

Council work session agenda

Thursday, December 11, 2025 9:15 AM Metro Regional Center, Room 375 <https://zoom.us/j/615079992> (Webinar ID: 615079992) or 253-205-0468 (toll free),

9:15 Call to Order and Roll Call

9:15 Targeted Universalism Discussion

10:30 Break

11:45 Targeted Universalism Discussion, Continued

12:45 Lunch

1:45 Targeted Universalism Discussion, Continued

3:15 Adjourn

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សេចក្តីជូនដំណឹងអំពីការមិនរើសអើងរបស់ Metro

ការគោរពសិទ្ធិពលរដ្ឋរបស់ ១ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានការបណ្តឹងរើសអើងសូមចូលទស្សនាគេហទំព័រ www.oregonmetro.gov/civilrights។
បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ មុនថ្ងៃប្រជុំដើម្បីអាចឱ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក។

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Metro txoj kev ntxub ntxaug daim ntawv ceeb toom

Metro tributes cai. Rau cov lus qhia txog Metro txoj cai kev pab, los yog kom sau ib daim ntawv tsis txaus siab, mus saib www.oregonmetro.gov/civilrights. Yog hais tais koj xav tau lus kev pab, hu rau 503-797-1700 (8 teev sawv ntov txog 5 teev tsaus ntuj weekdays) 5 hnub ua hauj lwu ua ntej ntawm lub rooj sib tham.

Materials following this page were distributed at the meeting.



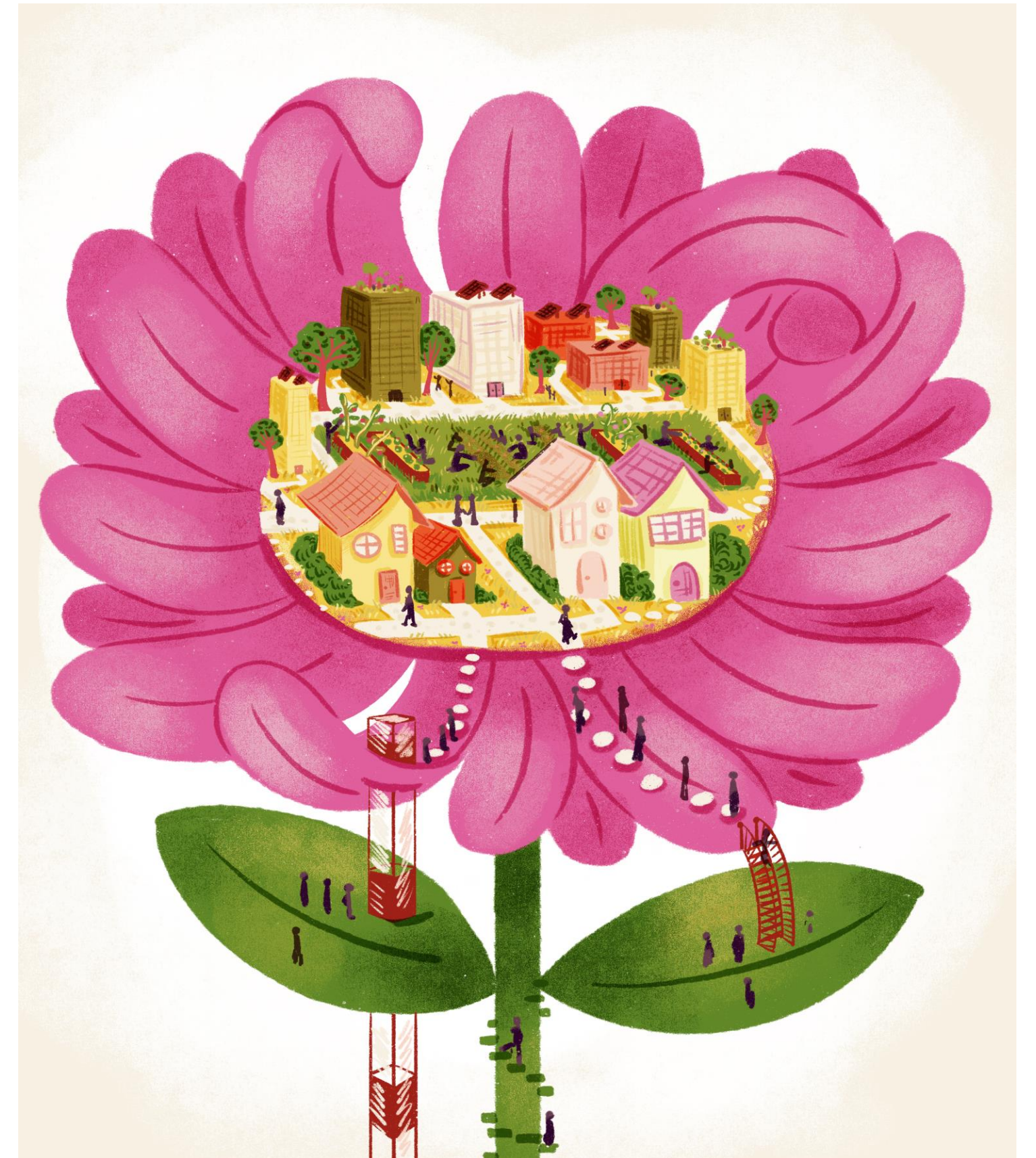
TU Learning & Alignment Project Council

Retreat Day Two



December 11, 2025

Welcome back!



Art Credit: [Teo Georgiev](#) for [Fine Acts](#) x [OBI](#)

Retreat Objectives

All Stakeholders

- Baseline understanding of Targeted Universalism (TU) as well as organizational culture and how to change it.
- Agree on desired changes to Metro's culture based on aspects of culture identified in the Assessment.
- Agree on Metro's future approaches to racial equity to inform the refreshed SPAREDI.

Council

- Clarify how Council will apply its decision-making role to advance racial equity and reinforce accountability to the refreshed SPAREDI.
- Identify how to provide Council with the most effective, concise, and actionable information and engagement opportunities to support clear, consistent leadership amid their constrained time and competing priorities.
- Clarify how Council will receive and consider advice from CORE.

Retreat Day Two

- Alignment building – Council Objectives
- Alignment building – Racial equity approaches
- Discussion & Alignment – SLT, RELT, DEI Department, and CORE Role Updates

Agenda

1. Council Objectives Recommendations – Discussion & Alignment
2. Racial Equity Approaches – Small Group Discussion & Alignment
3. RELT, DEI Dept, and CORE Role Updates – Presentation
4. Lunch
5. RELT, DEI Dept, and CORE Role Updates – Consensus Alignment
6. Next Steps and Close



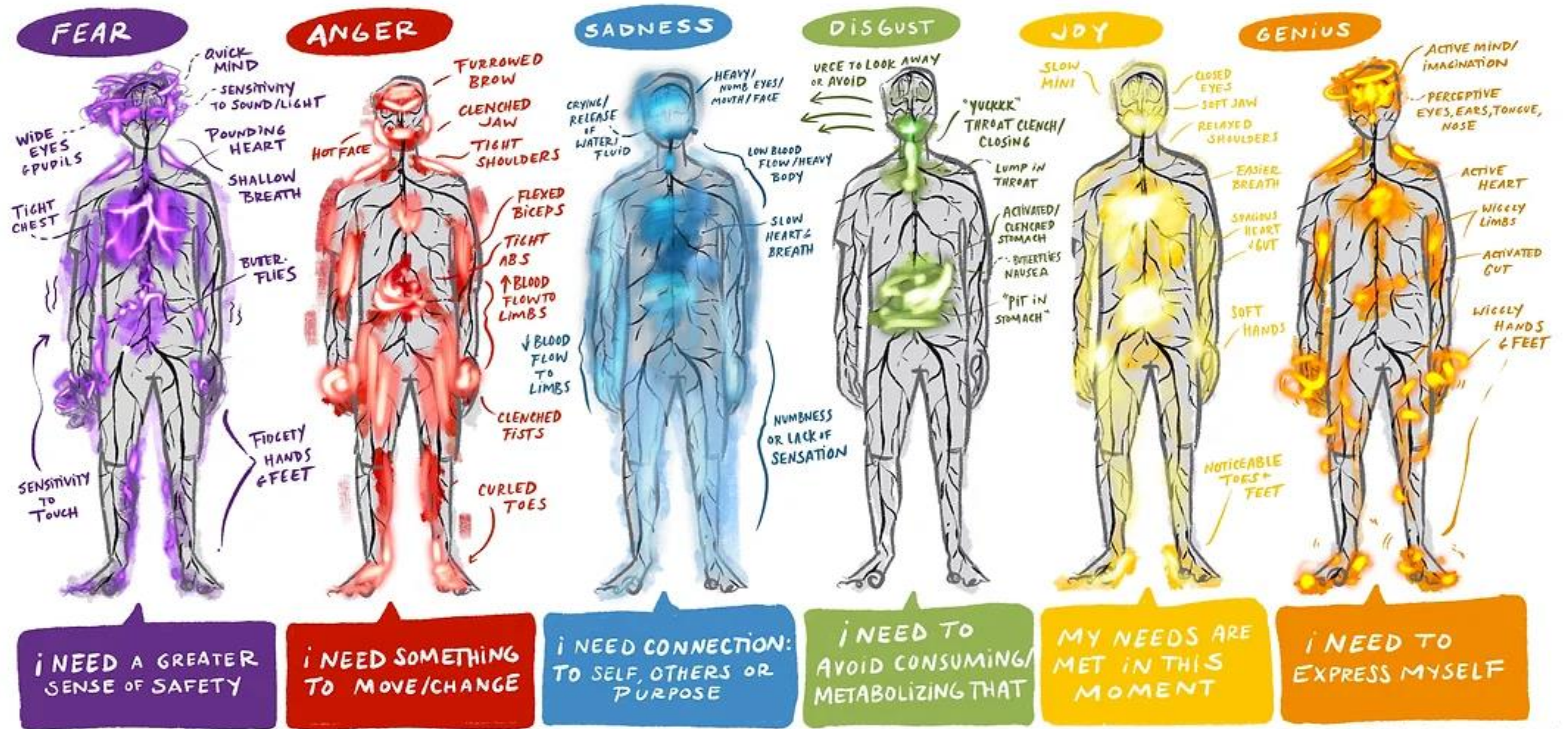
Reminder: Grounding through Self Check-In

The Emotion Wheel is intended as a tool to support you to sit with and move through discomfort by assisting you with grounding, clarifying, and processing your emotions/emotional response.

- You can identify your feeling on the wheel, track that feeling to the core emotion within the same color block and ask yourself, “why do I feel this way?”
- You can make note of your emotions and how they change throughout the meeting.
- You can use this tool in your daily work or life and in other meeting spaces.



Grounding through Self Check-In



@AVANMUIJEN

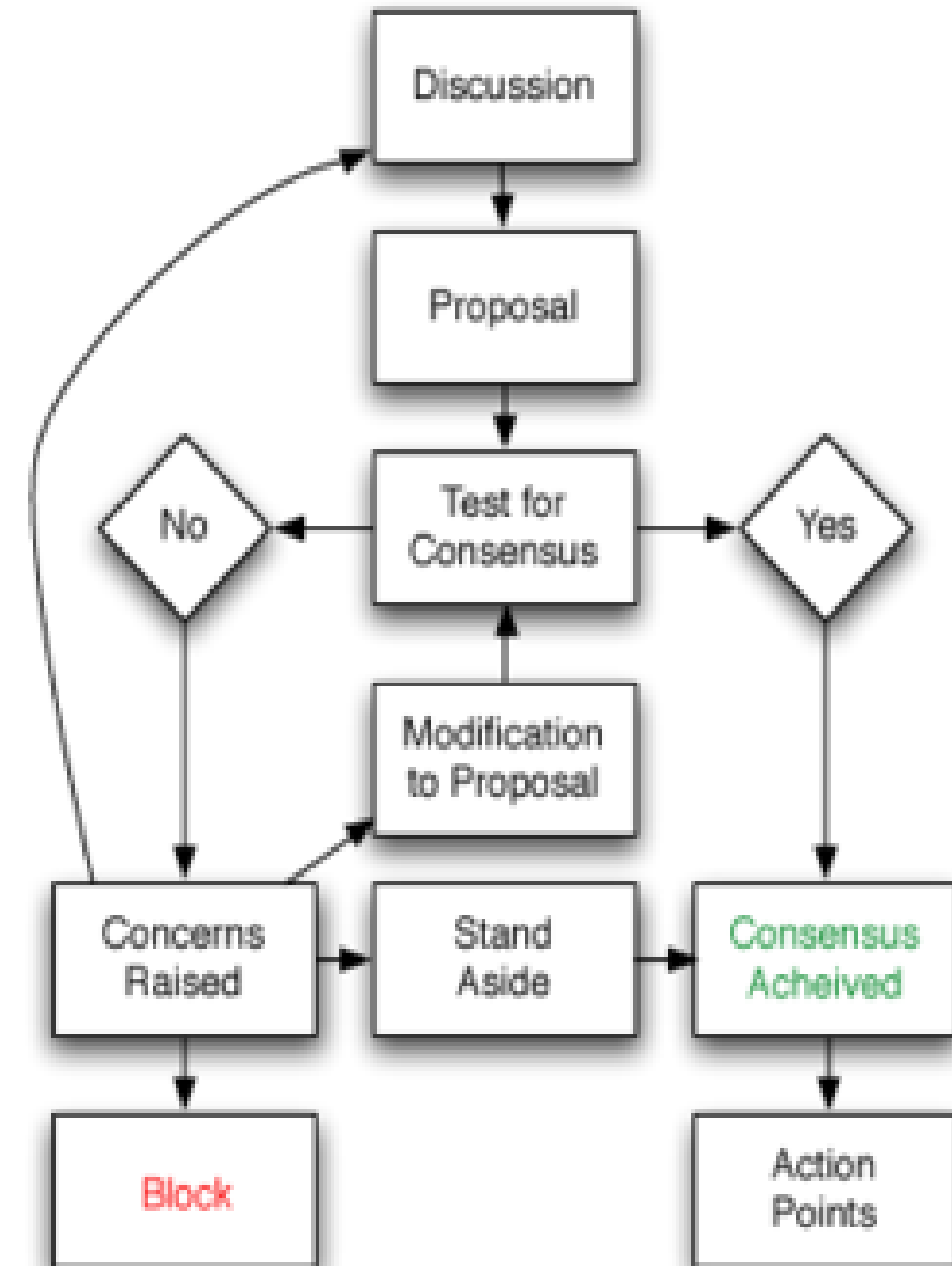
Proposed Retreat Norms

- 1) Center the purpose of the project and objectives of the retreat
- 2) Listen deeply, show up fully, make space, share space
- 3) Trust the process, each other, the facilitators, and yourself
- 4) Keep the work in the process
- 5) Keep **mindful that this is a public meeting being recorded in the age we live in** ~~personal information confidential, share ideas (supporting safe space)~~
- 6) Commit to common solutions, be willing to compromise
- 7) Value the experience and intuition of ~~others~~, **all stakeholders**
- 8) ~~Check your authority~~ Maintain ~~but not~~ your line of **sight (information, perspectives)**
- 9) Be vulnerable, honest, brave, curious, and willing to sit with discomfort, **ensure you share all that is on your mind and heart, don't leave deep perceptions unexpressed**
- 10) Be open to changing your mind in view of new information, bridge across diverse opinions and viewpoints
- 11) **Verify that you understand what is being said esp if there is a gap in perspectives (ensure aligned/same understanding)**
- 12) **Keep short and long term impact in mind**

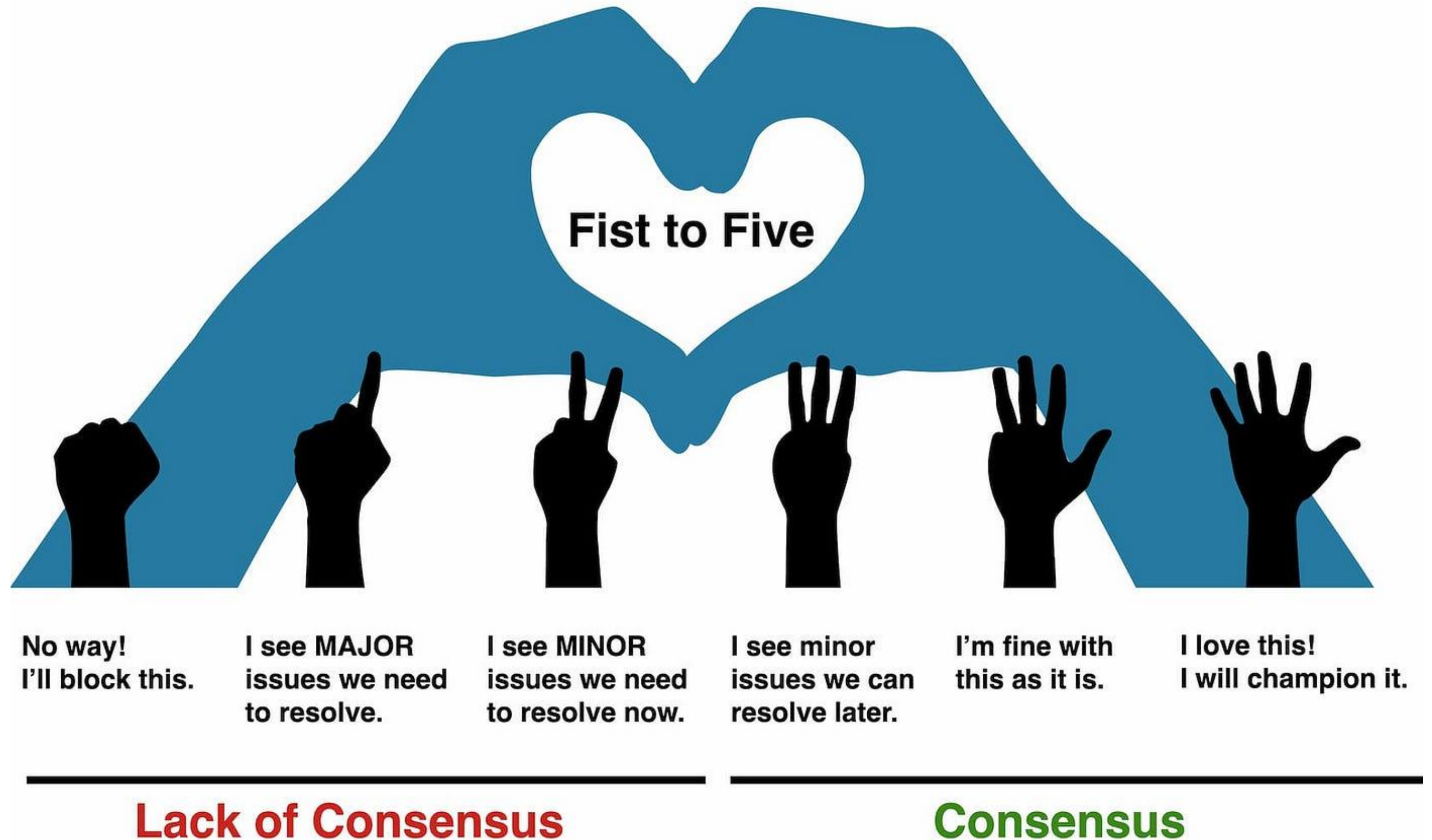
Consensus

A practice that supports all members of a group to contribute to a shared proposal and shape it until it **generates widespread agreement and meets the concerns of participants** to the extent possible.

- Consensus is an example of shared leadership in practice and honors inclusion and co-creation.
- The PAT has been using "simple consensus": we all agree, or we do not move forward.



Approach to Consensus



Stakeholder Groups

- Committee on Racial Equity (CORE)
- Metro Council (Council)
- Racial Equity Leaders (RELT)
- Senior Leadership Team (SLT)

Recommendations on Council Objectives - Discussion & Alignment



Objective 4 - How will Council apply its decision-making role to advance racial equity and reinforce accountability to the refreshed SPAREDI?

- 1) **Set time limits and boundaries** on staff to support decision-making and implementation
 - a) If a committee can't make a decision in a certain timeframe, then decision goes to COO
 - b) If COO doesn't feel comfortable making a decision, bump out to Council.
- 2) **Training for Council and staff** on SPAREDI and facilitation
- 3) Ask department directors to **report to Council on racial equity progress** from a "Metro Wide" perspective (Monthly, quarterly, whatever frequency is decided)
- 4) Require staff to **bring any issues** w/ problem statement and universal goal to DEI department and Council **twice before final decision** (i.e. at the beginning, middle, end).

Objective 5 - How to provide Council with the most effective, concise, and actionable information and engagement opportunities to support clear, consistent leadership amid their constrained time and competing priorities?

- 1) **Equity analysis** - Council receive an equity impact analysis on community programs, budget, staffing (not just frameworks and approvals)
- 2) **All staff meet** - Create space for Council at the annual all staff meet hosted by COO; include equity and culture report out in agenda
- 3) **Establish meet & greets w/ departments** - Set the agenda w/ the director and invite entire department to meet with Council members to talk about departmental achievements
- 4) Use tools to better model equity as part of their leadership
 - 1) Messaging, communications guidance - surface nuance in conversation, when possible
 - 2) Helpful if staff heard the different hats Council has to wear. E.g. there's a need to benefit all, but I'm worried about x. Not hearing the different elements and we never get to the bigger conversation. How do we differentiate the different parts of our questions?
- 5) Meet w/ **CORE** to know what they are doing and get a sense of what their issues are
- 6) Give **RELT** a space to have their own circle and meet them to know what they are doing

Objective 6 -How Council will receive and consider advice from CORE?

- 1) As part of Council onboarding process, **Councilors to learn how CORE operates** (CORE's strategic charge, CORE's role in relation to Council, size, turnover, people involved, etc.) *<currently feels like CORE advises staff, not Council>*
- 2) **Designate one Council member as regular liaison to CORE**; helps prep other Councilors for their CORE meeting.
- 3) Set expectation that **each Councilor goes to 1-2 CORE meeting(s) per year**.
 - 1) Councilors directly present on initiatives/policies they are working on and solicit CORE feedback
- 4) **Create communication pathways and shared time** between CORE and Council
 - a) Small meeting groups that are off the record, won't have quorum on Council or CORE
 - b) Shared retreats or joint work meetings b/w CORE and Council
- 5) **CORE to make direct presentations to Council** 1-2 times a year
- 6) Explore how **Council can allocate resources to support CORE goals and workplan**
 - a) Empower CORE to take a lead on the SPAREDI update/delegate authority
 - b) Create a participatory budget - CORE gets x amount of dollars a year to work on their priorities

Comparison - Council and CORE recommendations on mutual engagement

Common Recommendations	Unique Recommendations
Council visits CORE meetings and CORE visits Council meetings 1-2 times a year	Council to learn how CORE operates
More shared time together e.g. small meeting groups off the record; joint retreats	Council to allocate resources to support CORE goals and workplan
Improve communication pathways. Council to share timely information about its initiatives/priorities with CORE for feedback	CORE can proactively and meaningfully advise, influence, and make recommendations on Council policy and decision making
CORE plays a more active role on the implementation of SPAREDI	CORE has clarity on its latitude of influence over Council decisions
CORE to create its own goals and workplan	CORE proposes moving to less hierarchical culture between Council and CORE



Racial Equity Approaches – Discussion & Alignment

Which approaches to racial equity should Metro adopt for the refreshed SPAREDI?

Art Credit: [Teo Georgiev](#) for [Fine Acts](#) x [OBI](#)



SPAREDI Approaches to Racial Equity

Leading with Race

Focusing on eliminating the disparities that people of color experience in all aspects of social well-being, especially in those related to Metro's policies, programs, services and destinations.

Targeted Universalism

Addressing the disparities that affect the most disadvantaged will generate solutions to address most of the needs of other vulnerable groups.

Building Infrastructure

Creating the frame and space for Metro councilors, directors, staff and other stakeholders to advance the conversation about race, enact changes at the institutional level and organize for structural change.

Generating Support

Working with internal stakeholders and regional partners to promote an equity approach that creates institutional and structural change.

Partnering with communities of color

Ensuring that members of these communities are involved in Metro's equity efforts to create greater trust and accountability.

Measuring Progress

Measuring and recognizing milestones and significant developments, to increase and maintain momentum along the route to greater racial equity and change.

Reminder from Assessment: Future Vision for Racial Equity

1. Outcomes Orientation

- ❖ Focus on outcomes
- ❖ Deliver promised outcomes for communities across the region
- ❖ Evaluate impact of racial equity work

2. Collective Ownership

- ❖ All Metro staff own DEI work
- ❖ Racial equity embedded in agency's everyday work

3. Clarity on Scope and Roles

- ❖ Defined scopes of work for each department
- ❖ Clarity on diverse role contributions to racial equity
- ❖ Establish a poverty to prosperity initiative

4. Shared Leadership

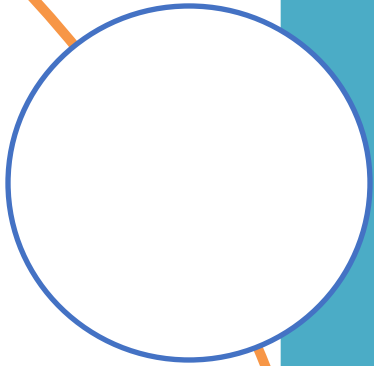
- ❖ More outspoken leadership and support for risk taking
- ❖ DEI staff and programs empowered to drive accountability and outcomes
- ❖ Implementation urgency

5. Behavior Support Tools

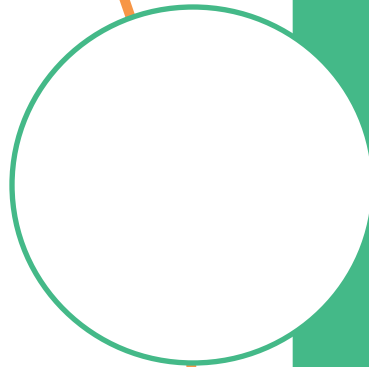
- ❖ New and updated toolkits that support equitable conversations, calling each other in, and drive outcomes

Reminder from Assessment: Future Vision for Racial Equity –

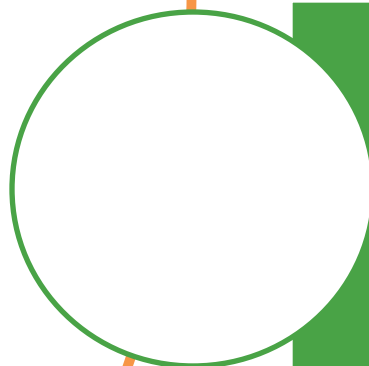
6. Targeted Universalism



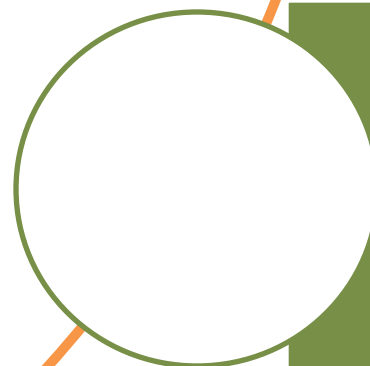
TU was originally included in SPAREDI; however, it was inaccurately defined and is discussed across Metro in contradicting ways which could be cause of confusion.



Participants across stakeholder groups rate TU familiarity between 1 and 5 out of 10.

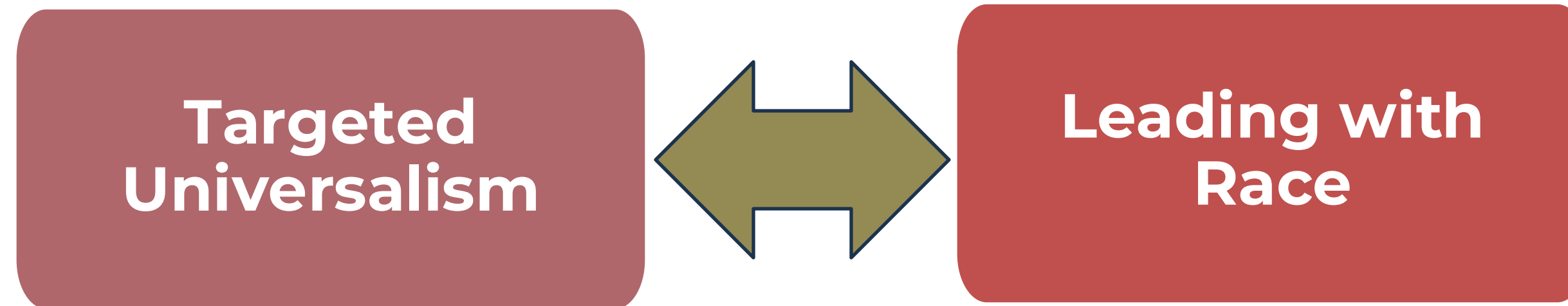


Some Participants envision building familiarity with and adopting TU with universal goals for the region developed plus specific strategies for every part.



Other Participants fear that a shift to TU can risk feeling like race erasure and backsliding.

Racial Equity – Proposed Strategy



- A. Collective Ownership/**Implementation** + Generating Support**
- B. **Shared Leadership** + Clarity on Scope and Roles**
- C. **Build Infrastructure (including mixed methods data collection and disaggregation)** + Behaviour Support Tools**
- D. Partner with communities of colour**
- E. Outcomes orientation + Measuring Progress**

Questions, Discussion, and Alignment



TIME FOR
LUNCH



A close-up photograph of a woman with dark, wavy hair and brown eyes, wearing a red long-sleeved shirt. She is looking down at her left wrist, which has a watch with a yellow face and a red strap. Her right hand is visible, with a silver ring on her ring finger, and she is pointing her index finger towards the watch. The background is plain white.

**TIME FOR AN
ENERGIZER!**

Energizer Activity

Take a moment to find a photo on your phone from the last 2 months that sparks joy — **but it can't be your partner, kids, or pets.**

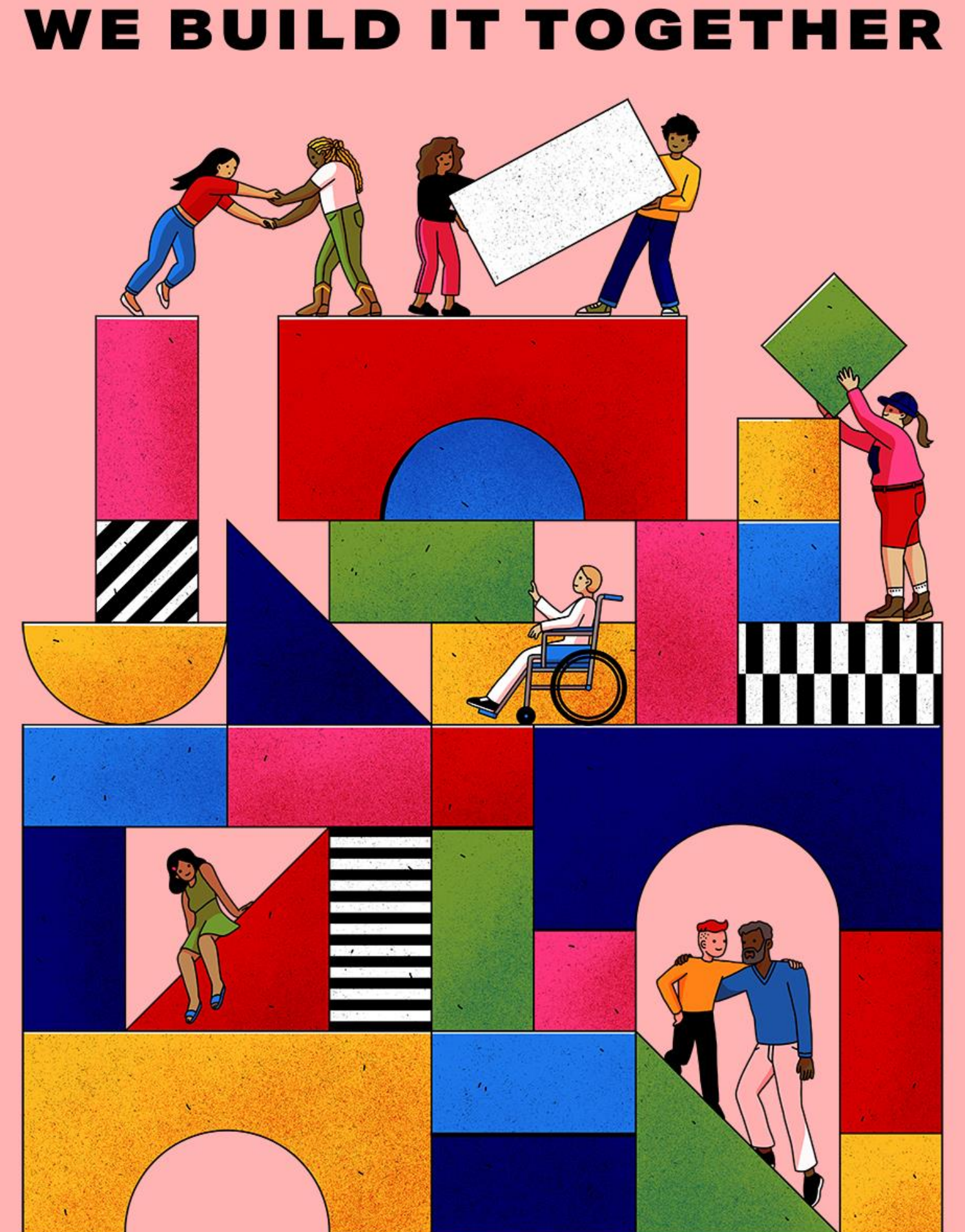
Take a few seconds to find your photo and get ready to share why it sparks joy.

Find a partner you haven't chatted with and share.



RELT, DEI Dept and CORE Role Updates – Presentation and Q&A

Art Credit: [Kim Nguyen](#) for [Fine Acts](#) x [OBI](#)



DEI Department Role - Recommendations

1) Advise and Recommend on Metro-Wide Policies, Initiatives and Investments

- ~~New~~ Metro-wide policy, initiative or investment (internal and external facing) must **be reviewed by the DEI Department prior to approval by the relevant authority** for alignment with SPAREDI.
- DEI Department **(to be further clarified)** has authority to recommend new Metro-wide DEI policies, initiatives, investments and programs to Council and implement accordingly.

2) Consult, Collaborate and Align Across Departments

- All departments are required to collaborate with the DEI Department to ensure all departments have and implement a racial equity work plan that aligns with SPAREDI.
- Facilitate the new RELT structure to support DEI specific collaboration across departments
- **DEI department is available to support and brings awareness to other departments about policies that may pose barriers to implementing racial equity**

3) Build DEI Expertise within Metro

- Provide training, tools, and frameworks to support SPAREDI implementation across departments.

RELT Structure & Purpose - Recommendations

A) RELT Structure

- 1) <In an ideal world with no constraints> Time bound participation Membership open to any Metro staff interested in advancing racial equity, to support a community of practice and embedding the work across Metro (*time duration to be defined by updated RELT charter*)
- 2) Participating staff have opportunity to apply for RELT membership after a certain level of learning/engagement
- 3) Establish a governance structure and clarify RELT's function and positionality within Metro's structure, *in alignment with an updated RELT charter*
- 4) Create pathway for RELT members to elevate concerns and address stuckness around racial equity work, when applicable

RELT Structure & Purpose – Recommendations (contd.)

B) RELT Purpose

1)Community of Practice

2)Advice and Counsel Role to DEI Dept and COO

- Track progress on SPAREDI implementation and advice on gaps
- Pathway to uplift community partners' concerns and recommend responsive adjustments to racial equity projects

3)Develop RELT Racial Equity Work Plan

4)Facilitate cross-department collaboration on implementation of SPAREDI

5)Recommend sunseting Equity Program Managers Meet Up

CORE's Role – Internal functioning

- 1) Develop an annual **CORE work plan that aligns with the refreshed SPAREDI** to ensure continuity of work; plan includes clear **goals/outcomes** to enable peer accountability (process: one session for setting goals for the year ahead)
- 2) CORE empowered with necessary information to **set its own agenda**
- 3) CORE has legal mechanism to **conduct closed meetings** to enable discussing topics in private and more collaboration between members. If meetings cannot be closed, CORE will ask Staff to step out of the room so CORE members can speak freely and not be influenced by Staff's presence in the room
- 4) **Community agreements** that codify CORE values, norms of engagement with each other, information sharing, etc.
- 5) CORE **develops rules of engagement (interaction norms) between CORE, Council and staff to clarify CORE's culture, expected practices, and recognize positionality**

CORE's Role – Engagement with Council

- 6) Move towards **two-way relationship and less hierarchical culture between CORE and Council** while maintaining lines of separation/independence
 - **Council adheres to CORE rules of engagement** (interaction norms) within CORE meetings to support CORE's culture, expected practices and recognize positionality
 - **Joint meetings between CORE and Council in neutral context** (instead of Council coming to CORE meeting or vice versa)
 - **CORE members attend one Council meeting per year** (optional given logistical considerations)
- 7) CORE can **proactively and meaningfully advise, influence, and make recommendations on Council** policy and decision making as well as audit key Council decisions
- 8) CORE to have **increased and timely information access on Council priorities and decisions** on Metro proposals
 - CORE to co-create racial equity priorities with Council
- 9) CORE has **clarity on its latitude to influence the Council priority at hand** (e.g. CORE is just informed vs. CORE provides advice vs. CORE can exercise formal power of conditional approval)

CORE's Role – Engagement with SPAREDI

- 10) CORE to **serve as advisor on creation and implementation of SPAREDI** and involved early on as part of the process (not towards the end)
 - CORE involved in co-creation of Metro racial equity goals
 - CORE work plan included in refreshed SPAREDI
- 11) **Metro staff to align their presentations to the context of SPAREDI** when presenting to CORE + offer historical racial context of the issue at hand
- 12) **Metro staff to follow up and provide timely updates to CORE** on progress of issues CORE consulted on

Supports for CORE

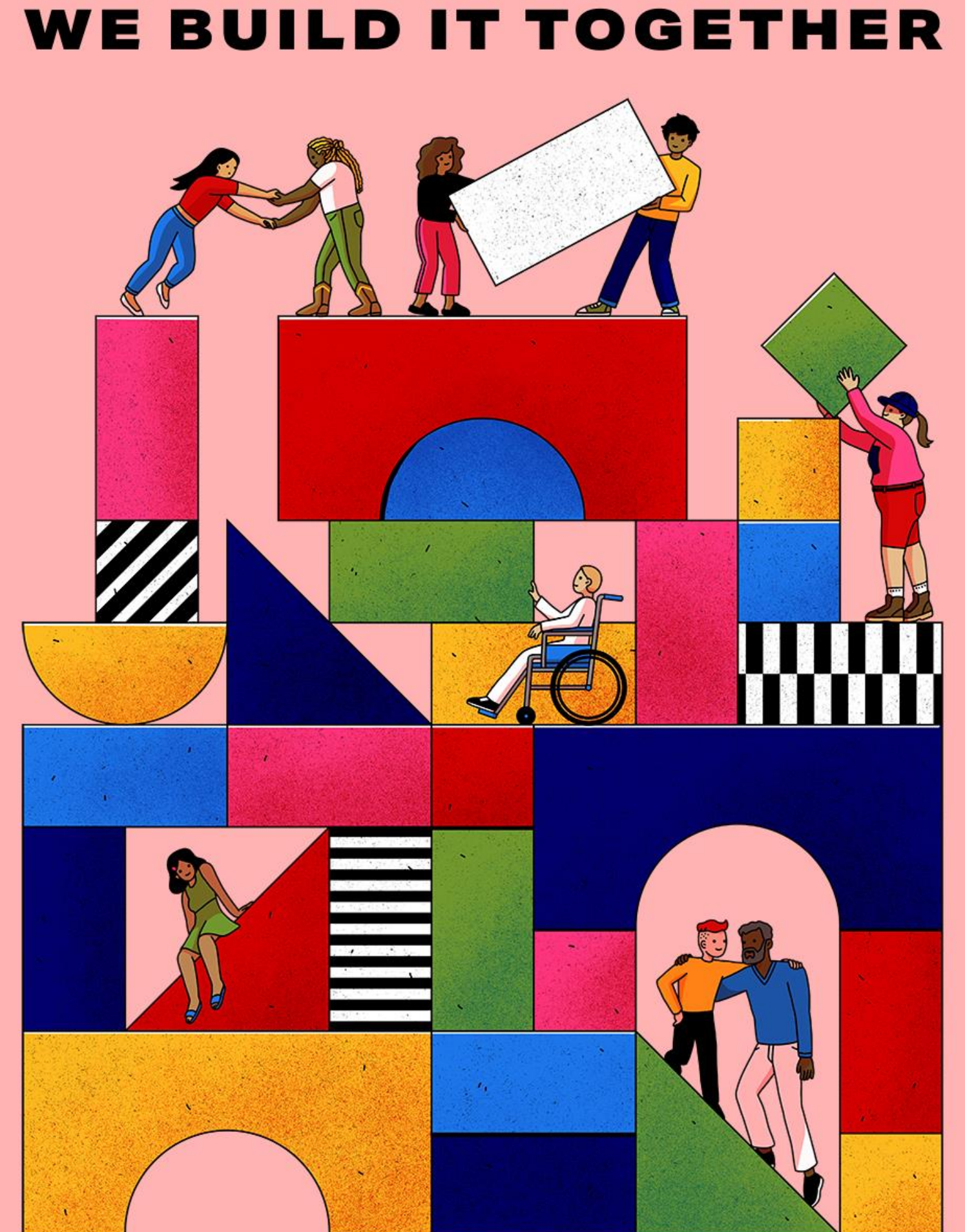
- 1) **Appreciate CORE offering stipends** for members; suggest offering additional stipends for extra hours.
- 2) **Create protections and boundaries** for CORE members in relation to Council.
- 3) **Create generalized group bio of CORE** (covering demographics, skill competencies, expertise) and provide to staff and Council so they understand their audience better and can tailor content accordingly.
- 4) **Optional after hours** for CORE members to go deeper on topics through subcommittees.
- 5) **More time for storytelling and developing historical context of racial issues in Oregon.**
- 6) CORE members to receive **training on legislation being considered and policy work.**
- 7) Disseminate more widely **opportunities for community to apply and participate** in CORE.
- 8) Develop a **peer/buddy system for CORE members** to support each other and learn together. Could include mentorship between new and tenured members.
- 9) **Orientation and onboarding provided to new CORE members** on general functioning of CORE including history and ethics of CORE, its authority, processes, decision-making influence, and procedures.
 - Skill development could include leadership development track for members.
- 10) **Establish a shared drive/repository of relevant CORE information** to support onboarding and information sharing

Questions and Discussion



SLT, RELT, DEI Dept and CORE Role Updates – Discussion & Consensus Alignment

Art Credit: [Kim Nguyen](#) for [Fine Acts](#) x [OBI](#)



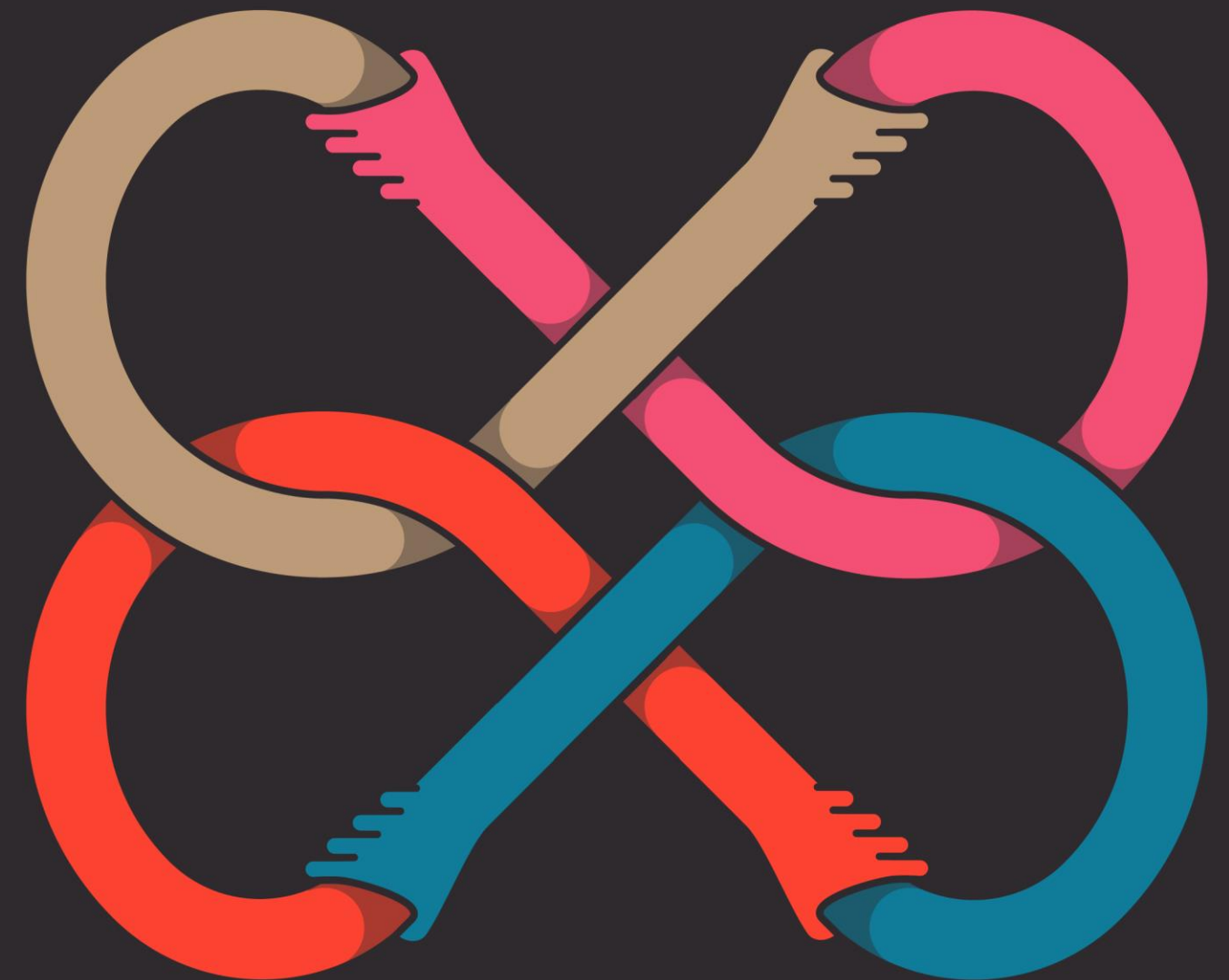
Instructions

- 1) Council splits into 2 small groups.
- 2) Discuss - What recommendations do you align with? What do you want to change or add?
- 3) Return to large group and each small group shares their responses.
- 4) Large group discussion and consensus alignment.

Next Steps & Close

- Thank you! We did it!
- Celebration and Reflections
- Next Steps

YOU
BELONG
HERE



Thank You!

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Targeted Universalism Learning and Alignment Project Overview

Metro is on a journey to explore how Targeted Universalism could support the advancement of its racial equity strategies and other agency efforts. The project aims to build shared understanding and alignment for the update of the Strategic Plan.

Background

The Strategic Plan to Advance Racial Equity, Diversity and Inclusion (Strategic Plan), adopted in 2016, codified Metro's commitment to advancing racial equity through a bold and ambitious vision.

As part of the Strategic Plan's evaluation, the Impact Report, completed in 2024, suggests that future iterations can begin to define specific outcomes and metrics. One potential approach identified is Targeted Universalism (TU) - an approach designed to drive systemic change through tailored strategies that achieve shared goals.

To explore this further, Metro is partnering with Seed Collaborative, co-founded by professor John A. Powell. TU could serve as a unifying approach to the next version of the Strategic Plan, but more meaningful work is needed to assess its fit for Metro.

Where are we now?

The TU Learning and Alignment Project is designed to foster shared understanding across key groups about what racial equity means – both in practice and in outcomes – and to support Metro in determining whether TU is the right approach to adopt for the next version of the Strategic Plan. As an initial step, the project will begin with an assessment to ground the project, evaluate current understanding of TU and identify the elements needed to build consensus. This process will include one-on-one interviews, focus groups with a sub-set of stakeholders and an analysis of relevant organizational documents.

The Assessment results will be used by Seed and the Project Advisory team (see below) to craft four two-day retreats sessions in the fall and winter for decision-makers and stakeholder groups. The retreats will aim to develop a shared understanding of TU across these four groups:

- Metro Council
- Senior Leadership Team
- Metro's Committee on Racial Equity (CORE)
- Racial Equity Leaders Team – *this group includes all DEI Department staff, Equity Leaders, and ERG Co-Chairs and staff from across Metro.*

A Project Advisory Team representing staff or community from each of these groups is helping to inform and guide the process, including co-designing the retreats, with the support of Seed Collaborative. This team will kick off in early September. Members of the Project Advisory Team are:

- Sebrina Owens-Wilson, DEI
- Cassie Salinas, DEI
- CeCe Ridder, DEI
- Katie Hentges, Communications
- Holly Calhoun, COO's office
- Tabitha Miles-Kingrey, Parks & Nature
- Temmecha Turner, CORE
- Marta McGuire, WPES
- Craig Stroud, Venues
- Kristin Dennis, Council Office
- Tracey Lam, PD&R
- Charetta Long, Oregon Zoo

Finally, in the Spring, a fifth two-day session combining all four key decision maker groups will acknowledge areas of agreement and grapple with areas of divergence to bring about alignment related to the application of TU at Metro.

What is Targeted Universalism?

Targeted Universalism (TU) offers a strategic advantage by establishing universal goals pursued through targeted interventions that address systemic, structural, and cultural barriers faced by particular populations. It recognizes that individuals are differently situated due to systemic factors like racism, geography, and policy — and uses data-driven tools to identify gaps for each group and design unique pathways to reach the universal goal, thus promoting equity and belonging for all groups served.

This initiative is an opportunity to co-develop a shared equity vision, align strategic priorities, and ensure Metro's policies and programs reflect a commitment to racial equity. The outcome will be a consensus on how TU can be applied to Metro's racial equity efforts and broader organizational goals.

Some resources to continue to explore TU from the [Othering and Belonging Institute](#), include videos, a primer, a fact sheet and even a course.

Additional Resources

[Strategic Plan to Advance Racial Equity, Diversity and Inclusion](#)
[Impact report: 2016 Strategic Plan to Advance Racial Equity](#)
[Targeted Universalism](#)

Targeted Universalism Learning & Alignment Project

Metro is exploring how Targeted Universalism could support the advancement of its racial equity strategies and other agency efforts. The project aims to build shared understanding and alignment for the update of the Strategic Plan.



2016 – 2024

Strategic Plan & Impact Report

Metro adopts the Strategic Plan to Advance Racial Equity, Diversity and Inclusion; the 2024 Impact Report suggests stronger alignment in goals, approach and accountability.



Fall 2025

TU Project Launch & Assessment

Metro partners with Seed Collaborative to begin the TU Learning & Alignment Project. Assessment phase includes interviews, focus groups, and document analysis to shape alignment retreats.



Fall – Winter 2025

Learning & Alignment Retreats

Key decision-makers and interested groups (Metro Council, Community on Racial Equity, Senior Leadership Team and Racial Equity Leaders) convene to building shared understanding and assessment of TU.



2025 – 2026

Consensus Building & Alignment

All groups meet to acknowledge agreement, address divergence on applying TU to the update of the Strategic Plan and other efforts at Metro.



Metro
Targeted Universalism Learning and Alignment
Council Retreat

December 9 & 11, 2025
Oregon Convention Center

Retreat Purpose and Assumptions

The Targeted Universalism Learning and Alignment project is intended to align four stakeholder groups on clarifying Metro's approaches to racial equity and whether Targeted Universalism should be included. This project is also intended to be responsive to the Racial Equity Assessment through co-created recommendations that will support the advancement of racial equity at Metro. This project is intended as a precursor to the SPAREDI refresh strategic planning work to come.

This retreat is an opportunity for Metro Council to consider and build on recommendations resulting from the Committee On Racial Equity (CORE) and Racial Equity Leadership Table (RELT), in order to put forward a final set of recommendations for the Senior Leadership Team's consideration and that will ultimately go to all stakeholder groups during a joint alignment retreat in early 2026. A few things to note:

- This project will shape the way Metro advances racial equity going forward and Council holds a unique perspective in the process including setting tone that impact organizational culture, clarifying expectations, and supporting accountability to SPAREDI.
- Shared leadership and co-creation are central approaches to this project, thus please be prepared for collaborative dialogue, iterative discussion, and "on-the-fly" alignment building over the two days.
- Like all the retreats in this process, this retreat will ask participants to indicate their level of agreement on recommendations via a gradient of agreement scale (1st to 5). Using consensus to align on recommendations may require discussing areas of divergence or disagreement, collectively considering challenging or nuanced topics, and compromising in order to reach an acceptable level of consensus.
- Your thought partnership and creative ideas are needed in the retreat and process, please be prepared to bring them in!

Retreat Objectives

All Stakeholders

- 1) Baseline understanding of Targeted Universalism (TU) as well as organizational culture and how to change it.
- 2) Align on desired changes to Metro's culture based on aspects of culture identified in the Assessment.
- 3) Align on Metro's future approaches to racial equity to inform the refreshed SPARED!

Council

- 4) Clarify how Council will apply its decision-making role to advance racial equity and reinforce accountability to the refreshed SPARED!
- 5) Identify how to provide Council with the most effective, concise, and actionable information and engagement opportunities to support clear, consistent leadership amid their constrained time and competing priorities.
- 6) Clarify how Council will receive and consider advice from CORE.

Preparation Materials

Please review the following materials in advance of the retreat.

1. [Project Overview](#)
2. Retreat Agenda below
3. [Recommendations](#) from the Committee on Racial Equity (CORE) and Racial Equity Leadership Table (RELT) on racial equity approaches, RELT structure and role, CORE's role in relationship to Council, and DEI Department's role

Previous shard materials:

4. Assessment & Summary Slide Deck – We will have printed copies at the retreat
5. [Overview](#) and [short video](#) on Targeted Universalism

Agenda Day 1, 8:45 AM – 4:00 PM

Time	Activity
8:45 – 9:15 AM	Arrival, Settle In, Breakfast
9:15 – 10:00 AM	Opening <ul style="list-style-type: none"> • Meeting is called to order by President Peterson • Welcome from President Peterson • Opening comments from Sebrina • Seed opening comments • Set retreat into context and set intention for the retreat • Review retreat objectives and day 1 agenda • Review consensus and gradient of agreement • Agree on retreat norms • Brief warm up activity
10:00 – 11:00 AM	Interactive Training on Targeted Universalism <ul style="list-style-type: none"> • Targeted Universalism (TU) (10-10:30) <ul style="list-style-type: none"> ◦ Game – TU myth vs fact ◦ Overview of the framework and its purpose ◦ Review the 7 stages of TU ◦ Relationship between racial equity and TU ◦ Case Studies/Examples of TU application • Q&A and Large Group Discussion
11:00 – 11:15 AM	Break
11:15 AM – 12:15 PM	Interactive Training on Culture and Presentation of Racial Equity Assessment <ul style="list-style-type: none"> • Organizational culture, including Council's impact on values, focus, power dynamics, risk, fear, and culture change • Summary presentation of Assessment
12:15 – 12:45 PM	Racial Equity Assessment Discussion <ul style="list-style-type: none"> • Large group Q&A and reflection discussion • Transition to lunch
12:45 – 1:30 PM	Lunch Break
1:30 – 1:45 PM	Energizer Activity

Time	Activity
1:45 – 3:00 PM	World Café - Recommendations on Council Objectives (role, supports required, engagement with CORE) <ul style="list-style-type: none"> • Council splits into 3 pairs or 2 small groups • Three tables set up with 3 objectives • Small group spend time at each table discussing the specific objective and sharing recommendations • Groups rotate to next table, 3 rotations in all • Recommendations are posted on the wall of the main space
3:00 – 3:45 PM	Recommendations on Council Objectives – Full Group Gallery Walk and Consensus Building <ul style="list-style-type: none"> • Councilors walk the room reviewing and reacting to the synthesized set of recommendations for the 3 objectives • Discuss and modify recommendations as needed to reach a consensus alignment
3:45 – 4:00 PM	Next Steps and Adjourn <ul style="list-style-type: none"> • Gratitude • Preview of Day 2 • Housekeeping items • Meeting adjourned by President Peterson

Agenda Day 2, 8:45 AM – 3:30 PM

Time	Activity
8:45 – 9:15 AM	Arrival, Settle In, Breakfast
9:15 – 9:30 AM	Opening <ul style="list-style-type: none"> • Meeting is called to order by President Peterson • Welcome, Appreciation for Day 1, brief recap of Day 1 • Review intention, objectives and agenda for Day 2 • Reminder of retreat norms and consensus decision-making
9:30 – 10:30 AM	Align on Recommendations for Council Objectives (from day 1) <ul style="list-style-type: none"> • Individual quiet reflection on the ideas brainstormed the previous day • Pair share of individual reflections • Large group conversation • Discuss and modify recommendations as needed to reach a consensus alignment
10:30 – 10:45 AM	Break
10:45 – 11:45	Racial Equity Approaches – Presentation, Feedback, Consensus <ul style="list-style-type: none"> • Seed presents summary slide that includes RELT and CORE input • Large Group Discussion • Feedback and modify recommendations as needed to reach a consensus alignment
11:45 – 12:45 PM	CORE, SLT, RELT Recommendations – Presentation and Discussion <ul style="list-style-type: none"> • Present context and recommendations from RELT, CORE, and SLT retreats • Q&A and brief large group discussion
12:45 – 1:30 PM	Lunch
1:30 – 1:45 PM	Energizer
1:45 – 3:00 PM	CORE, SLT, RELT Recommendations - Feedback and Alignment/Consensus <ul style="list-style-type: none"> • Council splits into 2 small groups who note what recommendations they align with and what they want to add/change. • Each small group shares their response to the recommendations

Time	Activity
	<ul style="list-style-type: none"> • Discuss and modify responses as needed to reach a consensus alignment
3:00 – 3:30 PM	Next Steps and Close <ul style="list-style-type: none"> • Celebration and appreciation • Reflections • Next steps • Meeting adjourned by President Peterson