

Agenda



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Meeting: CORE Monthly Meeting
Date: Thursday, October 21, 2021
Time: 5:30PM – 7:30PM
Place: Virtual meeting via Zoom

5:30 PM Welcome and Introductions

Public Comment
Updates from Committee Members
Committee Business

5:45 PM Metro Council Update

6:00 PM Improving Performance and Equity Outcomes from the Metro Region Recycling System

Sabrina Gogol Waste Prevention & Environmental Services
Sanne Stienstra, Department of Environmental Quality

6:45 PM Reimagining Policing, Security, and Incarcerated Labor Project

Punneh Adbolhosseini, Waste Prevention & Environmental Services

7:30 PM Adjourn

Memo



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Date: October 4, 2021
To: Committee on Racial Equity
From: Suzanne Piluso, Investment and Innovation program manager, WPES
Jon Mayer, Community Services and Education Program Director, WPES
Rosalynn Greene, Manager, Policy and Program Development, WPES
Subject: Investment and Innovation grant program | equity strategy update

The purpose of this memorandum is to update CORE on enhancements to the Investment and Innovation (I&I) grant program's strategy to advance equity, as a follow-up to a March 2021 presentation to CORE on the equity outcomes of the program's pilot phase.

At CORE's March meeting, members provided helpful input on this question: *How well is the I&I program meeting its goal of advancing racial equity for historically marginalized communities by sharing benefits and reducing burdens of the region's garbage and recycling system?* In general, CORE found the program to be on the right track, but noted more could be done to advance equity. In April, the Metro Council considered this and other stakeholder feedback in deciding to continue the program beyond the pilot phase, and directed staff to identify additional opportunities to enhance the program's racial equity outcomes.

In response, staff has identified additional strategies for the next grant cycle that will launch at the beginning of 2022. The two most significant are:

- *All applications* must meet a minimum equity threshold to be considered for an I&I grant.
- Metro will convene and support a second review committee with community representation for selecting program grants, in addition to the capital grant committee.

These strategies are described in more detail below. We welcome any feedback CORE members may have on this approach. To provide input or for more information, please contact program manager Suzanne Piluso at suzanne.piluso@oregonmetro.gov.

Overview of the Investment and Innovation grant program

The Metro Council initiated the I&I program in 2018 to invest in private companies and nonprofit organizations to stabilize and foster innovation in the regional waste prevention, reuse, recycling and composting system, while at the same time providing economic opportunities and other benefits for communities of color and other historically marginalized communities. The I&I program helps Metro achieve the overarching objectives of the 2030 Regional Waste Plan by reducing the environmental impacts of products and advancing racial equity.

This March, program staff presented CORE with key findings from an evaluation of the grants awarded to date. These are summarized in an Impact Summary report attached as Attachment 1. (The full evaluation report can be found on the program website <https://www.oregonmetro.gov/tools-partners/grants-and-resources/investment-and-innovation-grants>)

The I&I program pilot evaluation helped clarify the areas where the program has the most ability to affect change, which is reflected in the following updated equity goal statement:

I&I grants advance specific Regional Waste Plan goals and actions related to racial equity by:

- *Increasing access to economic and other benefits generated by the region's garbage and recycling system;*
- *Reducing harms of the system on BIPOC and other underserved communities; and*
- *Building the capacity of businesses and organizations operating in the system to advance diversity, equity and inclusion.*

The pilot evaluation revealed progress toward these goals in the following primary ways: Over \$850,000 was awarded in three grants to the only black-owned facility operating in the region's solid waste system. A total of approximately \$464,000 was awarded to six nonprofit organizations that serve primarily communities of color or other underserved communities through waste prevention and reduction initiatives. The grants funded 17 new jobs targeting underserved communities, in addition to capacity building and professional advancement opportunities for BIPOC workers and employers. In post-grant interviews, recipients shared that the grants have contributed to an increased understanding and application of equity principles at their work places—this is particularly important at facilities that are early in their equity journeys.

Other equity impacts relate to environment, health and safety. I&I grants have improved worker conditions by increasing safety and reducing dust and noise, and reduced nuisances that impact neighboring communities such as odors and traffic associated with waste facilities. Further, by reducing contamination and hazards such as needles on recycling sort lines, the grants have protected frontline workers (the majority of whom are BIPOC), and avoided exporting harms from contamination to developing countries.

As we shared with CORE in March, applicant responses to the I&I program's equity objectives and criteria varied widely during the pilot. In general, equity was a more focused priority in nonprofit organizations that have equity as core to their mission, and less so in for-profit capital grant applications (with a few notable exceptions). Not surprisingly, some private sector applicants have a long way to go to operationalize equity.

Enhancements to the I&I program's equity strategy

In refining the I&I program's equity goal and exploring new tactics, we began by clarifying the program's sphere of influence within the private and nonprofit sectors. This program is one of several mechanisms to achieve specific Regional Waste Plan goals related to equity in the garbage and recycling system. Some of the systemic inequities will be more effectively addressed through comprehensive regulatory and policy initiatives (as opposed to one-off, short-term grants for starting or expanding specific projects and programs). Major projects are underway to address inequities that are baked into the solid waste system, including new tonnage allocation standards that incentivize good jobs and workforce conditions, and the Material Recovery Facilities (recycling facilities) standards project that will result in new regulatory standards to address worker pay, health and safety, and equitable end markets.

Two additional approaches to further advance the I&I program's equity goals will be added this year, building on previous strategies:

1. All applications must meet a minimum equity threshold to be considered for an I&I grant.

CORE and other stakeholders recommended that the I&I program establish a minimum equity threshold, to ensure all applicants demonstrate at least some commitment to equity to be awarded a grant.

Recognizing that applicants vary significantly in their commitment to equity and even basic understanding of equity concepts, the program seeks to meet applicants where they are. Applicants will be provided a “menu of options” in the solicitation that outlines specific ways they can meet the minimum threshold (a draft is attached as Attachment 2). This standard sets a “floor” to qualify for funding; meeting it will not automatically result in a grant award. The more significantly an applicant demonstrates direct equity impacts of a proposed grant project, the higher the grant proposal will be scored by the review committees and greater the chance of being awarded a grant. Staff will provide opportunities for consultation during the application period to help applicants identify opportunities to advance equity specifically tailored to their proposed projects and businesses or organizations.

We will test this minimum threshold approach in the FY21-22 cycle, and anticipate it will evolve over time as we identify additional opportunities and resources.

2. Metro will convene and support a second review committee with community representation for selecting program grants.

In past grant cycles, Metro selected the program grant awards primarily internally due to limitations in the program’s capacity to support two external grant committees. This year the I&I program will add a second committee for evaluating program grants. Both committees will include 2-3 community representatives, along with local government and a business member. I&I staff will provide members training and support on Metro’s equity strategy and on applying the grant review criteria. This step aligns with the Regional Waste Plan principle of making investment decisions in partnership with communities.

Additional efforts to promote equity through the I&I program

Program staff has identified a number of ways to more directly use the program to advance a deeper understanding and application of equity principles within the region’s garbage and recycling industry. These include clarifying what we mean by “advancing racial equity” and best practices for community engagement when designing projects. It also includes providing technical support for private companies on hiring and supporting minority, women and other historically underrepresented workers and contractors to implement grant-funded projects.

We are streamlining aspects of the application and grant management processes to reduce the administrative burden of a grant, particularly for community organization grantees.

Next steps

- At the March meeting, CORE expressed interest in having a member on an I&I grant review committee, which we would welcome! Over the next couple of months, the I&I program manager will work with Sebrina Owens-Wilson to invite CORE membership on the review committees.
- The FY21-22 grant solicitation will launch at the beginning of January 2022 with a call for proposals. Up to \$2 million will be available for capital and program grants. After the new

grants are awarded in mid-2022, program staff will evaluate the grant cycle to identify lessons learned and additional opportunities for advancing equity.

- The Waste Prevention and Environmental Services department that houses the I&I program is evaluating whether this program should pause grant-making after the FY21-22 cycle for strategic planning with the other community investment programs, including application of Metro's new Racial Equity Framework.

Attachments:

1. Investment and Innovation grant program pilot—Impact Summary Report (April 2021)
2. DRAFT minimum equity threshold (FY21-22 solicitation)

cc: Roy Brower, Director, Waste Prevention and Environmental Services (WPES)
Jennifer Payne, Manager, Community Waste Prevention, WPES



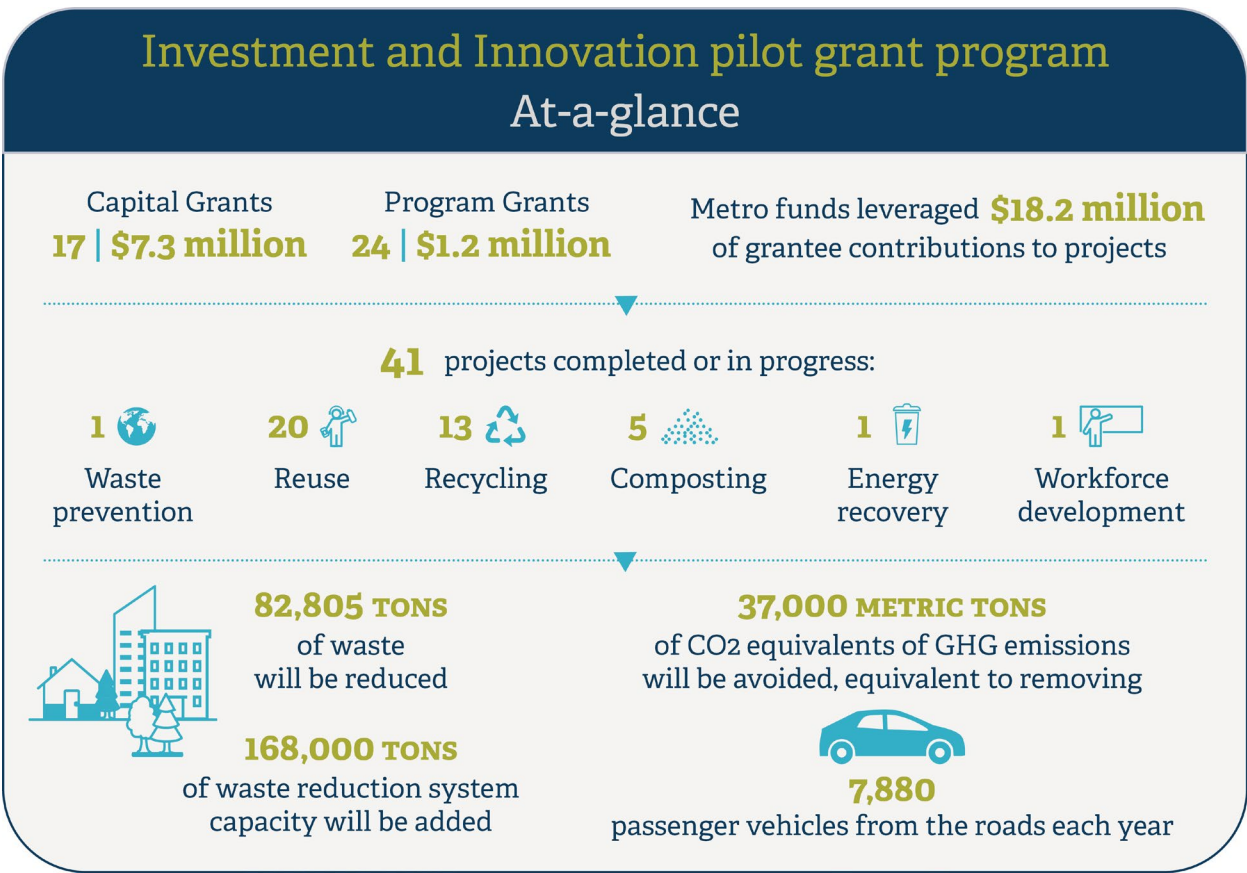
Investment and Innovation grant program pilot

Impact summary report

OVERVIEW

The Metro Council initiated the Investment and Innovation (I&I) program in 2018 as a three-year pilot to invest in efforts of private companies and nonprofit organizations to create, expand, preserve and broaden efforts that advance waste prevention, reuse, recycling and energy recovery in the greater Portland area, and to help foster economic opportunities and other benefits for communities of color and other historically marginalized communities. The I&I program helps Metro achieve the overarching objectives of the 2030 Regional Waste Plan by reducing the environmental impacts of materials throughout their life cycle and advancing racial equity.

This Impact Summary provides a high-level overview of the environmental, human health and racial equity impacts of the I&I pilot. ¹ It is a companion piece to the full evaluation report completed in spring 2021.



¹ The grants awarded during the pilot are not all fully implemented. This summary describes *actual impacts* of completed grants awarded in 2018, and *anticipated impacts* from grants awarded in 2019 and 2020.

ENVIRONMENTAL AND HUMAN HEALTH IMPACTS

The I&I grant program seeks to preserve and expand the greater Portland area's capacity to reduce the environmental and human health impacts of products at any stage of the product life cycle, with particular emphasis on the end-of-life stage through waste prevention, reuse, recycling, composting and producing energy from waste. The I&I grants are advancing progress on Regional Waste Plan goals by:

Improving systems for recovering recyclables, food scraps and yard debris to make them more responsive to changing markets and evolving community needs.

Example: Two I&I grants enabled Pioneer Recycling Services to invest in rapidly evolving technology at its material recovery facility in Clackamas. Pioneer purchased and installed two sorting robots, and the following year installed optical sorters. Both projects were for new technologies or applications of technology that had not been previously tried in the greater Portland area. The grants enabled Pioneer to test the effectiveness in improving sort processes and delivering products more likely to be recycled. Pioneer volunteered to share results and key learnings from both of these proof-of-concept projects with direct competitors to encourage innovation, benefitting both recyclers and the region as a whole.



Photo courtesy of Pioneer Recycling

Supporting efforts to recover and distribute surplus edible food.



Photo courtesy of Urban Gleaners

Example: In 2019, grant funds provided Urban Gleaners with a refrigerated van and additional staffing, enabling this nonprofit organization to rescue more than 1 million additional pounds of nutritious, edible surplus food from local businesses and deliver it to food pantries and meal sites – a 19 percent increase over the prior year. The grant funded an experimental partnership with Door Dash to test a “closed loop” pilot, through which food would be rescued more efficiently through partnership with drivers already on the road. Urban Gleaners was awarded a second I&I grant to hire additional staff for a second shift to scale up its food rescue and redistribution operation.

Investing in neighborhood-scale reuse and repair services and infrastructure.

Example: Two I&I grants enabled Pioneer Recycling Services to invest in rapidly evolving technology at its material recovery facility in Clackamas. Pioneer purchased and installed two sorting robots, and the following year installed optical sorters. Both projects were for new technologies or applications of technology that had not been previously tried in the greater Portland area. The grants enabled Pioneer to test the effectiveness in improving sort processes and delivering products more likely to be recycled. Pioneer volunteered to share results and key learnings from both of these proof-of-concept projects with direct competitors to encourage innovation, benefitting both recyclers and the region as a

Implementing strategies to increase the salvage of building materials for reuse.

Example: City Repair was awarded a grant in 2020 to develop a process and five demonstration projects to divert usable construction waste (mock-ups of building projects that are normally destined for landfill) in order to provide homes for people without them. The work was done in partnership with community housing organizations. The lessons learned from the project will be incorporated into a training module for architects, contractors, builders, developers and reuse advocates to expand the network of people diverting additional mock-ups on an ongoing basis.

Increasing knowledge among community members about garbage, recycling and reuse services.



Photo courtesy of Angela Holm and Free Geek

Example: Eco-School Network was awarded a grant in 2018 to train and support a cohort of parent leaders in 20 schools to assess current practices of managing cafeteria waste, and implement unique parent and student-led waste reduction initiatives. The cumulative impact of the projects resulted in more than 120 tons of avoided waste through prevention, reuse and recycling. Even more significantly, the projects built awareness and excitement for waste reduction among students, parents and teachers, which will have ongoing benefits beyond the grant.

RACIAL EQUITY IMPACTS

Goal 2 of the Regional Waste Plan directs Metro to “Utilize grant programs to invest in businesses and nonprofit organizations to strengthen regional efforts around reducing waste, making better use of the waste that is produced and helping foster economic opportunities for communities of color and others who have historically been left out of the garbage and recycling system.” I&I grants are furthering implementation of Goal 2 by:

Creating new opportunities to participate in the garbage and recycling system, including workforce development and career pathways.

Example: City of Roses Disposal & Recycling (COR), one of the few Black-owned businesses in the greater Portland area’s waste management sector, was awarded two I&I grants to expand and update its facility in Northeast Portland that handles primarily construction and demolition debris. Infrastructure improvements included the addition of designated areas for additional processing, as well as storage, machinery and specialty processing areas. COR’s business expansion associated with the first I&I grant resulted in job growth as well, yielding 13 new living wage jobs with benefits that primarily went to under-represented individuals.

Supporting new partnerships to expand service delivery to historically marginalized communities.

Example: Repair PDX is developing new community partnerships with local public schools and nonprofit organizations such as ReBuilding Center to focus repair skills trainings and apprenticeships on underserved communities, including teaching sewing and technology repair to resilient youth experiencing homelessness.



Photo courtesy of Jesus and Jesse Fonseca and Repair PDX

Funding organizational efforts to advance equity, including new diversity/inclusion policies and equity trainings.

Example: GreenWay Recycling and Urban Gypsum were awarded grants in 2019 that include working with Constructing Hope on an equity assessment of organizational practices. Urban Gleaners is undergoing a process in collaboration with Resolutions NW to be more culturally responsive to the diverse population experiencing food insecurity that it serves, and has added an Ambassador Board to apply an equity lens to operations and outreach, with three of the founding members being people of color.

FOR MORE...

For much more detail, see the full evaluation report. It includes information on how the program was implemented, the status of each of the grants and their specific environmental and racial equity outcomes, and options for the future of the I&I program.

Minimum equity threshold

To be considered for an I&I grant, an applicant must demonstrate **at least one direct equity impact from the grant project or program and/or an activity that demonstrates commitment to advancing equity** from the list below. This is a minimum threshold to be eligible for a grant; it does not ensure a grant will be awarded. The more significantly the application demonstrates that the project or program will advance racial equity, the higher the application will be scored and greater the chances of being awarded a grant.

Direct equity impacts from the grant:

- Economic benefits
 - Applicant organization or business is owned, led by and/or primarily serves BIPOC individuals and communities (indicate whether COBID Certified Business).
 - Grant will fund hiring of COBID-certified (or COBID-eligible) contractors and subcontractors.
 - Grant will fund new jobs for BIPOC individuals, particularly those that provide living wages and benefits.
 - Grant will fund new measures to retain and develop career ladders for BIPOC employees.
- Organizational/business capacity
 - Grant will fund improvements to ensure safe and healthy working environments for BIPOC employees.
 - Grant will fund meaningful training opportunities and/or the development of inclusive policies and practices.
- Community benefits
 - Grant will fund new or expanded culturally-responsive programs and services for BIPOC communities.
 - Grant will fund improvements to facility relationship with surrounding community by reducing harms and/or providing community benefits.
 - Grant project will be co-created with community (i.e., community is informing and shaping the work, as well as benefitting from it directly).

Activities that demonstrates applicant commitment to advancing equity:

- Inclusive contracting
 - Participate in grant kick-off meeting with Metro staff to develop strategy for hiring BIPOC/COBID-certified contractors and subcontractors.
 - Demonstrate that all contracted professional services funded by I&I grant will be paid living and/or prevailing wages for all work on the I&I grant-funded project.
- Good jobs and inclusive workforce
 - Demonstrate that all workers at grantees' business or organization are paid a living wage and benefits by describing employee compensation structure, healthcare and other benefits provided to employees. Provide documents, when available, that detail wage scales, annual cost of living adjustments (COLA), healthcare program, vacation and

sick time, and any other related benefits or incentives. *If awarded grant, may be required to participate in a wage verification audit.*

- Demonstrate diversity of the applicant business/organization and project team, as well as any proposed contractors/subcontractors, including race, gender, veteran status and disability, as well as other measures of diversity. Distinguish between staff and management to demonstrate diversity at all levels, not just frontline staff.
 - Identify an activity promoting workforce equity, diversity and inclusion within applicant business or organization that will be undertaken if awarded the grant, and explanation of how the results will be reported to Metro.
- Community benefit
 - Identify an activity promoting workforce diversity within applicant's local community that will be undertaken if awarded the grant, and explanation of how the results will be reported to Metro.
 - Partner with community workforce/training organization to provide technical job shadow opportunities.

STAFF REPORT

IMPROVING PERFORMANCE AND EQUITY OUTCOMES FROM THE METRO REGION RECYCLING SYSTEM

Date: 10/12/2021

Department: Waste Prevention and Environmental Services

Meeting Date: 10/21/2021

Presenter(s): Sabrina Gogol (WPES); Sanne Stienstra (Department of Environmental Quality)

Length: 45 minutes

ISSUE STATEMENT

The Metro Material Recovery Facility Standards Project (MRF Project) is developing new quality and reporting requirements for Metro-licensed facilities that sort commingled recycling, such as aluminum cans, glass, and plastic tubs. These new requirements are being developed in alignment with a larger statewide effort order to modernize Oregon's recycling system. In 2021, the Oregon Legislature adopted the Plastic Pollution and Recycling Modernization Act (Modernization Act). This new law modernizes Oregon's outdated recycling system using an approach that includes producers, governments and the recycling industry.

Contamination causes problems domestically and abroad

Recycling helps reduce waste, use fewer resources and protect the environment for future generations. But Oregon's recycling system was created decades ago – and it wasn't built for what's put in the bin today. It's important that residents in the greater Portland area do their part to recycle responsibly, and keep items like plastic bags out of the recycling bin. But ensuring that recycling is sorted correctly at Metro-licensed recycling facilities is also essential to meet our region's environmental and equity goals.

If recyclables are improperly sorted at a facility, it's challenging to ensure that those materials will be recycled responsibly. Materials may be shipped to places that don't have the infrastructure to manage them, which can lead to pollution in communities and waterways. Currently, at least 28% of recyclable materials processed by regional sorting facilities are sent directly to destinations in Asia. Once those materials are exported, it's difficult to know what happens to them. Current licensing requirements for sorting facilities provide little information about what happens to recyclables, including where those materials are exported to and if they are turned into new products.

Metro can close the data gap on workforce equity in the garbage and recycling system

In the years since Metro began licensing facilities that receive commingled recyclables, Metro has begun implementing goals for advancing workforce equity in the garbage and recycling sector. The Metro Council adopted the 2030 Regional Waste Plan that guides Metro's oversight of the garbage and recycling sector through 2030. This plan contains two goals that focus on workforce equity: Goal 3: "Ensure that all jobs in the garbage and recycling industry pay living wages and include good benefits" and Goal 4: "Increase the diversity of the workforce in all occupations where people of color, women and other historically marginalized communities are underrepresented." Facilities currently provide limited information about working conditions, including workforce compensation, safety and diversity. Having accurate and timely data on the wages, benefits, and demographics of the workforce at the Metro-licensed facilities receiving commingled recyclables is a key step to building policies and programs designed to advance these goals.

The MRF Project seeks to build on Metro's existing licensing of facilities by establishing new requirements for facilities receiving commingled recyclables:

- **New Inbound quality requirements.** Reduces the amount of contamination in commingled recyclable material hauled to these facilities.
- **New Outbound quality requirements.** Facilities produce a high enough quality bale of recyclables to support responsible recycling.
- **Improved Destination data reporting requirements.** Updates the reporting Metro currently requires to provide more detailed, verifiable information.
- **New Workforce equity reporting requirements.** Creates timely and accurate facility reporting on workforce wages, benefits, and demographics.

COUNCIL ENGAGEMENT

Staff will seek Metro Council policy direction on a broad proposal package in order to draft a narrower, more detailed package of new and improved requirements for Metro-licensed facilities that receive commingled recyclables. With Metro Council direction and stakeholder input, a final package of proposed requirements can be prepared for Metro Council review and approval in 2022. In the event that these Metro Council directed improvements require changes to Metro Code and administrative rule, staff will initiate the adoption process, which includes work session(s) with Metro Council and a public comment period.

QUESTION(S) for CORE

1. Do you have any general, clarifying questions about DEQ's Recycling Modernization Act?
2. Do you have any general, clarifying questions about the Metro MRF Project?
3. Thinking about the MRF Project, what requirement(s) under development is most important to you and your community?

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

Metro's existing licensing of facilities that receive the region's commingled recyclables is a key mechanism for implementing new requirements that will improve material quality and advance workforce equity. With direction from Metro Council, staff will propose a package of new requirements that include improvements to these facilities' licenses. Metro staff will also recommend places where additional Metro policy updates are needed, such as changes to Metro Code or administrative rule, in order to update licenses. New requirements for performance quality, material destination reporting, and workforce equity reporting will help support a level playing field for facilities by ensuring consistent expectations for transparency, and accountability that align with Metro's 2030 Regional Waste Plan.

The development of new requirements for Metro-licensed source separated commingle facilities also supports the ongoing DEQ-led statewide effort to modernize the recycling system. In 2021, Oregon adopted landmark legislation—the Pollution Prevention and Recycling Modernization Act—which establishes a truly comprehensive update to the entire recycling system in Oregon, including to the Metro-licensed facilities receiving commingled recyclables. Metro has an opportunity to establish meaningful improvements to the regional recycling system before the Modernization Act is implemented statewide. Additionally, Metro can gain valuable experience and data that would be used to inform detailed standards, rules, and guidance needed to implement the Modernization Act.

RELEVANCE TO THE STRATEGIC PLAN TO ADVANCE RACIAL EQUITY, DIVERSITY AND INCLUSION

This project has been designed and continues to be implemented to advance Goal A and Goal B of the Strategic Plan to Advance Racial Equity, Diversity and Inclusion.

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

Metro works in collaboration with Local Governments and Department of Environmental Quality (DEQ) to advance equity outcomes at the local, regional and state level. Since the Recycling Modernization Act is not expected to be fully implemented until 2027, Metro is working with DEQ to identify opportunities to leverage Metro's role and technical expertise to make progress and/or help inform elements of the new legislation. Additionally, Metro's planning efforts to improve requirements for Metro-licensed facilities receiving commingled recyclables can align with the Recycling Modernization Act.

Goal B. Metro meaningfully engages communities of color.

Communities of color will be engaged during the development, adoption, and implementation of new requirements for Metro-licensed facilities that receive commingled recyclables. As part of development, the Metro project team has shared an overview of this project and incorporated feedback from the community representatives on the committee that advises the Metro Council on implementation of the 2030 Regional Waste Plan, the Recycling and Waste Advisory Committee (RWAC). This project team intends to present and then welcome feedback from both RWAC and CORE two times before initiating a formal adoption process for new requirements with Metro Council. The project team is also seeking to develop relationships with labor organizations that are connected to the solid

waste industry and are working towards environmental and racial justice. During the formal adoption process, the project team will promote inclusion and access to Metro Council work sessions, public comment opportunities, public hearings and information on the Metro website. As WPES procedures for meaningfully engaging communities of color during the development, adoption and implementation of new facility requirements are updated, this project will seek to incorporate those improvements.

Anticipated racial equity benefits (positive) and impacts (negative) of facility license requirements under development

The new requirements that will be considered are expected to have positive impacts for communities of color domestically and internationally. **New workforce equity reporting requirements (wages, benefits, and demographics)** support Metro's efforts to create data-driven policies and programs to ensure that the garbage and recycling industry pays living wages, benefits, and supports diversity. National data indicates that there is work to be done to improve equity in this sector, from removing barriers to employment to ensuring all jobs are good jobs.¹ **New inbound quality requirements** reduce the amount of trash in recyclables hauled to Metro-licensed facilities and consequently are expected to reduce worker injuries from needles and other hazardous materials common on the sorting line. Metro's efforts to ensure responsible recycling can be informed by having more detailed, accurate, and verifiable data on where the region's recyclables are going through **improved destination data reporting requirements**.

The cost to make improvements to the regional recycling system may impact the prices paid for services in the region. Facilities may experience increases in the cost of doing business in order to comply with each of the requirements under development. Facilities could decide to pass on these costs by increasing what they charge hauling companies to drop off recyclable material. Since local governments consider hauling companies' costs when setting the residential garbage and recycling bill, these increases in hauling companies' costs could be reflected in increases in the residential garbage and recycling bill but has the potential to be mitigated through the implementation of the Recycling Modernization Act

ATTACHMENTS

["Secret Life of our Stuff: Part 3: What CAN go in the recycling?" from the 1:50 mark to 3:57.](#) This Metro video includes relevant footage of Material Recovery Facilities in operation. The original audience is middle school and high schoolers.

[Metro Material Recycling Facility \(MRF\) requirements project website](#)
[Flyer on Plastic Pollution and Recycling Modernization Act](#)

¹ Leif, Dan. 2021. 'There is no diversity': The racial inequities in recycling leadership. Resource Recycling; <https://resource-recycling.com/recycling/2021/02/02/there-is-no-diversity-the-racial-inequities-in-recycling-leadership/>



October 2021

Project Values

Reimagining Policing, Security, and Incarcerated Labor Project

These values serve as a basis for the project's goals and actions and will shape implementation. They were developed by the Decision-making Working Group in conjunction with the Reimagining Policing and Security Committee, and informed by Metro's Strategic Plan to Advance Racial Equity and community documents like [PAALF's People Plan](#).

COLLECTIVE CARE

We center the physical and emotional integrity and humanity of each individual. We commit to practicing and demanding respectful interactions because we understand that for BIPOC and LGBTQ+ communities especially, merely existing in society can be dangerous. We recognize that in order to center the humanity of every individual, we must participate in and work towards collective care both for Metro staff and for members of our communities. This requires honoring, supporting, and actualizing the social justice work that happens outside of our agency, amplifying their voices and experiences, and acting on our commitments to advance equity.

LIBERATION

A core purpose of our work is to make it possible for people to have more agency and efficacy in their lives. Public policy should support people in making their lives better and in increasing, rather than decreasing, that possibility. Shared liberation is not possible without centering each individual's agency and ability to make choices for themselves without the burdens and barriers of systemic oppression.

RESTORATION

We recognize that the systems (e.g. white supremacy, policing, colonialism, patriarchy) that harm our communities are not broken, but are working exactly as they were intended to. We see this work as replacing systems that were designed to harm, with policies and practices that center humanity and restore relationships with people. We want to focus on creating something new, repairing lives and sharing tactics around nonviolence. We commit to being part of a solution and acknowledge that active dismantling of oppressive systems must happen to reach a solution.

ACCOUNTABILITY

We are building toward a structure of trust, transparency, and accountability to the Black and brown communities we serve as well as to future generations. We commit to centering and sharing power with, Black, brown, queer, trans, disabled and undocumented greater Portlanders, and leading with the moral courage they ask of us. We will foster an authentic relationship with these communities that will build trust.

PROSPERITY

We work towards a safe and welcoming community for all, where safety is not predicated on fear and violence. We support BIPOC, LGBTQ+, disabled and undocumented people in belonging and accessing the resources they need to succeed, while experiencing stability and opportunity in their communities.

LEADERSHIP

We honor our ancestors and recognize that they set the foundation for us to engage in the work ahead. We listen to the calls of present generations who have asked for brave and collaborative leadership, and we center and work towards efforts to improve the conditions of future generations. We will lean into our roles as convener, researcher, funder, place-maker, and regulator as we support our government and community partners in advancing liberation across the region.



Internal Assessment Report

*Reimagining Policing, Security and
Incarcerated Labor Project*

October 2021

If you picnic at Blue Lake or take your kids to the Oregon Zoo, enjoy symphonies at the Schnitz or auto shows at the convention center, put out your trash or drive your car – we’ve already crossed paths.

So, hello. We’re Metro – nice to meet you.

In a metropolitan area as big as Portland, we can do a lot of things better together. Join us to help the region prepare for a happy, healthy future.

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INTRODUCTION

Project Overview

This project is informed by the calls for advancing racial justice by Reimagine Oregon and other Black community leaders during this time of increased social awareness of the violence towards, and killings of Black and Brown people across the United States at the hands of police. Due to this increased social awareness, Portland's Black community, among others, are demanding a reimagining of how our society chooses to conduct public safety and approach justice. Metro is committed to our own reimagining process in line with these demands – rethinking our relationships with the carceral system and approaches to policing, security and incarcerated labor to ensure our practices live Metro's commitments to racial equity, minimize harm and advance a more just and prosperous greater Portland.

Assessment Purpose

The internal assessment report inventories Metro's touch points with Police, Security and Incarcerated Labor and potential levers for creating community safety. The assessment looks in depth at the following departments and venues: Parks and Nature, Waste Prevention and Environmental Services, Venues and Metro Regional Center Operations, and Planning and Development.

The goals of the internal assessment include:

- Daylight touch points with the systems of policing, security and incarceration;
- Identify Metro's current and potential levers for creating safety at our locations and in our communities;
- Document known or potential impacts of current touch points and approaches;
- Investigate why current touch points and approaches exist and document barriers to change.

This report does not provide analysis on, or recommendations about next steps. However, this report will provide context that will guide the development of the department and agency action plans that will help Metro bring our practices into closer alignment with our values.

Assessment process

The Internal Assessment was conducted through surveying Metro staff using the following questions:

How does your department or work team...

- Approach safety and security for people?
- Protect and secure property?
- Use the labor of incarcerated people?
- Apply levers for creating safety in communities?

Using these questions, Metro staff compiled information about plans, policies, procedures, approaches, norms, contracts, relationships, investments, and purchasing practices to create a detailed inventory of the current state of practices at Metro. This report synthesizes this information into key themes, important examples and discussion of known or potential impact. Detailed information about specific touch points may not always be included here.

The Internal Assessment was directed by the Reimagining Policing and Security Committee (an agency-wide Committee of staff leading the Project) and implemented by the Project Leadership Team and Department Leads, alongside dozens of Metro staff in Department teams or who assisted in information gathering. Assessment coordination and synthesis was conducted by:

Project Leadership:

- Punneh Abdolhosseini, Senior Community Stewardship Planner, WPES
- Loni Black, Associate Regional Planner, Parks and Nature Communications
- Reed Brodersen, Senior Program Analyst, DEI
- Alice Froehlich, Manager, Parks and Nature (Project Support)
- Brody Abbott, Senior Solid Waste Planner, WPES (former Metro staff member)

Department Leads:

- Matan Gold, Associate Regional Planner, Parks and Nature Communications (P&N Lead)
- Lake McTighe, Senior Transportation Planner, Planning and Development (P&D Lead)
- Nick Brown, Security Manager, Oregon Convention Center (Venues/MRC Lead)
- Rory Greenfield, MRC Campus Operations Manager (Venues/MRC Lead)
- Kayla Scheafer, Recycling Information Specialist, WPES (WPES Lead)

Reimagining Policing Committee members:

- Joel Morton, Legal Counsel, Office of Metro Attorney
- Holly Calhoun, Deputy Director, Human Resources
- Kate Fagerholm, Policy Advisor, Metro Council (former Metro staff member)

How to read

The subsequent report includes five chapters – an agency-wide synthesis (reviewing key themes and potential areas for agency-wide coordination) and four department-specific reports. Each chapter includes three to five themes organized in the following structure:

Theme: A high-level area of interest that captures a set of touch points or key lever.

Examples: Discrete examples (e.g. touch point, policy, lever, contract, etc.) that illustrate the theme, prioritizing examples of high impact and to demonstrate diversity across a particular theme.

Impacts: Statements describing known or potential impact to staff, visitors or community members, centering on the experiences of and impact to Black, Indigenous and people of color. These may be data or stories collected from stakeholders or findings elevated from research or community documents.

AGENCY-WIDE SYNTHESIS

An analysis of each of four department assessments was conducted to identify opportunities for agency-wide coordination. The demands made by the Black and People of Color Employee Resource Groups were also included in the analysis. Department assessments were completed by MRC/Venues, Planning and Development, Parks and Nature and WPES. The analysis resulted in four themes, each accompanied by examples and potential opportunities for agency-wide coordination:

- Security and Rule Enforcement
- People in Crisis and Emergency Management
- Incarcerated Labor
- Grants, Funding and Resources

Security and Rule Enforcement

How Metro addresses security practices and enforcement of rules was identified as a key touch point by all four department assessments and the Black ERG. This theme addresses Metro staff, contracted security, as well as contracts with law enforcement. Touch points focused on trainings, policies, and expectations around how to conduct regular security and rule enforcement at our events, parks, venues and other sites. Touch points also included expectations for contracted security firms, and IGAs.

Examples:

- Verbal Judo: Rangers are trained in verbal judo as a de-escalation technique. According to former FBI special agent Joe Cicini verbal judo “or tactical communication is a way of diffusing conflict through conversation”. Verbal Judo was written by George Thompson a former police officer. While Thompson claims Verbal Judo is relevant for anyone, it was created with police, the armed forces, private security, and intelligence agencies in mind.
- Security personnel stationed at front doors and major entrances at visitor venues, wearing standard uniforms
- Deploy ‘use of premises’ executive order to exclude/expel guests as last resort
- Regulated use of security equipment (e.g. pepper spray and batons) and restrictions on carry and use of firearms for staff and visitors
- Parks and Nature has a contract with the city of Fairview for policing at Blue Lake Park and Chinook Boat Launch, a contract with the city of Wilsonville for patrolling specifically the Graham Oaks parking lot, a contract with Multnomah county for policing at Gleason Boat Ramp and a contract with the city of Portland for policing at a number of sites within the jurisdiction.
- Under Title X it states “No person shall, within the boundaries of any park: (a) Camp overnight or longer without first obtaining a camping permit. (b) Camp longer than five (5) consecutive days in any specific park. (c) Camp for more than 10 days in any 30-day period in any specific park. (d) Camp at any time or in any place except as specifically provided for in a camping permit. (e) Camp if he/she is under the age of 18, unless he/she is accompanied by an adult. (f) Camp in nondesignated areas.”

- Parks and Nature contracts with Phoenix private security to monitor Willamette Cove and enforce rules around site closure.
- Security or Police at engagement events – There is currently no existing procedures related to asking prospective venues and community spaces about their security practices. P&D events at Metro facilities may have Metro security present.
- Security staff at all sites and venues are required to have state issued DPSST licenses, as required by state law.
- Prior security experience has been a main criteria when evaluating a candidate for hire across all sites and venues.
- Knowledge, skill and abilities of potential hires are focused around traditional means of performing security functions.
- Security personnel wear recognizable security uniforms, usually similar to law enforcement.
- Security may wear badges and have the option to carry pepper spray.
- RID patrol contracts with Multnomah County sheriff officers to support day-to-day activities of the team.

Opportunities for agency-wide coordination:

- Standardize policies and procedures for in-house security personnel and update job descriptions/recruitments to add knowledge, skills and abilities to support more holistic and trauma-informed safety management.
- Develop clear and consistent criteria for when and how law enforcement personnel and agencies are brought on-site, put under contract or used to support rule enforcement.
- Develop standard criteria and minimum qualifications for contracted security personnel and agencies to ensure consistency and a high level of service consistent with Metro values.
- Review policies and practices related to expulsion to ensure consistent application across Metro and minimize bias and harm, both to staff and visitors.

People in Crisis and Emergency Management

Across Metro properties Metro staff encounter individuals in crisis, have to manage emergencies, or have to deal with potentially dangerous situations. In many cases Metro staff do not have the tools to manage these situations themselves and frequently rely on law enforcement personnel to resolve them.

Examples:

- Large homeless camps exist near sites and venues.
- Metro properties experience vandalism and regular campers on them.
- Metro visitors and staff often call security when homeless or mentally unstable people are on site with the expectation they will be removed regardless of their behavior.
- Metro Security staff feel there is an expectation to remove homeless or mentally unstable people when they are on site regardless of their behavior.
- Security staff rouse and ask campers to leave.

- Police are called when security attempts fail to resolve a situation.
- When there is high profile vandalism or an emergency situation at Metro parks, local media will likely reach out to Metro for a statement relating to enforcement and security.
- Call 911 or non emergency for medical issues, reporting problematic behavior witnessed on or around premises or as situations require.
- Police are notified of criminal activity at Metro sites (e.g., trespass, DUII at Metro facilities, burglary, etc.) and vehicle accidents, hostile customers, accidents with injuries, and fires.
- MetroPaint has an alarm permit with the police bureau and a monitoring company. If the alarm is triggered after hours managers receive a phone call and discuss options with the alarm company. One option is to send police to check on the property.
- RID officers have attempted to deescalate dangerous situations when individuals are having a mental health crisis and threatening physical assault with weapons present
- In one case, a RID officer helped a severely injured Metro staff person quickly get from a remote area to the emergency room for medical treatment.

Opportunities for agency-wide coordination:

- Standardize procedures for interactions with houseless individuals and individuals experience mental health crises, including standards for when law enforcement is engaged, individuals are removed from site, etc.
- Build internal capacity for trauma-informed crisis management.

Incarcerated Labor

Metro's use of incarcerated labor showed up as a touch point for Parks and Nature, the visitor venues, and WPES. It stood out as an agency-wide theme because this area would benefit from coordination and policy development from the Chief Operating Officer.

Examples:

- Use of Clackamas County corrections crews: Incarcerated laborers are used for cleaning at various Metro parks and sites. This can include cleaning up after camp sweeps.
- Oregon Correctional Enterprises: Incarcerated laborers manufacture a number of park furnishing. Metro is incentivized to make use of OCE through existing procurement policies and state law, which privileges OCE in public procurement processes.
- From 1993-2020, RID Patrol (Regional Illegal Dumping) relied primarily on incarcerated labor to provide cleanup services for garbage in public spaces and on Metro properties. The use of incarcerated labor was paused in 2020 as decided by Metro leadership.
- Metro Central and Metro South Transfer Stations have intergovernmental agreements (IGAs) with Multnomah and Clackamas Counties for youth offenders to collect litter and the wages go toward restitution for the victim of the crimes they are convicted of.

- Use of community service hours work groups at Parks and Natural areas.
- The Oregon Zoo has contracts with correctional facilities to provide clean up services.
- The Oregon Zoo has a conservation contract with Coffee Creek Women's prison to rear endangered butterflies.
- Purchasing/use of materials that benefit from the prison industrial complex: e.g. 3M, Microsoft, Amazon.

Opportunities for agency-wide coordination:

- Develop clear policies around the use of incarcerated labor and develop minimum standards for contracts to ensure alignment with Metro values.
- Develop procurement guidelines, policies and trainings that align procurement practices with Metro values.

Grants, Funding and Resources

Metro allocates millions of dollars through our various grant programs and investments. In many cases these intend to support prosperity, stability and opportunity for people across the region. These programs often represent important levers to pro-actively create community stability and wellbeing that reduce violence, trauma and the need for police intervention. Through resource allocation Metro also supports law enforcement partners or sets expectations (or a lack thereof) around how safety is created or supported.

Examples:

- Housing program "Emerging best practices to operationalize racial equity in affordable housing" – provides a strong example of overall best practices and strategies that advance racial equity. Specific to reimagining policing and security, one best practice included is to "look beyond histories: Recognize that people of color are disproportionately impacted by the structural racism within the criminal justice system. Consider only recent or serious crimes that relate to the safety of the property and other tenants. Screen for criminal background only after applicant has met all other qualifications. Educate applicants on how to submit a reasonable accommodation request during the application process."
- SRTS Back to School Toolkit – The toolkit include guidance for partners (schools, families) on personal safety/security/dealing with harassment, with guidance to NOT call the police, unless the person being harassed says it is ok. The toolkit advises to "consider incorporating personal security concepts into safety lessons in addition to addressing traffic safety, as some students may be traveling without adult supervision and may face hate or discrimination while traveling." Includes guidance for partners (schools, families) on partnering with police: "At this time, we do not recommend partnering with police to ensure that all families feel welcome and safe."
- Community placemaking "What to expect if you are awarded a community placemaking grant" handbook – invites community members to reflect on "what safe spaces means to your community" as one way to measure success. The community placemaking program is an example of a community driven program, co-developed with community members.

- Creating Welcoming Spaces Checklist –Planning communications has developed a ‘living’ document with ways to create more welcoming, accessible and trauma-informed physical spaces. The checklist suggests avoiding places that have law enforcement present, and may be updated to include guidance on what to do in the event of a theft or disturbance, and when to call or not call the police.
- Metro hosts law enforcement trainings (K9, Bomb Squad) with PPB, TriMet, Port of Portland
- Metro supports outreach at community events like National Night Out, which is organized by local police departments.
- Metro is a paying member of Western States Project, a consortium of government agencies (including law enforcement) involved in regulatory, civil, and criminal enforcement of environmental laws.
- RID Patrol’s Metro bag program works with outreach workers, social services, CBOs, local jurisdictions and law enforcement agencies to provide access to garbage services. The bags are not used to move people or to conduct a cleanup. The bag program’s purpose is to be used by houseless community members to access trash services and the ability to clean up their living space.

Opportunities for agency-wide coordination:

- Create guidelines and/or policies that inform partnerships with (or grants to) law enforcement agencies.
- Conduct comprehensive review of Metro grant programs to identify opportunities to prioritize racial equity and invest in community prosperity, stability and opportunity.
- Ensure Metro’s employment, programs and services are accessible to (or even prioritize) people who have experienced incarceration.

VISITOR VENUES AND METRO REGIONAL CENTER

The Oregon Zoo, Oregon Convention Center, Portland 5, Expo Center and Metro Regional Center Operations conducted a thorough scan of their policies, practices and capacities. This analysis underscored many areas of similarity and some differences. Their touch points have been synthesized into the following themes:

- Houseless/mental health crisis management
- Security Personnel
- Security policies and approaches
- External Coordination
- Law Enforcement Relationships

Houseless / Mental Health Crisis Management

Metro's Visitor Venues, the Oregon Zoo and the Metro Regional Center all experience regular incidents involving those experiencing homelessness or having mental health issues on their properties. Security Staff are asked to engage with these individuals with the intent of ensuring Metro business is not disturbed, keep staff and visitors safe and mitigate any damage to property.

Examples:

- **Homelessness:** Large homeless camps exist near sites and venues.
- **Vandalism:** Metro properties experience vandalism and regular campers on them.
- **Requests for removal:** Metro visitors and staff call security when homeless or mentally unstable people are on site with the expectation they will be removed regardless of their behavior.
- **Expectations of removal:** Metro Security staff feel there is an expectation to remove homeless or mentally unstable people when they are on site regardless of their behavior.
- **Expulsions:** Security staff rouse and ask campers to leave.
- **Use of Police:** Police are called when security attempts fail to resolve a situation.

Impact:

- Traditional values around how security should approach these situations and the current qualifications of security personnel can produce police-like responses to these types of site issues.
- Individuals are characterized as "doing something wrong" and Security personnel feel compelled to move them off site.
- These things perpetuates societal assumptions that homelessness/poverty or mental illness are criminal.

Security Personnel

Metro's Visitor Venues, the Oregon Zoo and the Metro Regional Center all employ Security staff. Along with some administrative functions, Security staff are expected to patrol

grounds, ensure Metro business is not disturbed, intervene in situations to keep staff and visitors safe and take steps to mitigate any damage to property.

Examples:

- **Licensing:** Security staff are required by state law to have state issued DPSST licenses.
- **Hiring:** Prior security experience has been a main criteria when evaluating a candidate for hire and the knowledge, skill and abilities of potential hires are focused around traditional means of performing security functions.
- **Uniforms:** Security personnel wear recognizable security uniforms, usually similar to law enforcement. Security may wear badges and have the option to carry pepper spray.
- **Monitoring and surveillance:** All have a primary responsibility to monitor premises and individuals on that premise.
- **Assistance:** In some cases Security staff will assist a houseless person by providing food or information on resources available to them.

Impact:

- Due to traditional expectations of security supervisors, employees and visitors, security is asked and expected to perform in a certain way.
- Unless steps are taken to help all cast aside assumptions about what “is a problem” and create new standards for what and when issues are addressed, the same responses will continue.

Security policies and approaches

Metro’s Visitor Venues, the Oregon Zoo and the Metro Regional Center approach security using a variety of policies and practices that work to protect both people and property. Policies set expectations for behavior of staff and visitors, regulate the authority of security personnel to engage with ‘unwelcomed’ visitors, and provide direction for the use of force and equipment during disturbances, and much more.

Examples:

- **Badge and visitor requirements:** Employee badge requirements and enforcement and visitor check in
- **Security presence:** Security personnel stationed at front doors and major entrances, wearing standard uniforms
- **Exclusions:** Deploy ‘use of premises’ executive order to exclude/expel guests as last resort
- **Calls to police:** Standard approaches within each venue for when law enforcement are contacted
- **Equipment:** Regulated use of security equipment (e.g. pepper spray and batons) and restrictions on carry and use of firearms for staff and visitors

Impact:

- While the practices and policies currently in place support a safe environment for some, the Committee has heard from many Black and brown staff that certain

policies and practices have led to harassment and/or have created an unwelcoming or unsafe environment.

- Our current approach leads to fairly frequent engagement with law enforcement officers, who are called in cases of criminal activity.
- The Committee has heard from some security staff that they do not feel like they have all of the tools and training they need to keep people safe while reducing harm to marginalized communities (e.g. BIPOC, houseless individuals and people experiencing mental illness).

External Coordination

Many of our Metro sites and venues coordinate with other agencies, groups, businesses or organizations to discuss public safety and site security issues and current practices for managing them. Participants in these groups are usually mixes of other security professionals, building managers, security officers, police officers, concerned business owners, elected officials, contract security providers and concerned citizens.

Examples

- **Lloyd District:** OCC and the MRC are members of the Lloyd District Security/Police Monthly Meeting.
- **SPAN:** OCC attends the downtown SPAN (security and police network meeting).
- **Peer-networks:** Venues may participate in Academy for Venue Safety and Security (AVSS) through the International Association of Venue Managers (IAVM).
- **Local relationships:** Many sites have security and safety based relationships with neighboring communities and businesses.

Impacts

- Discussing approaches to safety and security related issues with these groups likely influence our ways of thinking about security and safety.
- This may not be the type of thinking Metro wants brought back to sites and programs.
- There is an opportunity for Metro's leadership and positive impact through these relationships and spaces.

Law Enforcement Relationships

Metro Venues receive regular and routine assistance (sometimes contracted) from the Portland Police for events. On occasion, Venues provide use of premises to PPB for trainings. All Venues and the MRC utilizes PPB for assistance managing situations where security cannot gain or maintain control when it is needed and for reporting property crimes and problematic behavior on or around the premise.

Examples:

- **Emergency services:** PPB provides emergency services for crimes, threats or other issues beyond our control
- **Ongoing police support:** There are established contracts with Portland Police Bureau at OCC, P5, Zoo and Expo to assist with events.
- **Criminal activity:** Sites/venues call PPB for assistance with crimes committed on property, inability to remove individuals from premise (outside and inside)

- **Use of 911 system:** Call 911 or non-emergency for medical issues, reporting problematic behavior witnessed on or around premises or as situations require.
- **In-kind support:** Host law enforcement trainings (K9, Bomb Squad) with PPB, TriMet, and Port of Portland.

Impacts:

- Utilizing law enforcement at our sites and venues sends a message that Metro may be ignoring to how the BIPOC community is impacted by law enforcement;
- condones current and past practices engaged in by law enforcement;
- In at least one instance, Portland Police over-prescribed the number of officers needed at an event at the Expo Center (ultimately bringing a SWAT truck and more than a dozen officers to a family-centered event), adding unnecessary expenses to our client and leading to complaints from guests of color who felt targeted and unwelcomed.

PARKS AND NATURE

Parks and Nature has a variety of touch points with policing, security and incarcerated labor – from emergency management, to ongoing security needs, to sourcing materials for our regional parks. Touch points are organized into three themes:

- Rule enforcement
- Incarcerated labor
- Safety and security

Rule enforcement

Parks and Nature makes use of a variety of policies and practices that work to protect both people and property. Policies set expectations for behavior of staff and visitors, regulate the authority of security personnel to engage with visitors, provide direction for rule enforcement for the protection of people, property, natural and historic resources and wildlife.

Examples:

- **Title X:** The purpose of Title X is to provide the “regulations governing the use of Metro owned or operated Parks and Nature facilities by members of the public in order to provide protection for wildlife, plants and property, and to protect the safety and enjoyment of any person visiting these facilities.”
- **Vandalism:** Defacement of property, graffiti, damage to property, etc.
- **Camping:** Under Title X it states “No person shall, within the boundaries of any park: (a) Camp overnight or longer without first obtaining a camping permit. (b) Camp longer than five (5) consecutive days in any specific park. (c) Camp for more than 10 days in any 30-day period in any specific park. (d) Camp at any time or in any place except as specifically provided for in a camping permit. (e) Camp if he/she is under the age of 18, unless he/she is accompanied by an adult. (f) Camp in nondesignated areas.”
- **Contracts with local police departments:** Parks and Nature has a contract with the city of Fairview for policing at Blue Lake Park and Chinook Boat Launch, a contract with the city of Wilsonville for patrolling specifically the Graham Oaks parking lot, a contract with Multnomah county for policing at Gleason Boat Ramp and a contract with the city of Portland for policing at a number of sites within the jurisdiction.
- **Contracts with private security:** Parks and Nature currently hires private security firms to open/close and patrol park and natural areas. This occurs at access sites that do not have automatic gates and it is unfeasible for Metro staff to complete tasks due to hours and other staffing limitations. They also provide “extra ‘boots on the ground; in enforcing rules,” checking for illegal activity and access, and monitoring site and equipment security.

Impact:

- In many instances, Title X is up to the discretion of the enforcer; enforcement of Title X has the potential to be disproportionately harmful to BIPOC folks, unhoused individuals, and folks with disabilities

- Reliance on local departments for policing and patrolling, can lead to violent interactions between enforcement and the public—which history and statistics tell us has a disproportionately negative effect upon BIPOC folks, LGBTQI2S+ folks, unhoused folks, and folks with disabilities
- When rangers report an ‘illegal’ camp, they will call on WPES’s RID patrol team to sweep the camp and clean up after the camp. This is a complicated situation, both externally and internally. Externally RID is asked to navigate the intersection of race, mental health, and socioeconomics. Internally there is debate as to who should hold this work. As it stands, RID can, at times feel, that Parks is outsourcing difficult decisions regarding displacement of unhoused people on RID patrol.

Incarcerated labor

Parks and Nature relies on incarcerated labor for a number of essential functions.

Examples:

- **Clackamas County corrections crews:** Park and Nature contracts with Clackamas County Corrections Crews for the direct use of incarcerated labor for graffiti removal throughout our portfolio and maintenance services at cemeteries and Glendoveer. These crews are not paid and hours go towards community service requirements.
- **Oregon Correctional Enterprises:** Incarcerated laborers manufacture a number of park furnishing. Metro is incentivized to make use of OCE. The contract exists so there is no procurement hurdle and due to the near non-existent wages for the labor, the furnishing are quite cheap. Incarcerated individuals make \$50-500/month for full time work.
- **Purchasing/use of materials that benefit from the prison industrial complex:** e.g. 3M, Microsoft, Amazon. Other companies include Galls and 5.11 tactical gear for park ranger uniforms, AECOM for construction services.

Impact:

- Here is the introductory language in the State of Oregon Constitution describing incarcerated labor: “(1) Whereas the people of the state of Oregon find and declare that inmates who are confined in corrections institutions should work as hard as the taxpayers who provide for their upkeep; and whereas the people also find and declare that inmates confined within corrections institutions must be fully engaged in productive activity if they are to successfully re-enter society with practical skills and a viable work ethic; now, therefore, the people declare:” This is white supremacist language, plain and simple. When we make use of incarcerated labor, we uphold the vision and values of this language. That does not mean we should entirely divest from incarcerated labor—for by doing so would only hurt those laborers—but rather find ways find solutions that provide decency, opportunity, and a living wage to those currently and formerly incarcerated.
- Question: has anyone who has been on these ‘inmate crews’, once released from the prison system, been able to gain employment at Metro?

Safety and Security

Part of Parks and Nature's core mission is the creation and maintenance of safe and welcoming natural spaces.

Examples:

- **Verbal Judo:** Rangers are trained in verbal judo as a de-escalation technique. According to former FBI special agent Joe Cicini verbal judo "or *tactical communication* is a way of diffusing conflict through conversation". Verbal Judo was written by George Thompson a former police officer. While Thompson claims Verbal Judo is relevant for anyone, it was created with police, the armed forces, private security, and intelligence agencies in mind.
- **Deputized rangers:** Rangers are deputized by county sheriffs, granting them particular authorities for rule enforcement—this is among the reasons why they wear badges
- **Crime Prevention Through Environmental Design:** From Wikipedia, CPTED "originated in America around 1960, when urban renewal strategies were felt to be destroying the social framework needed for self-policing. Architect Oscar Newman created the concept of 'defensible space', developed further by criminologist C. Ray Jeffery who coined the term CPTED. Growing interest in environmental criminology led to detailed study of specific topics such as natural surveillance, access control and territoriality. The "broken window" principle that neglected zones invite crime reinforced the need for good property maintenance to assert visible ownership of space. Appropriate environmental design can also increase the perceived likelihood of detection and apprehension, known to be the biggest single deterrent to crime. There has also been new interest in the interior design of prisons as an environment that significantly affects decisions to offend."
- **Media relations:** When there is high profile vandalism or an emergency situation at Metro parks, local media will likely reach out to Metro for a statement.

Impact:

- What is safe for white dominant culture cannot be said to be safe for those most harmed by white supremacy.
- Not all communities have positive connotations with persons in uniform, particularly those with badges.
- Verbal Judo is not trauma-informed.
- Rangers and operations staff are often forced to act beyond their job description. They are placed in situations where they are asked to be both a rule enforcer and a social worker. This places undue burden upon rangers and operations staff.

PLANNING, DEVELOPMENT AND RESEARCH

Planning, Development and Research's (Planning) touch points speak less to our role in creating safety at Metro sites and destinations, and more about our role in creating safety, stability and prosperity within communities. These upstream plans, policies and investments can increase or decrease the vulnerability or resilience of a community and impact the frequency and nature by which they interact with law enforcement and the criminal justice system. Planning's touch points and levers for creating safety are organized into the following themes:

- Safety for Whom? Defining safety and security in regional plans and policies
- Safety Defined by Whom? Role of police and security in grants and resource allocation
- Safe and Livable Neighborhoods for All? Safety and security in land use and housing policies and plans
- Safe and Livable Streets for All? Safety and security in transportation policies and plans
- Call the Police? Personal and public safety during engagement events

Safety for Whom? Defining safety and security in regional plans and policies

Many regional plans and policies refer to desired outcomes such as safe and stable neighborhoods, safety and equity, however, "safety for whom" is rarely defined. Definitions involving safety and security typically do not include explicit references to the police and carceral system, but can be inferred in some cases. More recent plans and policies are adding references to people "feeling safe" which to begin to define "safety for whom."

Examples

- **Inclusive Style Guide** – Metro is developing an inclusive style guide that could include definitions and recommendations on words, phrases and terms to use when communicating about public safety and livability, including in relation to policing and security. A governance committee will provide a forum for developing new guidance.
- **Messaging** – In communications and messaging, there is increasing effort to describe the people and communities Metro serves with sensitivity; respecting their dignity, and acknowledging the vulnerability and to risk some communities face. This includes acknowledging differential power and access to resources, and recognizing that people and organizations with more power, such as police, have more responsibility to be safe and use their power responsibly.
- **Definition of personal and public security in adopted transportation policies** (Regional Transportation Plan, Regional Transportation Safety Strategy, Metropolitan Transportation Improvement Plan, Street Design guidelines): "Security (Public and Personal) – Protection from intentional criminal or antisocial acts while engaged in trip making through design, regulation, management, technology and operation of the transportation system.
- **Definition of Historically Marginalized Communities** (in the RTP and other documents): Definition refers to institutional and structural discrimination across

the board, so could apply to discrimination of Black people in the carceral system: “Groups who have been denied access and/or suffered past institutional or structural discrimination in the United States, including: people of color, people with low English proficiency, people with low income, youth, older adults and people living with disabilities.”

- **Definition of Emergency Transportation Routes** – Provides an example of a definition that references police as an essential part of safety responses: “Priority routes used during and after a major regional emergency or disaster to move people and response resources, including the transport of first responders (e.g., police, fire and emergency medical services), fuel, essential supplies and patients.”
- **Definition of Safe Routes To School (2018 RTP)** – Provides an example of a definition that references police as a partner to help achieve safe communities: “...The program works with parents, school districts, local governments, government, police and community partners to make it easy and safe for kids to walk and bike to school.”
- **Supportive Housing Services Work Plan, included in definition of imminent risk of literal homelessness** – Provides an example of a definition that acknowledges the negative impact of the carceral system on the safety and wellbeing of some community members: “Individuals exiting an institution (including but not limited to exiting **incarceration** or foster care) and who face literal homelessness; ...”

Impact

- When “safety for whom” is not included in definitions of safety, security and livability, the assumption is that “safety for everyone” is implied. This implication ignores the reality of Black people and other people of color that are not equally safe everywhere. It also ignores the reality that many interventions (design, regulation, management, technology and operations) have at best ignored the safety of Black people, and at worst have prioritized safety for White people and intentionally made Black people, neighborhoods, communities less safe.

Safety Defined by Whom? Role of police and security in grants and resource allocation

The planning department allocates millions of dollars each year to public agencies and community partners to help create more vibrant and livable communities. Safety, or safe and vibrant neighborhoods, is often referenced as a desired outcome, however “safety for whom” or “safety defined by whom” is not typically included. More recently, funding programs have begun to expand guidance and resources to acknowledge the need for community defined and created safety. Additionally, more programs are explicitly linking activities and methods to advancing racial equity.

Examples

- **SRTS Back to School Toolkit** – A recent toolkit include guidance for partners (schools, families) on personal safety/security/dealing with harassment, with guidance to NOT call the police, unless the person being harassed says it is ok. The

toolkit advises to “consider incorporating personal security concepts into safety lessons in addition to addressing traffic safety, as some students may be traveling without adult supervision and may face hate or discrimination while traveling.”

- **SRTS Back to School Toolkit** – Includes guidance for partners (schools, families) on partnering with police: "At this time, we do not recommend partnering with police to ensure that all families feel welcome and safe."
- **Community placemaking “What to expect if you are awarded a community placemaking grant” handbook** – invites community members to reflect on “what safe spaces means to your community” as one way to measure success. The community placemaking program is an example of a community driven program, co-developed with community members.
- **Community placemaking grants** – Provide an example of a process that encourages community trust – many people hear about the program through word of mouth. Incarceration and police violence is an important topic that consistently comes up from community.
- **Affordable Housing and Supportive Housing Services program** – these programs are grounded in policies and approaches that advance racial equity.
- **Stakeholder engagement** – The planning department is increasingly seeking out opportunities to engage with and hear from people in communities affected by income and housing instability and homelessness, and Black, Indigenous and other people of color (BIPOC) community members, with the intent of having plans, policies and resources reflect the needs and desires of these different communities, including what safety looks and feels like.

Impact

- Different communities define safety in different ways. Regional funding programs that ask communities to consider “what safe spaces mean to your community” or acknowledge the unsafe relationship some communities have with police supports communities to define safety for themselves.
- Metro has an opportunity to respond to community interest in transformational action and healing around incarceration and police violence through grant and funding allocated by Metro.
- Placemaking, land use and transportation investments in the field of urban planning has, historically, intentionally and unintentionally, attempted to erase Black places to create places that center comfort and safety of White people. Fully recognizing this history and the power of investment to destroy and create places, provides opportunities for Metro to support communities to define safety and places for themselves.

Safe and Livable Neighborhoods for All? - Safety and security in land use and housing policies and plans

Safety, equity and livability are at the heart of most Planning and Development programs, policies and investments. Some programs and policies directly address the impact of the carceral system on safety and livability and equity, other policies refer to the use of

enforcement to maintain safety. However, most recent policies and plans are explicitly linking activities and methods to advancing racial equity.

Examples

- **Housing program “Emerging best practices to operationalize racial equity in affordable housing”** – provides a strong example of overall best practices and strategies that advance racial equity. Specific to reimagining policing and security, one best practice included is to “look beyond histories: Recognize that people of color are disproportionately impacted by the structural racism within the criminal justice system. Consider only recent or serious crimes that relate to the safety of the property and other tenants. Screen for criminal background only after applicant has met all other qualifications. Educate applicants on how to submit a reasonable accommodation request during the application process.”
- **2040 Growth Concept “Nature of 2040”** publication links unmanaged growth with deteriorating public safety. “Metro’s population projections showed that Our public services such as utilities, public safety and transportation systems would also be stretched beyond capacity.”
- **Supportive Housing Services draft policy overview, protecting incarcerated tenants** – “Temporary vacancy: The rent contract will be maintained for up to 180 days if the tenant is temporarily out of the unit (e.g. confined to a nursing home, hospital, inpatient treatment or incarcerated). Accommodations beyond 180 days will be at the discretion of the program and may include options to be placed at the top of the list when the tenant returns or is released.”
- **Supportive Housing Services Program** - Potential space in the Tri-County advisory body to facilitate a regional dialogue around safety and housing.
- **Property management and security** –There is a growing need in the Transit Oriented Development and housing programs for access to best practice and guidance for culturally responsive security for properties and spaces that Metro either directly operates, or to provide to partners.
- **Code enforcement** –Historically and to this day, code enforcement has been used to basically police people of color out of neighborhoods. Metro plays a significant role setting the framework for land use and transportation policy and codes. Metro has the ability to influence the approach of local jurisdictions by supporting best practices. Portland’s Bureau of Development Services, for example, is changing enforcement strategies for better outcomes in terms of racial equity and community empowerment.
- **Data neutrality** – There is a growing awareness that the collection, analysis and use of data is not neutral, and in fact there is a long history of data that ignores, purposefully excludes, and is used to oppress people of color, people with low income and other groups. Metro data, for example, has had data requests from law enforcement to defend against reports of racial profiling.

Impact

- Urban and regional planning has historically centered the safety and comfort of White people. When safety, and safety for whom, is not explicitly defined, references to ‘safe and livable neighborhoods’ can be assumed for safety for White people and

neighborhoods, as in the well-known “broken window” theory of crime that has influenced placemaking in cities, including the Crime Prevention Through Environmental Design approach.

Safe and Livable Streets for All? - Safety and security in transportation policies and plans

Safety, equity and livability are at the heart of most of the planning department programs, policies and investments. Some programs and policies directly address the impact of the carceral system on safety and livability and equity, other policies refer to the use of enforcement to maintain safety. Most plans, policies and programs refer to safety in a general sense and do not define safety for whom, or defined by whom. However, most recent policies and plans are explicitly linking activities and methods to advancing racial equity.

Examples

- **Engagement in Reimagine Oregon and TriMet’s Reimagining public safety on transit efforts** – Planning department staff and Metro leadership have been involved in two external efforts to reimagine safety and dismantle systemic racism in housing, transportation and land use. Involvement in these efforts is informing future policy and plans at Metro through the work of the Metro Reimagining Policing and Security project. Metro can directly and indirectly influence how TriMet approaches policing on transit.
- **Equitable finance in the 2023 RTP** – Planning staff account for a variety of local, state and federal revenue sources in developing the RTP, many of which rely on fares, fines and fees. Fare evasion, fees and fines are related to traffic enforcement. The 2023 RTP will also be looking at congestion pricing. RTP projects are anticipated to implement congestion pricing as a way to manage demand and provide investment revenues; equity and reduction of negative impacts to Black and low income populations from the enforcement of congestion pricing and associated fees will be considered.
- **Enforcement actions in the Regional Transportation Safety Strategy** – Policies and actions de-emphasize enforcement, but actions related to high-visibility and automated enforcement of high risk behaviors are included. Action 4.1 which does recommend targeted enforcement also recommends taking actions to reduce disproportionate impacts from racial profiling and fines. Safety Policy 1: References to “equitable enforcement” (which may be a misnomer).
- **Regional Transportation Plan Safety Policy** - “Individual and public security while traveling is an important part of transportation safety. Unlike serious traffic crashes, the problem of individual and public security is less well documented. However, fears for personal security are often raised by community members in the region. The greater Portland region has the highest reported number of hate crimes in the United States and the tragic, racially motivated attack on a MAX train in 2017 have highlighted that not all people in the region are equally safe and secure while traveling. People walking, bicycling and taking public transit can feel and be especially vulnerable.”

- **Regional Transportation Plan Safety Policy 8:** "Prioritize investments, education and enforcement that increase individual and public security while traveling by reducing intentional crime, such as harassment, targeting, and terrorist acts, and prioritize efforts that benefit people of color, people with low incomes, people with disabilities, women and people walking, bicycling and taking transit."
- **"Feeling safe and welcom" included in the Draft Mobility Policy and Draft Transportation System Management and Operations Strategy** – references to people feeling safe in addition to being safe on the transportation system are included, noting that not all people feel equally safe while traveling. Implied, though not specifically stated, is safe from harassment. Police are not referenced.
- **Creating safe streets - Designing Livable Streets and Trails guidelines** - "Streets and trails are welcoming, safe places for all people to use. Design elements such as lighting and culturally relevant public art and placemaking are used to deter crime and harassment. Activating streets and trails provides more eyes on the street and increases personal security" AND "Design for personal security: People of all races, genders, ages and abilities should feel safe from crime and harassment while using streets and trails. Unfortunately some people, especially people of color and women, can feel unsafe on some streets and trails."
- **Crime Prevention through Environmental Design (CEPTD) in Designing Livable Streets and Trails guidelines** – Use of CEPTD as a tool could be reexamined in light of its problematic relationship to broken windows policing and code enforcement.
- **RTO Racial Equity Research (May 2019)** - Questions refer to safety and feeling safe while traveling, but there are not specific questions related to safety and security with police, or defining what safe and comfortable means to people of different races.
- **Transit Policy 2, Regional Transportation Plan** - refers to the use of security cameras at transit stations. There are no policies on transit police.

Impact

- Transportation planning and investments has historically centered the safety and comfort of White people while intentionally and unintentionally excluding the Black experience and attempting to erase Black communities. When safety, and safety for whom, is not explicitly defined, references to 'safe and livable neighborhoods' or Crime Prevention through Environmental Design can be code for safety for White people and neighborhoods.
- Regional planning transportation investments and policies are made within the context of the broader society including police enforcement on streets and transit. Metro polices and investments can be levers to create change.

Call the Police? Personal and public safety during engagement events

Activities and events with the public, other agencies and community partners are a cornerstone of Planning and Development projects and programs. The department strives to create spaces that are safe for everyone. Understanding that interactions with police and

security can be unsafe for some people, there is growing awareness in the department that creating safe spaces requires policies, guidelines and thinking through activities and events that could potentially involve police or security. Planning and Development has some practices, policies and guidance in place that address safety in relation to security and police at Metro activities and events, and there is room expand in this area.

Examples

- **Metro Attire** – Planning department employees working at events or out in public (e.g. counting vehicles at a Park n’ Ride, trail counts, riding transit, tabling an event) may wear Metro attire (e.g. t-shirt, vest, name tags) that identify them as Metro employees and indicating to the public and police that ‘they are supposed to be there.’ There is no formal policy or practice related to this, however.
- **Bystander Intervention Training** – Planning department employees may opt to take a bystander intervention training and de-escalation technique trainings to learn how to intervene if another employee or member of the public is being harassed at public events, at work, or while traveling on the job. There is currently no requirement for this training.
- **Creating Welcoming Spaces Checklist** –Planning communications has developed a ‘living’ document with ways to create more welcoming, accessible and trauma-informed physical spaces. The checklist suggests avoiding places that have law enforcement present, and may be updated to include guidance on what to do in the event of a theft or disturbance, and when to call or not call the police.
- **Security or Police at Events** – There is currently no existing procedures related to asking prospective venues and community spaces about their security practices. P&D events at Metro facilities may have Metro security present.
- **Communications and Engagement intake form** – The form includes questions to prompt thinking carefully about communications and events, including how safety for all is approached.

Impact

- Lack of formal policy or practice regarding Metro attire, nametags, etc. could negatively impact Black employees who may be harassed on the job if police or members of the public assume ‘they are not supposed to be there.’
- Staff may not be prepared or trained to intervene or take other safety actions when they witness harassment or other dangerous behaviors while on the job.
- Staff may not have guidance or understanding on when it may not be appropriate to call police or security; this could lead to situations that put Black employees or community members in direct, unwanted contact with police or security.
- Lack of guidance on what to do in the event of a theft (e.g. of personal or Metro property) or a disturbance at a Metro event may lead to the default of calling the police. Calling the police may not be the safest solution for all involved.
- Presence of security or police at P&D events whether at Metro facilities or at other venues may make some employees and community members feel less safe.

WASTE PREVENTION AND ENVIRONMENTAL SERVICES

Waste Prevention and Environmental Services host a variety of touch points, ranging from episodic needs for crisis management to sustained relationships with law enforcement agencies to deepening investments in workforce development for people who have experienced incarceration. Touch points in this department are organized into five themes:

- Use of labor of incarcerated people
- Calling the police
- Relationships with law enforcement
- On-site security
- Levers for creating safety in communities

Use of labor of incarcerated people

This synthesis provides information for existing Waste Prevention and Environmental Services (WPES) contracts, including those currently on pause, and does not include a comprehensive list of how incarcerated labor has been used historically in WPES.

Examples

- **RID Patrol:** From 1993-2020, RID Patrol (Regional Illegal Dumping) relied primarily on incarcerated labor to provide cleanup services for garbage in public spaces and on Metro properties.
 - The use of incarcerated labor was paused in 2020 as decided by Metro leadership.
 - RID Patrol intends to continue to engage stakeholders on this topic and will develop an engagement strategy and timeline.
- **Litter collection:** Metro Central and Metro South Transfer Stations have intergovernmental agreements (IGAs) with Multnomah and Clackamas Counties for youth offenders to collect litter and the wages go toward restitution for the victim of the crimes they are convicted of.
- **Contracted staff:** MetroPaint has historically relied heavily on contracted labor for paint processing and additional aspects of the paint program that is sourced primarily from DPI Staffing which may include people with criminal records including incarceration. These contracted positions are not Metro FTE and are paid a lower wage and have access to fewer benefits.
 - In July 2021, a budget amendment was approved to create 12 Metro FTE positions that were formerly contracted positions, and that recruitment will begin in October 2021.
 - WPES is evaluating its use of contracted labor, including DPI staffing going forward.

Calling the police

WPES programs may contact police departments or refer customers to local police for a myriad of reasons on an as needed basis.

Examples

- **Criminal activity:** Police are notified of criminal activity at Metro sites (e.g., trespass, DUII at Metro facilities, burglary, etc.) and vehicle accidents, hostile customers, accidents with injuries, and fires.
- **Referrals for disposal:** Recycling Information Center (RIC) may refer callers to local police stations for disposal of firearms, pharmaceuticals, and sharps.
- **Disposal support:** Hazardous waste consults and collaborates with Metropolitan Explosive Disposal Unit through Clackamas County Sheriff's Office for final management and disposal of dangerous and unstable chemicals and explosives as needed.
- **Alarm/site security:** MetroPaint has an alarm permit with the police bureau and a monitoring company. If the alarm is triggered after hours managers receive a phone call and discuss options with the alarm company. One option is to send police to check on the property.

Relationships with law enforcement

WPES (RID) holds contracts (IGAs) with local law enforcement for two officers to conduct investigations related to illegal dumping, theft of services, failure to pay at transfer stations, failure to comply with transfer station conduct rules and serve exclusion notices, monitor for flow control and other solid waste related investigations. These officers are on contract with RID within the Community Services and Education division, but they also support Policy & Compliance and Garbage Recycling Operations. In addition, other WPES programs may coordinate with local law enforcement for educational events (such as National Night out) or investigating alleged violations of Metro Code.

During contracting and recruitment of law enforcement officers, RID Patrol establishes values, expectations and code of conduct for potential officers joining the team. Each potential candidate is vetted with Metro staff, the candidate's command staff and external partners to ensure they will meet expectations; especially when working with vulnerable communities, providing safety and security to staff and public during cleanup activities, and engaging with the public and businesses when investigating dumping incidents and other solid waste related matters, and with the houseless community to provide assistance and connect to services. The law enforcement partners on RID Patrol provide a known entity for responding versus relying on calling 911 and not knowing what sort of response you may receive or the ability to set expectations. In the past when contacting local law enforcement for assistance either through 911 or direct contact, we have experienced mixed results; some great responses but also local law enforcement not responding or refusing respond to our request for assistance or conducting the response in a manner that does not align with our values and expectations.

Examples

- **RID Patrol officers:** These officers accompany Metro RID Patrol staff when posting camp cleanup and movement notices located on Metro property. The officers are present to provide support in case of security or safety issue for anyone present including Metro staff, houseless community, partners and general public as needed. Often the locations are in wooded areas without cell service. The posting and cleanups of are regulated by ORS Chapter 203; Metro enforces Title X and Metro developed revised camp movement guidelines during COVID. During cleanups officers have:
 - Deescalated dangerous situations when a person was having a mental health crisis and threatening physical assault with weapons present
 - Connected houseless community members to resources and social services
 - Helped a severely injured Metro staff person quickly get from a remote area to the emergency room for medical treatment.
 - Facilitated conversations with a person's parole or probation officer to remedy an issue, and otherwise provide support and information that RID Patrol staff don't have knowledge, experience of or access to.
- **Solid waste investigations:** The officers assigned to RID Patrol conduct solid waste investigations such as investigating evidence associated with an illegal dumping incident with Community Services and Education's RID team, incidents where customers fail to pay their disposal costs at the transfer station with the Garbage and Recycling Operations team; and investigate disposal activities to ensure proper disposal and payment of fees and taxes with the Policy and Compliance team. The partnership with law enforcement provides additional access to information that is only accessible to law enforcement.
- **Camp clean up:** RID Patrol provides camp cleanup support and disposal services to local government partners which often involves local police department, either directly through the IGA or indirectly through the government partners. Under these IGAs the role of RID Patrol is to remove and dispose of any trash and unwanted items. All other actions are carried out by the IGA partner.
- **Dump sites:** RID Patrol often coordinates with local jurisdictions to respond to large or challenging dump sites. Coordination sometimes involves local law enforcement agencies if there is known or suspected criminal activity. RID will provide cleanup services once any criminal investigation is complete. Sometimes the local law enforcement agency will participate in the cleanup by providing equipment (such as Gators or ATVs), assist in the cleanup activity or might otherwise be the lead coordinator with a cleanup effort.
- **Traffic control:** When a dumpsite is located near a busy road or intersection, or traffic needs to be blocked or rerouted to safely access and cleanup dumped garbage RID Patrol staff will seek traffic control assistance from our RID Patrol assigned officers. In some cases, we will reach out to local law enforcement for traffic control support.
- **Outreach:** Outreach at community events like National Night Out, which is organized by local police departments.

- **Code violations:** Metro staff coordinates with other agencies, including law enforcement, when investigating alleged violations of Metro Code – could include civil or criminal enforcement of environmental laws.
 - Law enforcement may accompany inspectors for DEQ investigations/inspections when safety concerns and could include Metro inspectors and collaboration.
 - Code enforcement in some jurisdictions (i.e. Hillsboro) is embedded in police department and referrals/complaints may come in this way and Metro inspectors coordinate with local jurisdiction
- **External coordination:** Metro is a paying member of Western States Project, a consortium of government agencies (including law enforcement) involved in regulatory, civil, and criminal enforcement of environmental laws.
- **Fee waivers for dangerous and illegal items:** Non-system license and regional system fee and excise tax exemption for contraband (drugs, guns, etc.) Metro Code 5.05.050(c) in order to assure public safety or for the public good.

On-site security

WPES employs some security guards and Metro staff interact with security guards employed by other facilities. On-site security has historically centered the safety and comfort of white people. WPES is seeking to increase security at its transfer stations, in particular, at Metro South, in response to the increased hostility customers are directing at staff, particularly staff of color.

Examples

- **Transfer station security:** Currently security at Metro Transfer Stations is subcontracted by the contracted operator, Recology for 24/7 security presence. This is already expected to change because WPES is submitting a November 2021 budget request for 5 FTE security staff to replace contracted security with Metro FTE.
- **Staff interactions:** WPES staff interact with on-site security through a variety of ways including:
 - Front desk security at Metro Regional Center
 - Educators regularly interact with park ranger/zoo security/school security.
- **Load inspection:** Facilities regulated by Metro issued solid waste facility licenses are required to provide access to the facility for uncovered load inspection
 - Licensees must allow authorized representatives of Metro (including law enforcement personnel on contract to Metro) to have access to the facility premises for the purpose of contacting individuals that are observed transporting uncovered loads on public roads in violation of Metro Code 5.09.040.
- **Staff experiencing harm:** WPES staff at various locations have reported experiencing hostility and harm from service users, some of which was racially motivated. These events are occurring mostly at the transfer stations, though Recycling Information Center staff have also reported hostility and harmful comments from service users.

Levers for creating safety in communities

Waste Prevention and Environmental Services works to create community safety and prosperity through a variety of levers, namely through how they invest in communities through workforce development and how services are provided to communities with low access to critical waste disposal services.

Examples

- **Workforce Transition:** The development and expansion of the RID Patrol workforce transition program. The workforce transition program prioritizes people impacted by incarceration and law enforcement, corrections, parole, and probation in addition to CBOs and other stakeholders as part of the development of programming, services, and pathways into and from the workforce transition program; and pathways or connections from law enforcement and corrections to CBOs and other program partners.
- **Garbage services for houseless individuals:** RID Patrol's Metro bag program works with outreach workers, social services, CBOs, local jurisdictions and law enforcement agencies to provide access to garbage services. The bags are not used to move people or to conduct a cleanup. The bag program's purpose is to be used by houseless community members to access trash services and the ability to clean up their living space.

June, 18 2020

Council President Peterson and Representatives of Metro Council,

As the Committee for Racial Equity for Oregon Metro, we serve as an advisory committee that is a critical component of Metro's efforts to advance racial equity; whose purpose is to "provide community oversight and opportunities for Metro to have greater accountability to the community on the implementation of the strategic plan." In the spirit of advising the council and advancing Metro's commitment to Racial Equity as well as holding the councilors accountable to that commitment, we are called to emphatically advise the council and implore you to heed our community-backed advice.

Metro's Racial Equity Strategic Plan puts forward a bold commitment: "Metro is committed to arriving at an equitable and prosperous Portland region where everyone has opportunities to enjoy a good quality of life. Taking a racial equity approach by removing barriers and increasing equitable outcomes for people of color in the region is the most intentional and effective path to get there." What has been painfully obvious to the Black, Indigenous, and other communities of color for centuries has been a struggle for White community members to acknowledge or recognize: the health and well-being of those communities are being threatened. The events of the last few weeks have further heightened the visibility of generations of injustice happening in Black, Indigenous, and other communities of color across the country and in Oregon as a result of systemic and militaristic police violence. We feel this is a critical point for CORE, Metro Leadership, and Councilors to speak up and use their privileged positions.

Two Portland-based community organizations, Portland African American Leadership Forum and Unite Oregon, offer this analysis:

"All across this country, Black people live with the everyday reality of being subjected to a police occupation. This is a form of state violence perpetrated against our community. As a people living in Black bodies, state-sanctioned violence, hyper-surveillance, and resulting disenfranchisement is a constant danger. Black folks who are poor, women, people who are currently and formerly incarcerated, working class, LGBTQ+ and gender non-conforming, [disabled], and Black immigrants and refugees of all documentation status are particularly vulnerable. The physical and economic

violence of policing, incarceration, and judicial supervision can no longer be tolerated.

Police agencies in Portland, including Portland Police Bureau, Multnomah County Sheriff, Trimet police, and Portland State's Campus Public Safety officers, like police in other cities, maintain practices of violence against BIPOC people; poor and houseless people; queer, trans, and gender nonbinary people; and immigrants and refugees. The US Department of Justice is currently providing oversight to PPB due to documented abuses of those with, or perceived to have mental illness; and this most recent Settlement Agreement is not the first time that PPB has been under federal scrutiny for its racial profiling, use of force, and other abuses in the community. Yet officials continue to defend the system and resist externally driven reforms, and Portland Police Association defies community demands for accountability and change."

While past appeals have called for reform, regulation, training, and increased community oversight, the analysis has shifted to now acknowledge that our current systems *are beyond* reform. Diverse community members and groups have added their voice and support to the demands, built on years of community action from Don't Shoot PDX, Black Lives Matter, PAALF, and Unite Oregon. These demands are simple:

- Divest in Police,
- Reinvest in Black Lives, and
- Protect our Communities from Violence.

Before we proceed, we first need to stop all investment in programs, task forces, and further training programs that support a police state that kills Black, Indigenous, and people of color. There are also a host of solutions that reallocate police funds to address housing insecurities, physical and mental health needs, and a community-driven model for public safety.

President Peterson, you said in your statement released on June 1st that you reached out to Mayor Wheeler as well as Commissioner Hardesty to ask how Metro can help. We expect you to offer the same support to the organizations whose calls for change have gone unanswered for years.

We're not asking for the creation of new solutions to this problem by Metro; those asks and proposed solutions have already been made for years by the Black community.

What we are asking is that all members of Metro, from President Peterson to the Councilors, the COO and all Metro Staff, use their positions, privilege, and representative power to amplify and stand by those proposed solutions from the Black community.

Metro is a group of elected officials representing districts of the Portland Metropolitan area; you are a regional governing body. Your Black constituents are hurting and dying and it is incumbent upon Metro to act swiftly to put their support and political power behind the Black Organizations that have been calling for these changes for years.

As the City of Portland and Multnomah County consider this call to action from community groups, we believe Metro's leadership is important. This is a key moment for Metro to meaningfully consider what investing in Black lives means in both supporting a divestment from policing to investment and implementation of community-driven solutions that ground so much of Metro's Racial Equity Strategic Plan.

CORE stands in full support of this movement and the proposed changes outlined by a growing coalition across our city led by PAALF and Unite Oregon. We know that Black Lives Matter. We call upon you as leaders to set an example for local and county governments, and send the message that Metro knows it will take bold action to truly center BIPOC communities.

Thank you,

Signed:

Effie Bustamante
Martine Coblentz, Co-Chair
Nura Elmagbari
Karla Hernandez
Saara Hirsi
Duncan Hwang
Laura John
Patricia Kepler
Daniela Ortiz
Dele Oyemaja
Tristan Penn, Co-Chair
Katie Sawicki



Reimagining Policing, Security and Incarcerated Labor Project

Project Background and Design

October 2021

If you picnic at Blue Lake or take your kids to the Oregon Zoo, enjoy symphonies at the Schnitz or auto shows at the convention center, put out your trash or drive your car – we’ve already crossed paths.

So, hello. We’re Metro – nice to meet you.

In a metropolitan area as big as Portland, we can do a lot of things better together. Join us to help the region prepare for a happy, healthy future.

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WHY IS THIS WORK IMPORTANT?

This commitment is informed by the calls for advancing racial justice by Reimagine Oregon and other Black community leaders during this time of increased social awareness of the countless killings of Black and Brown people across the United States at the hands of police. Due to this increased social awareness, Portland's Black community, among others, are demanding a reimagining of how our society chooses to conduct public safety and approach justice. Metro is committed to our own reimagining process in line with these demands – rethinking our relationships with the carceral system and approaches to policing, security and incarcerated labor. This project will elevate the work of many community groups and partners who have and are deeply engaging in this work. This includes utilizing published reports, recordings of trainings and conversations and engagement as needed.

PAALF (now known as Imagine Black) states, “Police agencies in Portland, including Portland Police Bureau, Multnomah County Sheriff, Trimet police, and Portland State’s Campus Public Safety officers, like police in other cities, maintain practices of violence against BIPOC people; poor and houseless people; queer, trans, and gender non-binary people; and immigrants and refugees.” Much of this violence can be traced back to settler colonial roots. In the article, Indigenous Cultural Values Counter the Damages of White Settler Colonialism, “settler colonialism is a structure not an event’ (2006, 388). Like any structure, it requires ongoing maintenance, and like all systems of oppression that require denial of privilege to come, the structure of settler colonialism largely remains invisible. Over time, it comes to seem permanent, impenetrable and appears inevitable.” This project will allow Metro to understand our influence to better these outcomes.

PROJECT BACKGROUND

The purpose of this project is to inform policies and practices that will reduce the harm of Policing, Security and Incarcerated Labor has on Black, Indigenous and other communities and staff of color.

Through this project, we seek to create deeper understanding about how government actions, including Metro’s budget and policy decisions, have led to inequitable access, opportunity and outcomes for Black people in the greater Portland area. Since Metro is committed to taking action to dismantle racist systems, this is one of many necessary steps the agency can take to create more welcoming communities where Black, Indigenous and people of color in our region can benefit equitably from public investments.

The project process continues to center black folks’ voices and is dedicated to educating Metro staff involved through research, recorded trainings/talks and other information available to us. A comprehensive collection of facts related to the disparities across the criminal legal and prison systems can be found in [*There’s overwhelming evidence that the criminal justice system is racist. Here’s the proof*](#) published by the Washington Post. A selection of statistics are included below.

Information about the criminal legal system and its impact on Black, Indigenous and other people of color

- The criminal legal system, at each point in the process from stops to arrests to convictions, discriminates against Black, Indigenous, and other people of color at alarming rates compared to white folks.
- A [large study](#) completed in 2020 of 95 million traffic stops in the US found that black people were much more likely to be pulled over than white people, and black drivers were also more likely to have their cars searched after a stop even though white drivers were more likely to be found with illicit drugs.
 - A [2019 study](#) in Portland reinforced this national trend, finding that black drivers and pedestrians were much more likely to be stopped, receive tickets and be arrested for drug possession than their white counterparts.
- Police use-of-force is also disproportionately used against Black people – a [2019 study](#) found that black men were 2.5 times more likely than white men to be killed by police.
- According to data published by the Department of Education, Black students in 2016 were nearly four times more likely to be suspended than white students. Disparate rates of school discipline can increase interactions with the criminal legal system and supports the school-to-prison pipeline that helps account for disparate rates of incarceration for Black Americans.

Information about the carceral (prison) system and its impact on Black Indigenous and other people of color

- About 1.5 million people are now imprisoned in the United States, producing the highest rates of incarceration in the world. Since 1980, the number of people in U.S. federal, state or local prisons and jails has increased more than 450%. This number becomes exponentially bigger when considering the more than 7 million individuals under some form of correctional control in our nation (held, incarcerated, paroled, furloughed).
 - The United States has the highest incarceration rate in the world and the highest number of people behind bars, far higher than the rates of other heavily populated countries. As a result of the growth in prisons, the “punishment industry,” estimated at \$182 billion per year, has become a key contributor to the U.S economy – from private prisons that require investments, design, financing and new construction to build – to developers of new technologies used by law enforcement, all the way down to the phone cards sold at higher than market rates to inmates.
 - Businesses and public agencies directly benefit economically from the carceral system by tapping into prison labor since they can compensate workers at a rate far below that of the minimum wage.
 - More than 70% of people in prison are people of color. The imprisonment rate for African American women is twice that of white women. Although there is limited data about formerly incarcerated Native and Indigenous peoples, the 2010 Census data reveals that Native peoples are overrepresented in the criminal legal system and are incarcerated at a rate more than double that of white Americans. In states with large Native American populations, such as North Dakota and Oklahoma, incarceration rates of Native peoples can be up to seven times that of white populations.
-

POLICY CONTEXT – PLANS AND DEMANDS

As national, local and internal calls for accountability continue, the project team continues to follow organizations and research that guide accountability and change. Below are demands and plans specific to Metro that call us into this work and demand a more safe community for Black and brown greater Portlanders and staff.

Reimagine Oregon

A group of Black leader's came together in summer 2020 to work with elected officials to begin dismantling systemic racism in Oregon, recognizing that police violence is rooted in a web of oppressive systems, under-investment and inequitable access to resources, opportunity and stability.

Policy demands include specific actions among the following topic areas:

- Education
- Police divestments
- Housing
- Health & wellbeing
- Transportation
- Economic Development
- Community Safety
- Legislative process

Metro Council continues to engage, lead, and support the work of Reimagine Oregon, while delivering on our specific commitments.

Strategic Plan to Advance Racial Equity, Diversity and Inclusion

Metro's own Strategic Plan to Advance Equity (SPAREDI) calls us into this space through the following goals:

- Goal B: Meaningfully engage communities of color. This means listening to and centering the voices of all marginalized communities and prioritizing their needs in our actions.
- Goal C: Metro hires, trains and promotes a racially diverse workforce. This means creating work places that feel welcoming and safe to Black and Indigenous staff and other staff of color.
- Goal D: Metro creates safe and welcoming services, programs and destinations. This means ensuring that Black, brown, queer, trans, femme, disabled and undocumented visitors and program participants feel safe and welcome and are free from harassment and discrimination.

Black Caucus & POC ERG

In September 2020 the People of Color & Black Caucus employee resource groups (ERG) submitted a letter to Marissa Madrigal titled "Demands to address systemic racism and white supremacy at Metro".

These demands were based on a compilation of survey responses that the ERG received during the summer of 2020. Below are some of the demands from the letter:

- Metro needs to ban all contracts and procurement that exploit people experiencing incarceration. For current or potential contracts that include labor by people experiencing incarceration. Metro needs to either ensure workers are paid a living wage or cancel the contracts. The decision-making process to determine this action must include people experiencing incarceration who will be impacted by the decision. All product and capital procurement needs to be purchased from companies who pay their workers a living wage.
- Metro needs to change its policy on refusing to employ workers with criminal backgrounds.
 - Context: If a person is safe enough to work side by side with our employees as a temp, they are safe enough to become a Metro employee. Currently Metro refuses to employ some workers with criminal backgrounds even though they are already working side by side with Metro employees.
- Metro council should update code, administrative rules and all intergovernmental agreements requiring that police departments and government agencies working with them can no longer qualify for grant funds. These documents also need to be reviewed and updated to require that applicants must focus on projects that support the agency's DEL strategy and allocates resources towards those most vulnerable.
- Create a safe environment for Black staff and build better systems of accountability, reporting and repair to support employees experiencing harassment and reduce incidences of harassment.
- Metro needs to ban police from receiving any allocation of funding from grants, bonds, tax revenue, etc. that is intended to increase livability in our region.
 - Context: As an example, Oregon City recently awarded its police department \$25,000 to sweep people experiencing homelessness out of their city. Their funding comes from Metro's community enhancement grant program.

Committee on Racial Equity

On June 18, 2020 Metro's Committee on Racial Equity (CORE) drafted and collectively signed a letter to Metro Council (Attachment C) calling on Council to advance safety and prosperity for the region's Black community by advancing the policy agendas set forth by Portland African American Leadership Forum (PAALF) and Unite Oregon. These agendas called for divestment in harmful systems, reinvestments in Black lives, and protection for BIPOC communities from violence.

PROJECT OVERVIEW

The project is working to document the agency's touch points with police, security, and our use of incarcerated labor, facilitate a path forward on addressing those touch points and create action plans to help guide the work.

Project Goals & Outcomes

- **Completion of Reimagining Policing, Security and Incarcerated Labor Learning Cohort**
The learning cohort created a space for participants to gain a deeper understanding of how the law enforcement and carceral systems connect with their work.
- **Internal assessment**
The internal assessment will inventory Metro's touch points with Police, Security and Incarcerated Labor within the Parks and Nature, Waste Prevention and Environmental Services, Venues and Planning and Development departments. This will provide context that will guide the development of the department action plans.
- **Decision Making Framework working group**
The Decision Making Framework working group, made up of staff with personal and/or professional experiences relevant to this work, will help set the vision and direction for the agency as we make decisions to address our touch points with police, security and incarcerated labor.
- **Department action plans**
With direction from the Decision Making Framework working group, Policing Committee members will develop department specific action plans that address their departments touch points and goals to address those touch points that align with agency goals.
- **Coordinate a process for project transition to implementation**
The project team is committed to a smooth transition as the work moves to the implementation phase of the actions plans. We will work to secure possible funding sources needed to implement this work.

Project process to date

- **Developing Shared Learning and Shared Analysis**
The shared learning and shared analysis project phase set the foundation for long term project success. During the winter/spring of 2021 the project leadership team led a 4-part learning cohort series that covered the basics of criminology, racial disparities across criminal justice and planted the seed for us to engage in this work. The cohort included staff that were supporting the work of the project. This series helped create a shared language and a shared analysis among participants. We have continued to engage with the cohort monthly to offer additional space to dive into these topics.
- **Development and workgroups**
The project leadership team has convened two teams to support the success of the work. Those teams are the Policing Committee and the Decision Making Framework working group. Both teams support the project by guiding decisions and leading important bodies of work respectively. To date the team have completed the learning cohort and documented and analyzed their department specific internal assessments.

- **Completion of Internal Assessment**

Metro has many touch points with security, policing and the use of incarcerated labor. This project has inventoried touch points in the departments listed below and will begin to assess if there are alternative strategies to better reflect Metro's values and commitments.

- Parks and Nature
- Waste Prevention and Environmental Services
- Venues
- Planning and Development

Additional outcomes and bodies of work

- Security at Metro sites

Project team members have been working to reimagine what security looks like at the Metro Regional Center (MRC). The work includes re-evaluating the entrance of MRC to feel more welcoming to BIPOC staff, guests and community members and reworking existing security job descriptions that will take a trauma-informed approach to Metro's security needs.

- HR Background Check Policy

In an effort to dismantle systems of inequity, particularly inequity based on race, Metro changed its pre-employment background check process to no longer require criminal background checks for nearly 95% of positions that previously required one. Effective July 1st 2021, only 22 classifications will require enhanced checks. These positions includes positions that work directly with children and those that require a commercial driver's license (CDL) for their job.

- Metro Together

The project leadership team is supporting the Metro Together project by providing input around safety and security needs as it relates to protecting Metro staff and property.

- Hub for questions and strategic direction

The project has become a central hub for support across the agency. We have supported different departments with questions around security needs, surveillance and signage and support with recruitments.

APPENDIXES

Shared understanding – Project Language

Policing

Policing is a social relationship made up of a set of practices that are empowered by the state to enforce law and social control through the use of force. Reinforcing the oppressive social and economic relationships that have been central to the US throughout its history, the roots of policing in the United States are closely linked to the capture of people escaping slavery, and the enforcement of Black Codes. Similarly, police forces have been used to keep new immigrants “in line” and prevent the poor and working classes from making demands. As social conditions change, how policing is used to target poor people, people of color, immigrants, and others who do not conform on the street or in their homes also shifts. The choices policing requires about which people to target, what to target them for, and when to arrest and book them play a major role in who ultimately gets imprisoned.

Prison Industrial Complex

The overlapping interests of government and industry that use surveillance, policing and imprisonment as solutions to economic, social and political problems.

Criminalization

The process through which actions become illegal and people become labeled “criminal”. Entire groups of people and communities are criminalized when targeted by policing.

School to prison pipeline

Policies that encourage police presence at schools, harsh tactics including physical restraint and punishments that result in suspensions and out-of-class time. When combined with zero-tolerance policies, a teacher’s decision to refer students for punishment can mean they are pushed out of the classroom and much more likely to be introduced into the criminal justice system.

Surveillance

Surveillance is a rapidly proliferating set of practices that permits authorities and private citizens to collect, analyze and disseminate information through rapidly developing technological means. Few activities in our public or private lives are not affected in some way by surveillance, and it is arguably becoming the dominant regulatory technique in modern societies. Modern surveillance practices can be as overt as cameras and government-issued ID cards, or less visible forms such as credit scores, medical records, cell-phone meta-data, and Internet-connected household appliances. What they all have in common is they give groups and individuals the ability to use

the information they collect to intervene in and affect the lives of people in ways that can have critical implications for values for privacy and justice.

Nonviolent Community Safety

Nonviolent Community Safety, essentially, brings peacebuilding approaches together with community development and social activism to form empowering, nonviolent community building approaches to creating safety in local communities.

Nonviolent Community Safety describes approaches to safety that are community initiated and controlled. It is much more of an 'opening-up' and community building process than the common 'lock-up' and isolating 'power-over' responses to safety that tend to dominate in our society. The annual "Reclaim The Night" marches, Aboriginal Night Patrols and the many Lesbian and Gay anti-violence street patrols are just some examples of nonviolent community safety initiatives.

Anti-blackness

A two-part formation that both strips Blackness of value (dehumanizes), and systematically marginalizes Black people. Society often associates politically incorrect comments with the overt nature of anti-Blackness. Beneath this anti-Black racism is the covert structural and systemic racism which predetermines the socioeconomic status of Black people in this country and is held in place by anti-Black policies, institutions and ideologies.

Anti-Blackness is also the disregard for anti-Black institutions and policies. This disregard is the product of class, race, and/or gender privilege certain individuals experience due to anti-Black institutions and policies.

Slave Patrol:

The origins of modern-day policing can be traced back to the "Slave Patrol." The earliest formal slave patrol was created in the Carolinas in the early 1700s with one mission: to establish a system of terror and squash slave uprisings with the capacity to pursue, apprehend, and return runaway slaves to their owners. Tactics included the use of excessive force to control and produce desired slave behavior.

Slave Patrols continued until the end of the Civil War and the passage of the 13th Amendment. Following the Civil War, during Reconstruction, slave patrols were replaced by militia-style groups who were empowered to control and deny access to equal rights to freed slaves. They relentlessly and systematically enforced Black Codes, strict local and state laws that regulated and restricted access to labor, wages, voting rights, and general freedoms for formerly enslaved people.

-NAACP – [The Origins of Modern Day Policing](#)

Project members

Project members include Metro staff from across the agency:

Project Leadership team members:

Punneh Abdolhosseini | Senior Solid Waste Planner, WPES

Loni Black | Associate Planner, Communications

Reed Brodersen | Senior Program Analyst, DEI

Policing Committee team members:

Nick Brown | Security Manager, OCC

Holly Calhoun | Deputy Human Resource Director, HR

Rory Greenfield | MRC Campus Operations Manager

Matan Gold | Associate Planner, Communications

Gloria Pinzon | Senior Public Affairs Specialist, Communications

Joel Morton | Legal Counsel II, OMA

Lake McTighe | Senior Transportation Planner, Planning & Development

Decision Making Framework Working Group Members:

Loni Black | Associate Planner, Communications (Chair)

Pilar Karlin | Intern, Council

Hila Ritter | Principle Solid Waste Planner, WPES

Russell Sanchez | Policy Advisor, DEI

Tara Miler | Program Manager, Parks and Nature

Ruby White | Program Manager, Parks and Nature