



# Memo

Date: May 16, 2019  
To: Metro Council, COO  
From: CORE  
Subject: CORE Practices to Provide Oversight of the Implementation of the Strategic Plan to Advance Racial Equity, Diversity and Inclusion

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

The CORE will achieve this purpose by:

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

## **Key Feature of CORE work in advising Council on strategic plan implementation:**

- Through review of implementation of the strategic plan, CORE will highlight important actions, address changes that need to be made or are being made, and identify blind spots and gaps on the work.
- CORE strives to use the knowledge gained through implementation efforts to share lessons learned, promote successful efforts and ensure the work of the agency continues to improve.
- CORE looks across the agency to find areas where the strategic plan plays a role, but should not be taken as a replacement for broad community input.
- CORE will highlight opportunities for community engagement to inform agency business and share feedback it receives through its network(s).

## **Matters for CORE consideration:**

- Council priority initiatives – as established at their annual planning retreats;
- Items CORE deems of interest and bring forth for evaluation and action;

- CORE initiate items can come from any member and be brought to Metro staff or the Council through the CORE Chairs.
- Departmental community engagement activities; and
- Departmental DEI plans;

**CORE engagement with key policy decisions:**

- CORE is kept informed of key policy matters before Council including understanding timelines and key decision points for Metro council.
- Requests from Metro staff to provide updates or information that DEI staff recommends and are relevant to Strategic Plan
  - Have staff bring requests to CORE for review or input
  - Connected matters to strategic plan work.
- Reports on how CORE feedback was incorporated into Council deliberations.
- Participate in reviewing periodic evaluation after policy has been implemented
- Relevant information from Departmental equity committees
- CORE’s vision for effective community engagement includes:
  - Investing in community leaders and organizations working to advance racial equity;
  - Working with department plans to ensure community review and participation in plan development;
  - Provide exposure of Metro programs and efforts to increase knowledge of Metro for community;
  - Establish clear and transparent information about decision-making including how community input affected outcomes;
- CORE member will provide periodic reports to community stakeholders through CORE page on DEI website and in other forms.

**Authority of CORE in performing its work:**

The CORE convenes periodically to support the implementation of Metro’s Strategic Plan, provide constructive comments and input to Metro Council and staff, assist staff in evaluation of the Strategic Plan, and provide community oversight and accountability.

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

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

- Develop concise reports to agency staff, Council and the broader public on matters relating to implementation work performed by CORE.
- Establish a consistent approach to applying the Strategic Plan’s goals to Metro policies and programs to ensure clarity for staff and Council of the work of CORE and the progress made on implementation efforts. Staff will develop consistent format to be used by CORE members to provide input.

- Annually CORE will provide reports summarizing the gaps they have identified and results of their input. This summary will include recommendations on needs for staff to better implement the strategic plan, additional areas of attention for Council for Council
  - One on one interviews with CORE members may be included.
- Establish and monitor goals and actions of the Strategic plan through monthly updates to CORE by DEI staff.
- CORE members' input in discussions will be noted and approved through consensus, though there may be times when some comments may be attributed to individuals and not whole group
- Throughout all of its activities, the CORE members will strive to provide oversight on the implementation of Metro's Strategic Plan in order to increase transparency and accountability to local communities, especially to people of color and other historically marginalized groups.

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

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

Ensuring completion of process around policy issues, CORE member will:

- Produce annual CORE report and determine any gaps, areas that need attention, or follow-up.
- Review annual agency budget to understand financial priorities, identify any areas that could be influenced by work of CORE.
- Make necessary recommendations to Council on matters of CORE concern.

**Metro staff will work proactively with CORE members to support the community oversight and accountability function of this body.**

Updating CORE:

- Appreciating that CORE members lead busy lives working in important sectors of our region, Metro staff commits to ensuring ample time for CORE members to review materials presented at meetings and ensure that they "close the loop" in the feedback and input process by providing response to questions, issues raised and/or gaps identified by CORE members
- Ensure CORE members are presented a policy issue for discussion and have the following month to discuss policy issue at one meeting and use the next month's meeting to finalize recommendations

- Metro staff commit to track CORE's feedback and provide it in writing to Metro Council of follow-up to ensure items CORE brings forth for further action have been meaningfully addressed.
- Work with CORE Chairs to determine what presentations would be beneficial to CORE. (ex. Lay out what points to engage on and what kind of input is needed and to decide if recommendations are needed or a decision needs to be made)
- Assist CORE co-chairs to use various facilitation tools to help CORE members fully participate and have the time and space to discuss key policy issues thoroughly
- Develop a protocol with Co-chairs and committee on how to synthesize feedback even when opinions may differ between CORE Committee members. (including process to recommendations at meetings not in approval of minutes)

Ensure CORE assessments and feedback are synthesized and incorporated into yearly planning for DEI

Ensure Metro Departments have clarity of what CORE's role is and what lens they will use to provide feedback.

- When needed, provide guidance and training support to Co-Chairs on consensus model of decision making
- On an as needed basis, meet with Councilors to learn of their individual priorities and interests.
- Meet with community partners to share work and gather feedback.