the subcommittee work plan • Community forum preparation – action items • Report on ERG work and plans
CORE External Policies subcommittee meeting – date, time and location TBD	<ul style="list-style-type: none"> • Implementation of activities identified in the subcommittee work plan • Community forum preparation – action items • Report on Housing bond and other external programming
Evaluation subcommittee – June 26, 8:30 a.m. – noon, Metro Regional Center	<ul style="list-style-type: none"> • Continue the work as part of the Metro Impact Evaluation Cohort

July 2018

CORE general meeting – July 19, 6 – 8 p.m., location TBD	<ul style="list-style-type: none"> • Main Topic: Presentation on progress of Impact Evaluation work • Presentations on Metro policy initiatives to which the CORE wants to provide feedback
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	<ul style="list-style-type: none"> • Planning for Community forum – action items (September of 2018) • Joint work session CORE-Metro Council – discussion and preparation
Evaluation subcommittee – July 31, 8:30 a.m. – noon, Metro Regional Center	<ul style="list-style-type: none"> • Continue the work as part of the Metro Impact Evaluation Cohort

August 2018

CORE Internal Policies and Work Culture subcommittee meeting – date, time and location TBD	<ul style="list-style-type: none"> • Implementation of activities identified in the subcommittee work plan • Community forum preparation – action items
CORE External Policies subcommittee meeting – date, time and location TBD	<ul style="list-style-type: none"> • Implementation of activities identified in the subcommittee work plan • Community forum preparation – action items
Evaluation subcommittee – Aug. 28, 8:30 a.m. – noon, Metro Regional Center	<ul style="list-style-type: none"> • Continue the work as part of the Metro Impact Evaluation Cohort

September 2018

CORE general meeting – Sept. 20, 6 – 8 p.m., location TBD	<ul style="list-style-type: none"> • Main Topic: COMMUNITY forum • SUGGESTION: Have the Community Forum in lieu of the CORE general meeting • If not, then: • Presentations on Metro policy initiatives to which the CORE wants to provide feedback • Joint work session CORE-Metro Council – discussion and preparation
Community Forum – date, location and time TBD	<ul style="list-style-type: none"> • Joint project with Communications Department, Public Engagement Office
Evaluation subcommittee – Sept. 26, 8:30 a.m. – noon, Metro Regional Center	<ul style="list-style-type: none"> • Continue the work as part of the Metro Impact Evaluation Cohort

October 2018

CORE Internal Policies and Work Culture subcommittee meeting – date, time and location TBD	<ul style="list-style-type: none"> • Implementation of activities identified in the subcommittee work plan
CORE External Policies subcommittee meeting – date, time and location TBD	<ul style="list-style-type: none"> • Implementation of activities identified in the subcommittee work plan

Evaluation subcommittee – Oct. 30, 8:30 a.m. – noon, Metro Regional Center	<ul style="list-style-type: none"> • Continue the work as part of the Metro Impact Evaluation Cohort
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November 2018

CORE general meeting – Nov. 15, 6 – 8 p.m., location TBD	<ul style="list-style-type: none"> • Main Topic: Joint work session CORE-Metro Council – discussion and preparation
Joint CORE-Metro Council Work Session – date, time and location TBD	<ul style="list-style-type: none"> • CORE reports on the work undertaken by the committee since its creation in 2017 • Dialogue with Metro Council about their vision for the future of racial equity work at Metro and the CORE’s role in achieving that vision

December 2018

CORE annual retreat – Dec. 1 or Dec. 8, 10 a.m. – 3 p.m., location TBD	<ul style="list-style-type: none"> • Team building activities • CORE Work Plan for 2019 – discussion and approval
End of year holiday greeting to community – Dec. 14	<ul style="list-style-type: none"> • Develop CORE committee message and post on website/possible holiday cards, etc.

IMPACT EVALUATION – RACIAL EQUITY CHARTER

December 2018

Creating a charter to guide Metro’s Impact Evaluation project

In spring 2018, participants working on the Impact Evaluation project identified a need for a project charter to ground the work in racial equity principles, practices and outcomes. The intention of this project charter is to outline how to strengthen the Impact evaluation process by addressing the project’s deficits while also continuing to utilize its successful aspects.

The goals of the charter are:

- To set a clear frame for how we create an evaluation protocol that is grounded in racial equity principles, practices and outcomes,
- To identify and remove barriers held in place by systemic racism in order to elevate voices of color,
- To ground participants in a shared understanding of the principles and practices for working together that will be used to advance racial equity in the process and products, and
- To reconnect the impact evaluation work to racial equity and ultimately strengthen the project.

Using the charter

This charter was developed specifically to guide the work on the Impact Evaluation cohort as it reshapes its approach to working with staff and community partners during subsequent phases of the project. This charter is a living document—the Principles and Practices for working together laid out in this charter will be revisited by a Transition Team that will be established in early 2019 and updated by participants in each subsequent stage of the project. Updating the charter in subsequent phases will be a collaborative process among participants. The goal will be to reach consensus among participants that they agree with and will use the charter to guide their work on the project. The hope is that this charter can become a model that is replicable or adaptable for future evaluation work and other Metro and community projects.

The charter will be an ongoing tool/guidepost to hold Metro staff and community partners working on this project accountable to racial justice and racial equity outcomes in both the project’s process and outcomes. Accountability to this charter will require regular review and reflection about the extent to which the Principles and Practices are in play. This regular review will call out areas of strength and challenges in aligning the work with this charter, and will identify changes that can be made to the process. The Project Manager will be responsible for ensuring that opportunities for review and improvement are scheduled.

Racial equity purpose statement

All Metro residents should experience conditions which will allow them to participate and enjoy the bounty of the region for generations to come. However, historical and existing policies have created barriers for people of color. As a result, people of color currently experience the worst economic and

social outcomes of any demographic group. Metro’s Strategic Plan to Advance Racial Equity, Diversity and Inclusion acknowledges racism as a root cause of these inequities and as a complex system that exists within individual behaviors as well as policies and processes in and across institutions.

Foundational to advancing racial equity work at Metro is acknowledging that many of the places within the jurisdictional boundaries of Metro are lands stewarded and maintained by indigenous people since time immemorial. The project also acknowledges the ways in which white supremacy and catering to white experience continues to inform the oppressive reality of our institution, specifically through anti-black racism and Native genocide. We also see it manifest through the normalization of cisgender-culture and the overlook of disability justice. This matters to us because as a regional leader, Metro is relatively new in learning how the agency can leverage and influence neighboring jurisdictions to advance racial equity.

An imbalance of power lies at the core of racial inequity. It is important to name and challenge existing power dynamics in order to develop strategies to shift and share power. Power is complex and plays out on micro and macro scales from who is making final decisions and who is given credit for ideas and language to who is directing the conversation and in what format. In order to eliminate the disparities people of color experience, it is critical that we directly confront the power imbalances that have created these differing outcomes and disparities for people based upon their race and ethnicity.

By elevating and acknowledging community voice and wisdom as well as internal power structures at Metro, we are more likely to ensure that power imbalances within this project will have been addressed in the final evaluation protocol, community will have direct connection to and understanding of decision-making processes and expertise of people of color will be held central to discussions and final product development. Ultimately this approach endeavors to strengthen Metro’s ability to improve racial equity outcomes throughout the region.

Principles and Practices for working together

Below establishes Principles and Practices that will be used to guide the infusion of racial equity into the Impact Evaluation project. The success of the project’s ability to infuse these is dependent on the contributions, insight and expertise of all who are involved. To help ensure full engagement of all participants, Principles and Practices will be established collaboratively with all participants prior to engaging the next stage of the project. These agreements will assist in creating a working environment where everyone is highly engaged, speaks to their own experience and engages in interpersonal dialogue that calls people into a conversation rather than pushes them out of it.

Principles for leading with racial equity	Practices for how we will work together
<ul style="list-style-type: none"> • Focus on eliminating disparities that affect people of color, which are shared with other historically marginalized communities. 	<ul style="list-style-type: none"> • Elevate existing racial equity expertise among project participants. • Make space for marginalized perspectives.
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<ul style="list-style-type: none"> • Ensure that communities of color are involved in Impact Evaluation efforts to create greater trust and accountability, and their wisdom and well-being are at the forefront of the project. 	<p>(consultants, community and staff).</p>
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Project background

In 2016, Metro Council adopted the Strategic Plan to Advance Racial Equity, Diversity and Inclusion (the "Strategic Plan"), which commits the agency to pursuing the advancement of racial equity in all aspects of its practices. One of the initial actions that the plan calls for is the development of an evaluation protocol to establish metrics to measure Metro's progress toward achieving the Strategic Plan's five goal areas:

- A. Metro convenes and supports regional partners to advance racial equity,
- B. Metro meaningfully engages communities of color,
- C. Metro hires, trains and promotes a racially diverse workforce,
- D. Metro creates safe and welcoming services, programs and destinations, and
- E. Metro's resource allocation advances racial equity.

Once established, the evaluation metrics will be tracked by Metro's Diversity, Equity and Inclusion (DEI) Program to continually evaluate the agency's progress to achieve the five goals. Efforts from this project will be shared with and closely coordinated with other evaluation efforts from the Chief Operating Office to monitor ongoing equity work.

To assist in the development of this evaluation protocol, with guidance from the Committee on Racial Equity (CORE) co-chairs, Metro hired an external contractor to develop a participatory Impact Evaluation approach. An Impact Evaluation approach to evaluation includes both qualitative and quantitative measures, and is focused on identifying the far-reaching community, stakeholder and agency impacts of the work.

To develop the evaluation protocol and metrics, Metro's DEI Program team convened a cohort of 30 staff and 9 community partners to work with the consultant over a 12-month period to develop the evaluation protocol. Metro staff has established a contract with each participating community member so that they will be financially compensated for their time and expertise.

The project began October 31st, 2017.

Charter background

In spring 2018 members of the Impact Evaluation cohort identified a need to recalibrate how the process was moving forward and more intentionally ground the process and outcomes in racial equity theory and practice. Community members and staff raised concerns that aspects of the cohort's process, products, learning environment and teaching approach were not grounded in racial justice understanding and approach. This deficit showed up in a variety of ways through the first few months, including:

1. Lack of agreement of the project's racial equity focus, definitions and working agreements,
2. Lack of understanding of how racial equity was expected to show up in the project,
3. An imbalance of staff and community members,
4. Limited opportunities to elevate staff and community expertise,
5. Over-emphasis on the expertise of the Impact Evaluation consultant,
6. Large meetings were grounded in an academic, white approach to learning,
7. Lack of transparency about project planning and decision-making,
8. Lack of clear definitions about project terms, and
9. Limited involvement of senior leadership and managers in cohort activities.

To address these concerns, a small group of partners and a limited number of staff volunteered to draft a project charter. Metro's DEI Program team hired an additional consultant with racial equity expertise to guide the small groups' work.

While the small group was developing the charter, DEI staff continued to meet with Metro staff and community partners to understand their perspectives on how the project could move forward. A majority of cohort members agreed that there was a need to more clearly ground the work in racial equity, and asked for more clarity and direction about how the cohort could work together to achieve this grounding.

Although there were clear project deficits, there were also many aspects of the project that successfully advanced the project forward, including:

1. In most of the Goal Teams, the small size of the teams created strong bonds and a strong working environment,
2. DEI Program staff leading each of the Goal teams,
3. Metro staff and community co-learning and working,
4. The technical components of the Impact Evaluation approach,
5. The financial support provided for participating community members, and
6. The overarching and innovative goal of the project, to set metrics for how to measure success for Metro's DEI efforts.

Definitions

Cisgender-Culture: Cisgender is a term used to describe a person whose gender identity aligns with those typically associated with the sex assigned to them at birth. "Cis-" comes from the Latin prefix meaning "on the same side as." Cis-culture is the exclusive centering on cisgender identity where cisgender norms and values become normative natural within an environment. (Sources: GLAAD and Human Rights Campaign)

Cohort: A group of 30 staff and 9 community partners who began meeting monthly in October 2017 to co-develop an evaluation protocol for Metro's Strategic Plan to Advance Racial Equity Diversity and Inclusion.

Disability justice: The centering of the lives and leadership of people of color, of queer and gender nonconforming people with disability. It is a movement-building framework, not an academic theory. (Source: Sins Invalid - www.sinsinvalid.org)

Historically marginalized: A limited term that refers to groups who have been denied access and/or suffered past institutional discrimination in the United States. This is revealed by an imbalance in the representation of different groups in common pursuits such as education, jobs, housing, etc., resulting in marginalization for some groups and individuals and not for others, relative to the number of individuals who are members of the population involved. These groups include but are not limited to people of color, adult learners, veterans, people with disabilities, lesbian, gay, bisexual, and transgender individuals, different religious groups and different economic backgrounds. (Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion)

Inclusion: Inclusion refers to the degree to which diverse individuals are able to participate fully in the decision-making process within an organization or group. While a truly “inclusive” group is necessarily diverse, a “diverse” group may or may not be “inclusive.” (Metro’s Strategic Plan to Advance Racial Equity, Diversity and Inclusion)

Racial equity: Race can no longer be used to predict life outcomes and outcomes for all groups are improved. (Metro’s Strategic Plan to Advance Racial Equity, Diversity and Inclusion)

Structural racism: A history and current reality of institutional racism across all institutions, combining to create a system that negatively impacts communities of color. (Metro’s Strategic Plan to Advance Racial Equity, Diversity and Inclusion)

Transition Team: Metro staff and community partners that will advise DEI program staff as they develop a plan for the next steps of the Impact Evaluation project that adapts the curriculum and cohort process to align with the Charter.

White supremacy: A system where the norms and values of whiteness become normative, natural and transformed into social, political, economic and cultural behavior. They become the standard against which all other cultures, groups and individuals are measured and usually found to be inferior.

###

Evaluating Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion

Impact statements and What we mean statements

December 13, 2018

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

Impact #1 – Metro's public and private partners have **increased capacity** to advance racial equity.

What we mean:

The responsibility should be upon public and private partners to build capacity to work with community partners. Collaborating in shared partnership with community partners is what it looks like when you have built capacity to advance racial equity. In order to increase capacity our partners need multi-racial **tools** to de-center whiteness in their work, and knowledge about how to use an equity lens. Our public and private partners need to invest in developing a **culture** within their organizations that values and promotes the benefits that diversity and equity bring. Increased capacity also means having **resources** that remove barriers for communities of color to partner with them, for example resources for translation services and stipends for participation on committees. Ultimately the leadership and public and private organization needs to be committed and invested to advance racial equity, and the leadership of communities of color must be elevated and acknowledged as a critical component of public and private partners' work.

Impact #2 – Partners collaborate to achieve shared racial equity outcomes.

What we mean:

Alignment in process; Community of practice, sharing; Effective collaboration processes; Inclusive decision-making

Metro partners with jurisdictions and community stakeholders. Partners recognize that there are multiple areas of expertise that each entity brings to a project(s) and they all have a role to play in creating multi-faceted outcomes in the community. In particular, public and private partners must recognize the expertise that community partners bring. Principles of collaborative governance, ce-centering whiteness and addressing power imbalances are in place and processes are set up to allow for all stakeholders to contribute. Tools, frameworks and practices are shared across partner networks. Decision-making includes those who will be impacted by the decision. Metro and its partners learn together towards creating individual and collective action that generates greater outcomes than through individual action with any one local partner – we can do a lot more together. Metro works with partners in building a community of practices that lead toward the greater good.

Example: Partners are aligned and working together to deliver tangible racial equity outcomes in the community, like living-wage careers for communities of color, in the delivery of Metro's

major economic and community initiatives. Construction workforce initiatives are an example of how Metro and our partners can deliver concrete community outcomes. Metro and its partners create tools and policies that break down barriers and enhance opportunities for people of color and women to participate in construction and the building trades. Metro and its partners build community capacity and coalitions to help move this work forward. Median incomes and employment rates are raised for our communities of color.

Goal B: Metro meaningfully engages communities of color

Impact #1 – Communities of color and decision-makers have trusting and productive relationships to better serve the region.

What we mean:

Decision makers (defined as elected officials and staff) develop trusting relationships with communities of color. Communities of color experience an ease of disagreement, feel they can be themselves, be physically and mentally safe and want to show up to engage with decision-makers.

Impact #2 – Communities of Color are empowered to determine what they want and need from regional government.

What we mean:

People of color have a clear understanding of Metro and how it impacts their lives. Metro uses clear and resonating language to describe opportunities, programs, and policies to ensure that people of color have the information and services they need to make decisions that positively impact their health. Metro takes the responsibility to make a CHOICE available to people of color and staff are willing and able to understand how their decisions can negatively or positively impact the lives of communities of color.

Impact #3 – Communities of color have a sense belonging and social inclusion in regional government.

What we mean:

People of color see their cultural values and lived experience reflected in regional government. Metro's policy and programs put people first. People of colors' stories are reflected in policy framing and vision statements. Advisory committees' recruitment process are accessible.

Impact #4 – Communities of Color have the ability and capacity to effectively influence and lead in regional government

What we mean:

Communities of color self-define the capacities they want and need to develop to advance their voice and agency in regional government. Communities of color are willing and able to show up and participate to influence decision-making because the space is physically and mentally safe and welcoming. Metro supports communities in building capacity through investment in existing leadership programs in communities of color; stipend/meeting time/location policy development and implementation. Metro becomes a model for other governments and foundations/philanthropy in the region to do same best practices.

Impact #5 – Decision-makers actively and effectively elevate the influence of communities of color in government decisions.

What we mean:

Decision-makers center communities of color in their work and are conscious of the dynamic and rich experiences they bring. Decision-makers actively seek to meaningfully engage community voices in all aspects of regional government and consistently seek the wisdom and perspective of communities of color in order to take action on their behalf.

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

Impact #1 – Culture: Recognizing that white supremacy informs organizational culture, Metro staff and leadership commit to creating an inclusive workplace where people of color in all occupations can bring their full selves to work and are valued along with all other groups.

What we mean:

Metro staff and leadership develop and implement strategies for dismantling structural racism on the basis of targeted universalism. Specifically recognizing that white supremacy informs organizational culture, Metro staff seeks to create and sustain an environment where people of color, among all other groups, can come to work and feel respected and appreciated for who they are and the work they perform. Metro leaders play a critical role in this endeavor. They are charged with instituting a system of trust and accountability with their staff including creating a space for staff of color and other marginalized groups to advocate for themselves.

Impact #2 – Hiring: Metro hiring managers and Human Resources department systematically dismantle barriers to employment, both within Metro and in the region, for communities of color rooted in structural racism significantly increasing the diverse workforce at Metro.

What we mean:

Metro’s workforce equity strategies are continually informed by the agency’s trusted partnerships with communities and workers of color in order to effectively dismantle barriers and provide support. It is also an expected standard that hiring managers apply racial equity principles and priorities by continually increasing their capacity through training, professional and community partnership

development. Metro's recruitment team is also positioned to evaluate the agency's hiring and recruitment outcomes and lead the development of innovative racial equity recruitment strategies.

Impact #3 – Training: Metro Human Resources and Diversity, Equity and Inclusion Program together have created learning pathways and structures that have ensured that all Metro managers have the deep racial equity understanding and skills to act to dismantle systemic barriers. In addition, Metro has established professional development pathways that directly support the advancement of its staff of color.

What we mean:

Metro Human Resources and Diversity, Equity and Inclusion Program have established a partnership that has defined clear roles to create the conditions at Metro where deep racial equity knowledge and skills are a baseline standard for every manager. Deep knowledge and skills go beyond basic racial equity understanding. It includes the comprehension of the historical and current racial equity conditions related to each manager's profession and the skills to act to dismantle systemic barriers. In addition, Human Resources' Training Program has established employee development pathways that directly support the professional advancement of Metro's staff of color.

Impact #4 – Retention: Metro staff and leadership invest in creating a work environment that is dedicated to the development and retention of employees of color.

What we mean:

Metro's workforce equity strategies result in an environment in which employees of color feel invested in, respected and appreciated for who they are and the work they perform. Therefore, employees of color choose to continue working for Metro and are more likely to encourage individuals of color to apply to become a Metro employee. Metro staff and leadership recognizes that developing and implementing strategies to improve and sustain retention of employees of color is a crucial part of dismantling structural racism in the organization. Metro leaders play a critical role in this endeavor.

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

Impact #1 – Communities of Color are partners in developing, assessing and evaluating Metro programs, services, and destinations.

What we mean:

Partners are considered when identifying and developing (and leading) new offerings. Partners will assess existing services.

Impact #2 – Communities of color benefit by freely navigating the program, service, or activity.

What we mean:

Spaces managed by Metro have clear and welcoming documents, layouts, signage and friendly staff that has experience working cross culturally to make community service a priority. These documents [and such] have been approved by community and internal staffs are accountable for them.

Impact #3 – Communities of Color members feel included and a sense of belonging within Metro’s programs, services and spaces.

What we mean:

Community members have bought in to and are excited and appreciative of the services/experiences provided. They see themselves reflected in the services provided. They share their experience with family and friends and invite them to join them in the future.

Goal E: Metro’s resource allocation advances racial equity

Impact #1 – People of color experience social, economic and health benefits as a result of Metro’s resource allocation.

What we mean:

Metro’s resource allocation in its four lines of business contributes to create more equitable outcomes for communities of color, including:

- Sense of belonging and community
- Connection to place
- Job opportunities
- Financial accessibility to our venues and services
- Access to economic opportunity in all parts of the region (Planning)
- Safe and stable housing
- Safe and reliable transportation
- Traditional and cultural ways of healing
- Life cycle of materials management

The correlation between Metro investment and improved outcomes (racial equity) is clear and incorporated into standard business practice.

Impact #2 – People of color actively participate in budgeting processes and provide wisdom to help target investments that increase racial equity.

What we mean:

- Community input is a regular part of budget allocation decisions at Metro.

- Metro leadership and staff create the conditions for people of color to provide their wisdom to the resource allocation processes.
- Communities are able to hold Metro Council and leadership accountable to integrating community wisdom into resource allocation.
- People of color feel welcome, comfortable and valued as they participate in these resource allocation processes.
- Comment from the team: This impact refers to changes to the current power structure, in which Council has ultimate decision-making authority. Ideally, the future desired state would be one in which all levels of Metro, including departments, leadership and Council, share decision-making power over resource allocation with communities of color.

Impact #3 –The correlation between improved racial equity and the budget allocation process at Metro is understood, normalized and used as a tool to advance racial equity.

What we mean:

- The process of budget allocation and the resulting budgets are influenced by Metro’s racial equity targets and look different as a result.
- The correlation between Metro investment and improved outcomes (racial equity) is clear and incorporated into standard business practice.
- Comment from team: This impact is targeted at Metro to address its internal culture, policies and procedures around how we allocate budget funds.

Impact #4 – Communities of color know about, access and are awarded resource opportunities at Metro, including contracts, grants and other investments.

What we mean:

- Metro addresses institutional, structural, cultural and other barriers that have traditionally kept communities of color from fully accessing resources and opportunities, so that the distribution of those resources serves to improve equity in the region.
- Metro changes the way we let people know about these opportunities.
- Metro strengthens racial equity as a criterion in awarding of resources.
- Metro commits to building the capacity of communities of color to succeed.

Sample of Metro Advisory Committees and the Responsibility

Title	Purpose	Authority	Make-up	Decision Making	Reports To	Notes
Joint Policy Advisory Committee on Transportation (JPACT)	The purpose of JPACT is to advise the Metro Council and perform the duties assigned to it by Oregon and federal law and the Metro Charter and to perform other duties that the Metro Council shall prescribe.	Federal and State Law	City/county elected officials, special district and state agency representatives, including Washington	Recommends actions to Council for approval. If Council does not approve, item returns to JPACT for reconsideration. Item must be agreed upon by both JPACT and Council to move.	Itself	Mandated through Federal MPO rules. Expertise: Transportation Policy/Politics
Transportation Policy Alternatives Committee (TPAC)	The purpose of the Transportation Policy Alternatives Committee (TPAC) is to provide technical and policy input to JPACT and the Metro Council with the following responsibilities:	Metro Code	City/county staff and community representatives, including Washington	Advises representatives of JPACT on policy and technical related matters, informs Metro staff of JPACT member positions on issues to come before JPACT.	JPACT	Jurisdictional staff body. Expertise: Transportation Technical Development
Metro Policy Advisory Committee (MPAC)	The purpose of MPAC is to advise the Metro Council and perform the duties assigned to it by the Metro Charter and to perform other duties that the Metro Council shall prescribe.	Metro Charter	City/County representatives, special district representatives and community members	Advises Metro Council on the Urban Growth Management process and other matters. Council can accept MPAC recommendation, make changes, or ignore.	Metro Council	Expertise: Land Use Policy/Politics
Housing Stakeholder Advisory Table (SAT)	The purpose of the SAT was to inform the formation of a potential housing measure's scope and values through	COO	Housing and community based organization, and local jurisdictional staff	Provides recommendation to Metro COO on framework for housing measure, COO then makes recommendation to	Metro COO	Temporary body Expertise: Housing Policy/Technical Development

Sample of Metro Advisory Committees and the Responsibility

	community and expert input.			Council. Council can accept or amend recommendation.		
Committee on Racial Equity (CORE)	The purpose of the Committee on Racial Equity (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.	Metro Council	Regional body of community representatives.	Advises and provides recommendations to Metro departments and Council on implementation of the Strategy to Advance Racial Equity.	Metro Council	Needs to be added to Code. Expertise: Strategy to Advance Racial Equity

Metro has many other committees, including several that oversee bond program implementation. Because of the specific nature of bond compliance, I have not included those committees on this list. Additionally, there are several enhancement grant committees. These bodies execute local grant programs to fund community enhancement in areas where solid waste facilities are located. The funds are derived from solid waste fees. There are potential avenues for CORE recommendations on the mechanics of these committees, but the way the grant and bond committees are structured differs from the role of CORE.

IMPACT EVALUATION – RACIAL EQUITY CHARTER

December 2018

Creating a charter to guide Metro's Impact Evaluation project

In spring 2018, participants working on the Impact Evaluation project identified a need for a project charter to ground the work in racial equity principles, practices and outcomes. The intention of this project charter is to outline how to strengthen the Impact evaluation process by addressing the project's deficits while also continuing to utilize its successful aspects.

The goals of the charter are:

- To set a clear frame for how we create an evaluation protocol that is grounded in racial equity principles, practices and outcomes,
- To identify and remove barriers held in place by systemic racism in order to elevate voices of color,
- To ground participants in a shared understanding of the principles and practices for working together that will be used to advance racial equity in the process and products, and
- To reconnect the impact evaluation work to racial equity and ultimately strengthen the project.

Using the charter

This charter was developed specifically to guide the work on the Impact Evaluation cohort as it reshapes its approach to working with staff and community partners during subsequent phases of the project. This charter is a living document—the Principles and Practices for working together laid out in this charter will be revisited by a Transition Team that will be established in early 2019 and updated by participants in each subsequent stage of the project. Updating the charter in subsequent phases will be a collaborative process among participants. The goal will be to reach consensus among participants that they agree with and will use the charter to guide their work on the project. The hope is that this charter can become a model that is replicable or adaptable for future evaluation work and other Metro and community projects.

The charter will be an ongoing tool/guidepost to hold Metro staff and community partners working on this project accountable to racial justice and racial equity outcomes in both the project's process and outcomes. Accountability to this charter will require regular review and reflection about the extent to which the Principles and Practices are in play. This regular review will call out areas of strength and challenges in aligning the work with this charter, and will identify changes that can be made to the process. The Project Manager will be responsible for ensuring that opportunities for review and improvement are scheduled.

Racial equity purpose statement

All Metro residents should experience conditions which will allow them to participate and enjoy the bounty of the region for generations to come. However, historical and existing policies have created barriers for people of color. As a result, people of color currently experience the worst economic and

social outcomes of any demographic group. Metro’s Strategic Plan to Advance Racial Equity, Diversity and Inclusion acknowledges racism as a root cause of these inequities and as a complex system that exists within individual behaviors as well as policies and processes in and across institutions.

Foundational to advancing racial equity work at Metro is acknowledging that many of the places within the jurisdictional boundaries of Metro are lands stewarded and maintained by indigenous people since time immemorial. The project also acknowledges the ways in which white supremacy and catering to white experience continues to inform the oppressive reality of our institution, specifically through anti-black racism and Native genocide. We also see it manifest through the normalization of cisgender-culture and the overlook of disability justice. This matters to us because as a regional leader, Metro is relatively new in learning how the agency can leverage and influence neighboring jurisdictions to advance racial equity.

An imbalance of power lies at the core of racial inequity. It is important to name and challenge existing power dynamics in order to develop strategies to shift and share power. Power is complex and plays out on micro and macro scales from who is making final decisions and who is given credit for ideas and language to who is directing the conversation and in what format. In order to eliminate the disparities people of color experience, it is critical that we directly confront the power imbalances that have created these differing outcomes and disparities for people based upon their race and ethnicity.

By elevating and acknowledging community voice and wisdom as well as internal power structures at Metro, we are more likely to ensure that power imbalances within this project will have been addressed in the final evaluation protocol, community will have direct connection to and understanding of decision-making processes and expertise of people of color will be held central to discussions and final product development. Ultimately this approach endeavors to strengthen Metro’s ability to improve racial equity outcomes throughout the region.

Principles and Practices for working together

Below establishes Principles and Practices that will be used to guide the infusion of racial equity into the Impact Evaluation project. The success of the project’s ability to infuse these is dependent on the contributions, insight and expertise of all who are involved. To help ensure full engagement of all participants, Principles and Practices will be established collaboratively with all participants prior to engaging the next stage of the project. These agreements will assist in creating a working environment where everyone is highly engaged, speaks to their own experience and engages in interpersonal dialogue that calls people into a conversation rather than pushes them out of it.

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In 2016, Metro Council adopted the Strategic Plan to Advance Racial Equity, Diversity and Inclusion (the "Strategic Plan"), which commits the agency to pursuing the advancement of racial equity in all aspects of its practices. One of the initial actions that the plan calls for is the development of an evaluation protocol to establish metrics to measure Metro's progress toward achieving the Strategic Plan's five goal areas:

- A. Metro convenes and supports regional partners to advance racial equity,
- B. Metro meaningfully engages communities of color,
- C. Metro hires, trains and promotes a racially diverse workforce,
- D. Metro creates safe and welcoming services, programs and destinations, and
- E. Metro's resource allocation advances racial equity.

Once established, the evaluation metrics will be tracked by Metro's Diversity, Equity and Inclusion (DEI) Program to continually evaluate the agency's progress to achieve the five goals. Efforts from this project will be shared with and closely coordinated with other evaluation efforts from the Chief Operating Office to monitor ongoing equity work.

To assist in the development of this evaluation protocol, with guidance from the Committee on Racial Equity (CORE) co-chairs, Metro hired an external contractor to develop a participatory Impact Evaluation approach. An Impact Evaluation approach to evaluation includes both qualitative and quantitative measures, and is focused on identifying the far-reaching community, stakeholder and agency impacts of the work.

To develop the evaluation protocol and metrics, Metro's DEI Program team convened a cohort of 30 staff and 9 community partners to work with the consultant over a 12-month period to develop the evaluation protocol. Metro staff has established a contract with each participating community member so that they will be financially compensated for their time and expertise.

The project began October 31st, 2017.

Charter background

In spring 2018 members of the Impact Evaluation cohort identified a need to recalibrate how the process was moving forward and more intentionally ground the process and outcomes in racial equity theory and practice. Community members and staff raised concerns that aspects of the cohort's process, products, learning environment and teaching approach were not grounded in racial justice understanding and approach. This deficit showed up in a variety of ways through the first few months, including:

1. Lack of agreement of the project's racial equity focus, definitions and working agreements,
2. Lack of understanding of how racial equity was expected to show up in the project,
3. An imbalance of staff and community members,
4. Limited opportunities to elevate staff and community expertise,
5. Over-emphasis on the expertise of the Impact Evaluation consultant,
6. Large meetings were grounded in an academic, white approach to learning,
7. Lack of transparency about project planning and decision-making,
8. Lack of clear definitions about project terms, and
9. Limited involvement of senior leadership and managers in cohort activities.

To address these concerns, a small group of partners and a limited number of staff volunteered to draft a project charter. Metro's DEI Program team hired an additional consultant with racial equity expertise to guide the small groups' work.

While the small group was developing the charter, DEI staff continued to meet with Metro staff and community partners to understand their perspectives on how the project could move forward. A majority of cohort members agreed that there was a need to more clearly ground the work in racial equity, and asked for more clarity and direction about how the cohort could work together to achieve this grounding.

Although there were clear project deficits, there were also many aspects of the project that successfully advanced the project forward, including:

1. In most of the Goal Teams, the small size of the teams created strong bonds and a strong working environment,
2. DEI Program staff leading each of the Goal teams,
3. Metro staff and community co-learning and working,
4. The technical components of the Impact Evaluation approach,
5. The financial support provided for participating community members, and
6. The overarching and innovative goal of the project, to set metrics for how to measure success for Metro's DEI efforts.

Definitions

Cisgender-Culture: Cisgender is a term used to describe a person whose gender identity aligns with those typically associated with the sex assigned to them at birth. "Cis-" comes from the Latin prefix meaning "on the same side as." Cis-culture is the exclusive centering on cisgender identity where cisgender norms and values become normative natural within an environment. (Sources: GLAAD and Human Rights Campaign)

Cohort: A group of 30 staff and 9 community partners who began meeting monthly in October 2017 to co-develop an evaluation protocol for Metro's Strategic Plan to Advance Racial Equity Diversity and Inclusion.

Disability justice: The centering of the lives and leadership of people of color, of queer and gender nonconforming people with disability. It is a movement-building framework, not an academic theory. (Source: Sins Invalid - www.sinsinvalid.org)

Historically marginalized: A limited term that refers to groups who have been denied access and/or suffered past institutional discrimination in the United States. This is revealed by an imbalance in the representation of different groups in common pursuits such as education, jobs, housing, etc., resulting in marginalization for some groups and individuals and not for others, relative to the number of individuals who are members of the population involved. These groups include but are not limited to people of color, adult learners, veterans, people with disabilities, lesbian, gay, bisexual, and transgender individuals, different religious groups and different economic backgrounds. (Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion)

Inclusion: Inclusion refers to the degree to which diverse individuals are able to participate fully in the decision-making process within an organization or group. While a truly “inclusive” group is necessarily diverse, a “diverse” group may or may not be “inclusive.” (Metro’s Strategic Plan to Advance Racial Equity, Diversity and Inclusion)

Racial equity: Race can no longer be used to predict life outcomes and outcomes for all groups are improved. (Metro’s Strategic Plan to Advance Racial Equity, Diversity and Inclusion)

Structural racism: A history and current reality of institutional racism across all institutions, combining to create a system that negatively impacts communities of color. (Metro’s Strategic Plan to Advance Racial Equity, Diversity and Inclusion)

Transition Team: Metro staff and community partners that will advise DEI program staff as they develop a plan for the next steps of the Impact Evaluation project that adapts the curriculum and cohort process to align with the Charter.

White supremacy: A system where the norms and values of whiteness become normative, natural and transformed into social, political, economic and cultural behavior. They become the standard against which all other cultures, groups and individuals are measured and usually found to be inferior.

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Evaluating Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion

Impact statements and What we mean statements

December 13, 2018

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

Impact #1 – Metro's public and private partners have **increased capacity** to advance racial equity.

What we mean:

The responsibility should be upon public and private partners to build capacity to work with community partners. Collaborating in shared partnership with community partners is what it looks like when you have built capacity to advance racial equity. In order to increase capacity our partners need multi-racial **tools** to de-center whiteness in their work, and knowledge about how to use an equity lens. Our public and private partners need to invest in developing a **culture** within their organizations that values and promotes the benefits that diversity and equity bring. Increased capacity also means having **resources** that remove barriers for communities of color to partner with them, for example resources for translation services and stipends for participation on committees. Ultimately the leadership and public and private organization needs to be committed and invested to advance racial equity, and the leadership of communities of color must be elevated and acknowledged as a critical component of public and private partners' work.

Impact #2 – Partners collaborate to achieve shared racial equity outcomes.

What we mean:

Alignment in process; Community of practice, sharing; Effective collaboration processes; Inclusive decision-making

Metro partners with jurisdictions and community stakeholders. Partners recognize that there are multiple areas of expertise that each entity brings to a project(s) and they all have a role to play in creating multi-faceted outcomes in the community. In particular, public and private partners must recognize the expertise that community partners bring. Principles of collaborative governance, ce-centering whiteness and addressing power imbalances are in place and processes are set up to allow for all stakeholders to contribute. Tools, frameworks and practices are shared across partner networks. Decision-making includes those who will be impacted by the decision. Metro and its partners learn together towards creating individual and collective action that generates greater outcomes than through individual action with any one local partner – we can do a lot more together. Metro works with partners in building a community of practices that lead toward the greater good.

Example: Partners are aligned and working together to deliver tangible racial equity outcomes in the community, like living-wage careers for communities of color, in the delivery of Metro's

major economic and community initiatives. Construction workforce initiatives are an example of how Metro and our partners can deliver concrete community outcomes. Metro and its partners create tools and policies that break down barriers and enhance opportunities for people of color and women to participate in construction and the building trades. Metro and its partners build community capacity and coalitions to help move this work forward. Median incomes and employment rates are raised for our communities of color.

Goal B: Metro meaningfully engages communities of color

Impact #1 – Communities of color and decision-makers have trusting and productive relationships to better serve the region.

What we mean:

Decision makers (defined as elected officials and staff) develop trusting relationships with communities of color. Communities of color experience an ease of disagreement, feel they can be themselves, be physically and mentally safe and want to show up to engage with decision-makers.

Impact #2 – Communities of Color are empowered to determine what they want and need from regional government.

What we mean:

People of color have a clear understanding of Metro and how it impacts their lives. Metro uses clear and resonating language to describe opportunities, programs, and policies to ensure that people of color have the information and services they need to make decisions that positively impact their health. Metro takes the responsibility to make a CHOICE available to people of color and staff are willing and able to understand how their decisions can negatively or positively impact the lives of communities of color.

Impact #3 – Communities of color have a sense belonging and social inclusion in regional government.

What we mean:

People of color see their cultural values and lived experience reflected in regional government. Metro's policy and programs put people first. People of colors' stories are reflected in policy framing and vision statements. Advisory committees' recruitment process are accessible.

Impact #4 – Communities of Color have the ability and capacity to effectively influence and lead in regional government

What we mean:

Communities of color self-define the capacities they want and need to develop to advance their voice and agency in regional government. Communities of color are willing and able to show up and participate to influence decision-making because the space is physically and mentally safe and welcoming. Metro supports communities in building capacity through investment in existing leadership programs in communities of color; stipend/meeting time/location policy development and implementation. Metro becomes a model for other governments and foundations/philanthropy in the region to do same best practices.

Impact #5 – Decision-makers actively and effectively elevate the influence of communities of color in government decisions.

What we mean:

Decision-makers center communities of color in their work and are conscious of the dynamic and rich experiences they bring. Decision-makers actively seek to meaningfully engage community voices in all aspects of regional government and consistently seek the wisdom and perspective of communities of color in order to take action on their behalf.

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

Impact #1 – Culture: Recognizing that white supremacy informs organizational culture, Metro staff and leadership commit to creating an inclusive workplace where people of color in all occupations can bring their full selves to work and are valued along with all other groups.

What we mean:

Metro staff and leadership develop and implement strategies for dismantling structural racism on the basis of targeted universalism. Specifically recognizing that white supremacy informs organizational culture, Metro staff seeks to create and sustain an environment where people of color, among all other groups, can come to work and feel respected and appreciated for who they are and the work they perform. Metro leaders play a critical role in this endeavor. They are charged with instituting a system of trust and accountability with their staff including creating a space for staff of color and other marginalized groups to advocate for themselves.

Impact #2 – Hiring: Metro hiring managers and Human Resources department systematically dismantle barriers to employment, both within Metro and in the region, for communities of color rooted in structural racism significantly increasing the diverse workforce at Metro.

What we mean:

Metro's workforce equity strategies are continually informed by the agency's trusted partnerships with communities and workers of color in order to effectively dismantle barriers and provide support. It is also an expected standard that hiring managers apply racial equity principles and priorities by continually increasing their capacity through training, professional and community partnership

development. Metro's recruitment team is also positioned to evaluate the agency's hiring and recruitment outcomes and lead the development of innovative racial equity recruitment strategies.

Impact #3 – Training: Metro Human Resources and Diversity, Equity and Inclusion Program together have created learning pathways and structures that have ensured that all Metro managers have the deep racial equity understanding and skills to act to dismantle systemic barriers. In addition, Metro has established professional development pathways that directly support the advancement of its staff of color.

What we mean:

Metro Human Resources and Diversity, Equity and Inclusion Program have established a partnership that has defined clear roles to create the conditions at Metro where deep racial equity knowledge and skills are a baseline standard for every manager. Deep knowledge and skills go beyond basic racial equity understanding. It includes the comprehension of the historical and current racial equity conditions related to each manager's profession and the skills to act to dismantle systemic barriers. In addition, Human Resources' Training Program has established employee development pathways that directly support the professional advancement of Metro's staff of color.

Impact #4 – Retention: Metro staff and leadership invest in creating a work environment that is dedicated to the development and retention of employees of color.

What we mean:

Metro's workforce equity strategies result in an environment in which employees of color feel invested in, respected and appreciated for who they are and the work they perform. Therefore, employees of color choose to continue working for Metro and are more likely to encourage individuals of color to apply to become a Metro employee. Metro staff and leadership recognizes that developing and implementing strategies to improve and sustain retention of employees of color is a crucial part of dismantling structural racism in the organization. Metro leaders play a critical role in this endeavor.

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

Impact #1 – Communities of Color are partners in developing, assessing and evaluating Metro programs, services, and destinations.

What we mean:

Partners are considered when identifying and developing (and leading) new offerings. Partners will assess existing services.

Impact #2 – Communities of color benefit by freely navigating the program, service, or activity.

What we mean:

Spaces managed by Metro have clear and welcoming documents, layouts, signage and friendly staff that has experience working cross culturally to make community service a priority. These documents [and such] have been approved by community and internal staffs are accountable for them.

Impact #3 – Communities of Color members feel included and a sense of belonging within Metro’s programs, services and spaces.

What we mean:

Community members have bought in to and are excited and appreciative of the services/experiences provided. They see themselves reflected in the services provided. They share their experience with family and friends and invite them to join them in the future.

Goal E: Metro’s resource allocation advances racial equity

Impact #1 – People of color experience social, economic and health benefits as a result of Metro’s resource allocation.

What we mean:

Metro’s resource allocation in its four lines of business contributes to create more equitable outcomes for communities of color, including:

- Sense of belonging and community
- Connection to place
- Job opportunities
- Financial accessibility to our venues and services
- Access to economic opportunity in all parts of the region (Planning)
- Safe and stable housing
- Safe and reliable transportation
- Traditional and cultural ways of healing
- Life cycle of materials management

The correlation between Metro investment and improved outcomes (racial equity) is clear and incorporated into standard business practice.

Impact #2 – People of color actively participate in budgeting processes and provide wisdom to help target investments that increase racial equity.

What we mean:

- Community input is a regular part of budget allocation decisions at Metro.

- Metro leadership and staff create the conditions for people of color to provide their wisdom to the resource allocation processes.
- Communities are able to hold Metro Council and leadership accountable to integrating community wisdom into resource allocation.
- People of color feel welcome, comfortable and valued as they participate in these resource allocation processes.
- Comment from the team: This impact refers to changes to the current power structure, in which Council has ultimate decision-making authority. Ideally, the future desired state would be one in which all levels of Metro, including departments, leadership and Council, share decision-making power over resource allocation with communities of color.

Impact #3 –The correlation between improved racial equity and the budget allocation process at Metro is understood, normalized and used as a tool to advance racial equity.

What we mean:

- The process of budget allocation and the resulting budgets are influenced by Metro’s racial equity targets and look different as a result.
- The correlation between Metro investment and improved outcomes (racial equity) is clear and incorporated into standard business practice.
- Comment from team: This impact is targeted at Metro to address its internal culture, policies and procedures around how we allocate budget funds.

Impact #4 – Communities of color know about, access and are awarded resource opportunities at Metro, including contracts, grants and other investments.

What we mean:

- Metro addresses institutional, structural, cultural and other barriers that have traditionally kept communities of color from fully accessing resources and opportunities, so that the distribution of those resources serves to improve equity in the region.
- Metro changes the way we let people know about these opportunities.
- Metro strengthens racial equity as a criterion in awarding of resources.
- Metro commits to building the capacity of communities of color to succeed.