

Growing Public Trust | Innovation Team Meeting | June 24, 2015

Presenters/facilitators: Sam Diaz, Peggy Morell, Erin Pidot

Participants:

Community Based Organization representatives

- Sam Diaz, Community Engagement Coordinator, 1000 Friends of Oregon
- Pam Phan, Hub Program Coordinator, 1000 Friends of Oregon
- Erin Hauer, Development and Communications Intern, 1000 Friends of Oregon
- Mee Seon Kwon, Washington County Organizing Director, Center for Intercultural Organizing
- Mychal Tetteh, CEO, Community Cycling Center
- Zack Mohamed, Leadership Development Coordinator, Center for Intercultural Organizing

Metro

- Peggy Morell, Senior Public Affairs Specialist
- Heather Coston, Project Manager, Office of Public Engagement
- Kim Ellis, Principal Transportation Planner
- Tom Kloster, Regional Transportation Manager
- Becca Uherbelau, Senior Community Relations Manager

Center for Public Service (CPS)

- Marcus Ingle, Program Manager and PSU Professor
 - George Beard, Marketing Manager
 - Sara Saltzberg, Assistant Director
 - Erin Pidot, Hatfield Resident Fellow
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Part I. Welcome and objectives

Meeting Objectives:

1. Begin to develop a shared vision for success
2. Discuss how we will get there
3. Refine our understanding of the challenge by thinking about the status quo

Part II. Introductions

- Some notes captured from responses to the question: what brings you to the table?
 - “Actionable practices”
 - Mychal - Institutional amnesia on best practices - wide range of performance on public engagement
 - Marcus - What does inclusive mean? Fully representative engagement is not sufficient. Requires listening by leaders. Want to figure this out during this process
 - Zack - Work that will lead to more equitable and just communities
 - Erin P - Figuring out how local government can better respond to constituents needs and reflect community priorities
 - George - Idea of “governing outside the lines” – this is what Metro does – governs outside of traditional lines between cities and counties.

Part III. Review Working Norms (see handout)

- Presented 6 working norms from last meeting
- Additions from this meeting:

- Heather- “Step up, step back” – everyone has a lot to bring to the table and we have a lot to learn from each other – keep this in mind and be mindful of giving everyone at the table an opportunity to participate
- Peggy - Be mindful of the language that we use – we are all used to using a certain set of language and jargon within our organizations – may have different connotations or send different messages than we intend – say something if this comes up or use the parking lot to address it. Let’s learn from each other.

Part IV. Overview of proposed model and work already being done

- Peggy provided overview of model she proposed in application for Oregon Innovation Award **(see handout)**
 - In developing the model, we looked at the main challenges we’ve identified in our public engagement work and the many recommendations we’ve received
 - This is the model *proposed* – we expect this to shift and develop and grow over the course of the process
 - Learn ahead of time how community wants to be engaged
 - Share how our policy and decision-making process works
- Sam provided overview of plan to create network of community organizers and hold Community Expo **(see handout)**
 - Informal networks that emerge out of issues
 - Harness voices and experiences of community leaders
 - How to influence decisions
 - Example of the closure of Washington County Health Clinic – brought out hundreds of people, but clinic still closed. How can you influence decision-making at specific moment, when the decision will impact the community in negative ways?
 - Create a network of community organizers – need to add someone who’s organizing in Clackamas County – only partner at this point in Clackamas is Northwest Housing Alternatives
 - Use Equity Baseline Report Indicators to frame discussion at the Expo – teams will work together to respond to hypothetical situations in which government making a decision – what is dream scenario for how government would approach and involve the community?
 - We will use information gathered from Expo to fill in gaps in the model

Part V. Popcorn brainstorming: what does a health and successful relationship between Metro and communities look like?

- Trusted
- Transparent
- Consistent
- Heather - Success is when Metro is invited to participate in conversations by the community because we are seen as a trusted ally, rather than just to hold us accountable
- George - When Metro is viewed as a repository for region’s values and aspirations – indicator of success is when Metro perceived as honest chronicler of region’s aspirations
- George - Clearing house of good ideas
- Tom - Fulfill a contract of regional rights – things that Metro is going to guarantee, like right to access to public transportation
- Zack - Need to think about language, jargon and how you are capturing the attention of communities. Be mindful of who you’re talking to – one community may not look like another

- Erin H - When we get past conversations about just identifying the issues and move toward solution-focused conversations – what would this look and feel like? Problem-solving with community
- Mee Seon - Collaborative and interactive – reconceptualizing when and how community is engaged
- Mee Seon - Thinking beyond certain models – think innovatively and flexibly about what engagement can look like; value expertise of communities
- Marcus - Interface between CBOs and local jurisdictions? How do we not just focus on CBOs? CBOs are necessary, but not sufficient. Also need to bring local jurisdictions to the table – not a single representative of a local jurisdiction here today. What would they be saying? Their role vs Metro’s role from their perspective?
- Sam - local jurisdictions don’t have a problem accessing Metro’s decision-making process, but CBOs do have this problem. Community members don’t have time and don’t get paid to be at the table at those meetings like local jurisdictions do. These meetings are very internal, institutional. What will Metro do about this?
- Sam - Metro uses soft touch for work with local jurisdictions and want to see them have a backbone and balance needs of the people that don’t have the resources to participate with those of jurisdictions.
- Marcus - Want to push back a little. This is another opportunity we have with this group – what is our role in facilitating better representation at city and county level? To achieve representative, inclusive democracy in all functions across all levels of government. Local jurisdictions need to be part of the conversation for this reason.
- George - Metro as honest broker – enlist various views and synthesize for decision making – only entity with permission, authority and perspective to do this at a regional level – regional shed approach
- Pam - Implicit/unconscious bias and exclusion is institutionalized. Need to take a sobering look at the actual structure and see how racist and classist it really is. Included in the innovation is being able to discuss that conflict at a high level and address unconscious biases.
- Pam - Focus on outcomes – Metro has a lot of influence over outcomes – government needs to be held accountable.
- Pam - How do we bring someone’s everyday experience to decision makers to inform outcomes?
- Community role is to hold government accountable
- Tom - Unconscious bias related to the diversity problem within Metro
- We are working to make the process more inclusive and diverse, but is the process itself fundamentally hostile?
- How do you have full community involvement throughout the entire process?

Part VI. Discussing co-production: what roles and responsibilities does each sector have in the process of creating this model and ensuring that it is successful? (see updated handout)

- Each group had about five minutes to meet on their own and report back to group

Center for Public Service

- Provide talent for innovation process
- Provide talent of faculty and staff at CPS
- Bring knowledge about how breakthrough innovation occurs
 - o We need to use breakthrough innovation framework – need time in upcoming meeting to go over best practices for innovation approach
- Can provide assistance with diverse recruitment through fellowship program

Metro

- Responsibility to ensure full, fair and meaningful participation in the decision-making process by all potentially affected communities
- Convene different interests and perspectives
- Show what the outcome is and how it will be implemented
- Share what we learn with Metro staff
- Build support within Metro leadership and Council to implement outcome
- Share work with other jurisdictions and express that this is important to Metro
- Make sure no one gets left out
- Provide resources to support the work, such as data, expertise, relationships, and money
- Learn from and respect what we're hearing in these conversations

Community Based Organizations

- A lot of community groups have received grants from Metro to do public engagement work – debrief with them what this process looks like and how can be improved
- Evaluate leadership programs – where are graduates now? Are they in leadership positions?
- Think about how to create a pipeline from training programs to decision-making roles

Part VII. Understanding the status quo: who and what currently influences Metro's decision makers and how?

- We ran out of time, but those present expressed interest in a follow up meeting in July to discuss this question

Parking Lot

- Is the Metro (regional) decision-making process biased?
- "Bring diversity to the professional pipeline"
- Language matters: talk about trends, impacts... and how Metro's plans (and projects) support our region's values and aspirations
- Imagine a citizen's focused dashboard that portrays the shifting trends and tides awash in our region
- We are trying to make process easier to access – but is the process fundamentally flawed?
- Would like a summary of "changing faces of Oregon" presentation by Martha Bennett to inform our vision
- Metro operates well in the here and now with a focused eye on the future
- Keeper/chronicler of the regional agenda
- How does the OI Award "Summary" need to be updated as a result of our first meeting and definitions – needs to be reframed?
- How do local jurisdictions fit into the definition of CBOs?
- If Metro becomes the best at public engagement what impact would it have on other local municipalities? What could you do that you can't currently if you were pursuing excellence in public engagement?
- Metro should pursue excellence in engagement! What does excellence in public engagement look like? What models can you draw from? What expectations can you hold for all processes?
- How far can you go? Where are you going? Who is you? When will you know that you've arrived? What are the components of excellence in public engagement? How do you know if that component list is complete? How do you measure performance?