

BEFORE THE METRO COUNCIL

AMENDING THE FY 2012-13 BUDGET AND) ORDINANCE NO. 12-1293
APPROPRIATIONS SCHEDULE FOR CREATION)
OF AN AGENCY EQUITY STRATEGY) Introduced by Martha Bennett, Chief
) Operating Officer, with the concurrence of
) Council President Tom Hughes

WHEREAS in 2010, the Metro Council adopted equity as one of the region’s six desired outcomes and in 2011 directed Metro leadership and staff to initiate the development of an organizing framework that consistently incorporates equity into all Metro decisions; and

WHEREAS Metro’s *Equity Inventory Report*, completed June 2012, documented the need for Metro to develop an agency-specific strategy; and

WHEREAS, Metro Code chapter 2.02.040 requires Metro Council approval to add any new position to the budget; and

WHEREAS, the Metro Council has reviewed and considered the need to increase appropriations within the FY 2012-13 Budget; and

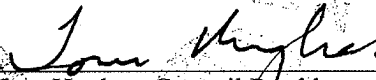
WHEREAS, the need for the increase of appropriation has been justified; and

WHEREAS, adequate funds exist for other identified needs; now, therefore,

THE METRO COUNCIL ORDAINS AS FOLLOWS:

- 1. That the FY 2012-13 Budget and Schedule of Appropriations are hereby amended as shown in the column entitled “Revision” of Exhibits A and B to this Ordinance for the purpose of implementing the first step of Phase 2 of Metro’s Equity Framework process, to create an evidence-based engagement process for the articulation of Metro’s equity strategy.
- 2. This Ordinance being necessary for the immediate preservation of the public health, safety or welfare of the Metro area in order to meet obligations and comply with Oregon Budget Law, an emergency is declared to exist, and this Ordinance takes effect upon passage.


ADOPTED by the Metro Council this 1 day of November 2012.



Tom Hughes, Council President

Attest:


Kelsey Newell, Recording Secretary

Approved as to Form:


Alison Kean Campbell, Metro Attorney

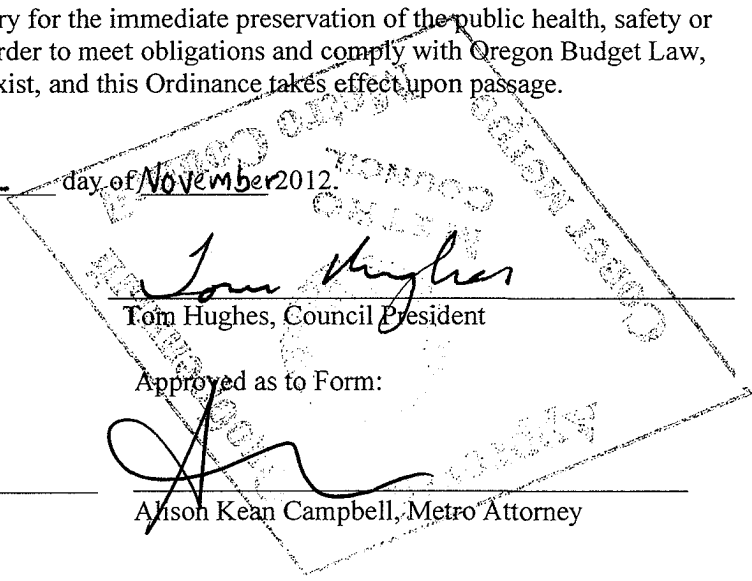


Exhibit A
Ordinance No. 12-1293

ACCT	DESCRIPTION	Current Budget		Revision		Amended Budget	
		FTE	Amount	FTE	Amount	FTE	Amount
General Fund							
Council Office							
<i>Personnel Services</i>							
<i>SALWGE Salaries & Wages</i>							
5000	Elected Official Salaries						
	Council President	1.00	114,468	-	0	1.00	114,468
	Councilor	6.00	228,936	-	0	6.00	228,936
5010	Reg Employees-Full Time-Exempt						
	Assistant to the Council President	1.00	96,742	-	0	1.00	96,742
	Associate Public Affairs Specialist	-	0	0.34	20,877	0.34	20,877
	Chief Operating Officer	1.00	180,250	-	0	1.00	180,250
	Council President Policy Coordinator	1.00	54,956	-	0	1.00	54,956
	Council Policy Analyst	3.00	166,047	-	0	3.00	166,047
	Deputy Chief Operating Officer	1.00	160,322	-	0	1.00	160,322
	Manager II	1.00	89,000	-	0	1.00	89,000
	Policy Analyst	1.00	57,154	-	0	1.00	57,154
	Policy Advisor I	2.00	183,462	-	0	2.00	183,462
	Policy Advisor II	2.38	335,819	-	0	2.38	335,819
	Program Analyst II	1.00	53,909	-	0	1.00	53,909
	Program Analyst III	1.00	60,383	-	0	1.00	60,383
	Program Analyst IV	2.00	134,599	-	0	2.00	134,599
	Program Analyst V	1.00	73,500	-	0	1.00	73,500
	Senior Regional Planner	-	0	0.67	50,714	0.67	50,714
5015	Reg Empl-Full Time-Non-Exempt						
5020	Reg Emp-Part Time-Exempt						
5030	Temporary Employees - Hourly		115,000		0		115,000
5031	Temporary Employees - Salaried		0		16,432		16,432
5080	Overtime		5,000		0		5,000
5086	Mobile Communication Allowance		11,650		0		11,650
5089	Salary Adjustments				0		0
	Merit/COLA Adjustment (non-rep)		32,291		0		32,291
	Other Adjustments (non-represented)		239,417		0		239,417
<i>FRINGE Fringe Benefits</i>							
5110	Fringe Benefits - Payroll Taxes		183,266		7,404		190,670
5120	Fringe Benefits - Retirement PERS		316,757		12,364		329,121
5130	Fringe Benefits - Health & Welfare		337,995		20,837		358,832
5140	Fringe Benefits - Unemployment		30,689		0		30,689
5150	Fringe Benefits - Other Benefits		10,367		274		10,641
Total Personnel Services		25.38	\$3,271,979	1.01	\$128,902	26.39	\$3,400,881
<i>Materials & Services</i>							
<i>GOODS Goods</i>							
	5201 Office Supplies		72,850		0		72,850
	5205 Operating Supplies		865		0		865
	5210 Subscriptions and Dues		2,275		0		2,275
<i>SVCS Services</i>							
	5240 Contracted Professional Svcs		469,000		104,071		573,071
	5246 Sponsorships		8,000		0		8,000
	5251 Utility Services		1,700		0		1,700
	5260 Maintenance & Repair Services		1,000		0		1,000
	5265 Rentals		900		0		900
	5280 Other Purchased Services		19,000		0		19,000
<i>OTHEXP Other Expenditures</i>							
	5450 Travel		49,300		0		49,300
	5455 Staff Development		38,700		0		38,700
	5470 Council Costs		24,500		0		24,500
	5490 Miscellaneous Expenditures		4,760		0		4,760
Total Materials & Services			\$692,850		\$104,071		\$796,921
TOTAL REQUIREMENTS		25.38	\$3,964,829	1.01	\$232,973	26.39	\$4,197,802

Exhibit A
Ordinance No. 12-1293

ACCT	DESCRIPTION	Current Budget		Revision		Amended Budget	
		FTE	Amount	FTE	Amount	FTE	Amount
General Fund							
General Expenses							
Total Interfund Transfers			\$7,721,525		\$0		\$7,721,525
<u>Contingency & Unappropriated Balance</u>							
<i>CONT</i>	<i>Contingency</i>						
5999	Contingency						
	* Contingency		3,159,375		(300,000)		2,859,375
	* Opportunity Account		266,100		0		266,100
<i>UNAPP</i>	<i>Unappropriated Fund Balance</i>						
5990	Unappropriated Fund Balance						
	* Stabilization Reserve		2,430,861		0		2,430,861
	* PERS Reserve		4,613,474		0		4,613,474
	* Reserve for Future One-Time Expenditures		1,758,931		0		1,758,931
	* Reserved for Community Invest. Initiative		393,000		0		393,000
	* Reserved for Local Gov't Grants (CET)		2,128,369		0		2,128,369
	* Reserved for Cost Allocation Adjustments		382,035		0		382,035
	* Reserved for Future Planning Needs		60,372		0		60,372
	* Reserved for Equity Project		0		67,027		67,027
	* Reserved for Metro Export Initiative		50,000		0		50,000
	* Reserved for Capital		26,000		0		26,000
	* Reserved for Web Project		225,005		0		225,005
	* Reserve for Future Debt Service		639,414		0		639,414
Total Contingency & Unappropriated Balance			\$16,132,936		(\$232,973)		\$15,899,963
TOTAL REQUIREMENTS		450.63	\$109,974,959	1.01	\$0	451.64	\$109,974,959

Exhibit B
Ordinance 12-1293
Schedule of Appropriations

	<u>Current</u> <u>Appropriation</u>	<u>Revision</u>	<u>Revised</u> <u>Appropriation</u>
GENERAL FUND			
Communications	2,632,943	0	2,632,943
Council Office	3,964,829	232,973	4,197,802
Finance & Regulatory Services	4,218,275	0	4,218,275
Human Resources	2,167,032	0	2,167,032
Information Services	3,640,353	0	3,640,353
Metro Auditor	708,748	0	708,748
Office of Metro Attorney	1,927,172	0	1,927,172
Oregon Zoo	30,862,025	0	30,862,025
Parks & Environmental Services	6,761,825	0	6,761,825
Planning and Development	14,477,196	0	14,477,196
Research Center	3,948,961	0	3,948,961
Sustainability Center	4,260,662	0	4,260,662
Former ORS 197.352 Claims & Judgments	0	0	0
Special Appropriations	4,896,187	0	4,896,187
Non-Departmental			
Debt Service	1,654,290	0	1,654,290
Interfund Transfers	7,721,525	0	7,721,525
Contingency	3,425,475	(300,000)	3,125,475
<i>Total Appropriations</i>	97,267,498	(67,027)	97,200,471
Unappropriated Balance	12,707,461	67,027	12,774,488
Total Fund Requirements	\$109,974,959	\$0	\$109,974,959

STAFF REPORT

IN CONSIDERATION OF ORDINANCE NO. 12-1293, FOR THE PURPOSE OF AMENDING THE FY 2012-13 BUDGET AND APPROPRIATIONS SCHEDULE FOR CREATION OF AN AGENCY EQUITY STRATEGY

Date: Oct. 11, 2012

Prepared by: Nuin-Tara Key, 797-1917

BACKGROUND

In 2010, the Metro Council adopted equity as one of the region's six desired outcomes and in 2011 directed Metro leadership and staff to initiate the development of an organizing framework that consistently incorporates equity into all Metro decisions. Given the scale of effort needed to strategically move Metro's equity work forward, project staff designed a three-phase approach to developing an Equity Framework for Metro. This approach provides the strategic guidance and support needed to advance equity as one of the region's six desired outcomes.

Metro's *Equity Inventory Report* (Phase 1 of Metro's Equity Framework process, completed June 2012) identified four areas for improvement:

- Lack of strategic guidance to support intentional efforts to advance equity
- Duplication of effort in the area of equity
- Inconsistency of approach to equity considerations
- Lack of capacity to advance this regional outcome throughout the agency

In response, the purpose of Phase 2 (*Defining a Strategy*) is to launch an engagement process that will articulate an agency-specific strategy for advancing equity within the context of Metro's roles and responsibilities.

The strategy should align with the original intent of the regional outcome and provide additional detail and clarity on what it means to ensure that the benefits and burdens of growth are distributed equitably across the region.

Phase 2 (*Defining a Strategy*) is designed to take place over the course of three distinct steps. This request funds a full-year work program to initiate Step 1 of the *Equity Strategy* proposal. Should the Metro Council consider moving forward with this effort additional requests will be made as part of the regular budget cycle.

STEP 1 CONCEPT DETAILS

The **purpose** of Step 1 of the *Equity Strategy* process is to create an evidence-based engagement process that will serve as the foundation of Metro's continuing equity work.

The **objective** is to answer Research Question 1: Within the region's six desired outcomes, what are the regional inequities and where are there disparities?

The **deliverable** of Step 1 is an Equity Baseline for each of the region's five outcomes, aside from equity (18 month deliverable). This Equity Baseline will provide:

- ✓ An organizing framework that defines how to evaluate progress at advancing equity across the region and across issues over time
- ✓ An agency definition of "Equity" as it relates to the region's six desired outcomes

- ✓ A series of community supported equity indicators that can inform regional decision-making (12 month deliverable)

In addition, Step 1 seeks to provide the following **interim deliverables or process outputs**:

1. *Strengthen new partnerships*

Community partners have provided Metro staff and leadership feedback that the agency's current engagement strategy has taken a one-off approach in regard to equity issues. Community partners have also indicated the desire to work with Metro on developing an organizing framework for how to evaluate equity as a regional outcome. Step 1 of the *Equity Strategy* process responds to this feedback and provides an opportunity to develop a collaborative partnership to advance equity.

2. *Build on existing strengths and efforts*

Step 1 will also build upon Metro's existing strengths and efforts to advance equity and will support a number of the agency's existing and planned activities. These include, but are not limited to the following:

Existing efforts

- Title VI Compliance: Collaboration on data collection and analysis needs; enhanced opportunities to coordinate and benefit from relationship-building with key community stakeholders in equity, diversity and environmental justice. Development of longitudinal data sets that can be used to track progress over time.
- Metro's Diversity Program: Enhanced opportunities to coordinate and benefit from relationship-building with key community stakeholders in equity, diversity and environmental justice.
- Climate Smart Communities Scenarios and Southwest Corridors projects: Provide a two-way learning opportunity in the development of equity evaluation criteria that can inform *regional decision making*.
- Natural Areas Levy: Provide a two-way learning opportunity in the development of equity evaluation criteria that can inform *service provision and investment decisions*.
- Community Investment Initiative: Provide a two-way learning opportunity in the development of equity evaluation criteria that can inform *infrastructure investment decisions*.

Planned efforts

- Urban Growth Report: Provide an equity benchmark upon which to evaluate future land use and growth management decisions.
- Regional Transportation Plan updates: Provide an equity benchmark upon which to evaluate future transportation investment and management decisions.
- Diversity Action Plan Core Area 2 (employee recruitment and retention): Inform potential enhancements or adjustments to the recruitment and retention practices during the program assessment process.

3. *Build internal capacity around equity*

By collaborating with a broad range of community partners in the *Equity Strategy* process, Metro staff will benefit from the breadth and depth of knowledge that our regional partners have around equity. By engaging in an open dialogue around the diverse equity perspectives throughout the region, Metro is also well positioned to help facilitate a regional dialogue among communities and across perspectives.

4. *Coordinate with and support Metro's diversity program*

Because the Diversity Program addresses a number of Metro's most centrally controlled roles, the program not only supports Metro's effort to advance equity, but also ensures the long-term success of a

strategic agency-specific equity strategy. This is not to say that Metro’s equity strategy should not also address these central roles, but that Metro is already committed to, and making advancements in these areas. Developing an equity strategy would not only support these efforts, but also provide a strategic direction for the agency’s responsibilities that extend beyond these centrally controlled areas.

5. *Comparables to other areas*

When developing equity indicators for each of the Region’s Desired Outcomes (aside from Equity) Metro and partners can draw from a large body of existing work, including but not limited to: The Greater Portland Pulse, Metro and other partners’ Opportunity Mapping efforts, the Regional Equity Atlas project and other regional indicator efforts. In addition, Metro and partners can draw from the work of other regions and communities. Through this process, the region can also identify indicators that will allow comparisons of our progress, relative to other communities.

6. *Foundation for Step 2 of the Equity Strategy process*

Lastly, Step 1 will provide a strong foundation to examine and define Metro’s role—as an agency—in advancing equity across the region’s desired outcomes (Step 2). By engaging with stakeholders and community partners Metro will develop an equity lens for each of the region’s desired outcomes; this equity lens will provide measurable equity indicators (12 month deliverable) that serve as the foundation of the Equity Baseline (18 month deliverable). By developing the Equity Baseline Metro and partners will establish a fact-based approach to identifying Metro’s Equity Strategy.

STEP 1: BUDGET IMPLICATIONS

This action requests a transfer of \$300,000 from the General Fund contingency to the Office of the Chief Operating Officer, to fund the following budget:

	FY 2012-13		FY 2013-14		Total	
Senior Regional Planner	0.67 FTE	71,304	0.33 FTE	36,991	1.0 FTE	108,295
Associate Public Affairs Spec.	0.34 FTE	34,754	0.16 FTE	18,195	0.5 FTE	52,949
DRC staffing		22,844		11,841		34,685
Materials and Services		104,071				104,071
		232,973		67,027		300,000

Two new limited duration positions will be authorized through 10/31/13: a 1.0 FTE Senior Regional Planner and a 0.50 FTE Associate Public Affairs Specialist. In addition, the request provides funding for the equivalent of 0.30 FTE of an existing Program Supervisor 2 currently budgeted in the Research Center. This action provides appropriation in the Office of the Chief Operating Officer for the costs of this position while retaining the existing FTE and appropriation in the Research Center, allowing the department to backfill to complete existing work assignments.

This amendment includes funding for the positions through 6/30/2013. The amount necessary to fund the estimated costs of the positions through the remaining authorized duration in FY 2013-14 is set aside in a reserve for future needs. Future budget needs will be addressed through the annual budget process.

The major process elements for step 1 include

1. **External collaboration and partnership:** Establish a “coalition” of stakeholders to collaborate with Metro throughout the entire strategy development process.
2. **Internal engagement:** Establish an internal coordination and engagement plan to build on existing efforts.

3. **Relate existing indicators to regional outcomes and identify data and measurement gaps:** Identify how existing and new equity indicators can be used to develop an equity lens for the region’s desired outcomes.
4. **Develop and apply an equity lens:** Partner with “coalition” members to define the relevant and appropriate equity measures to identify disparities across the region’s desired outcomes. Identify the structural nature of these inequities.

Staffing	Equity Strategy Process: Step 1 tasks	Description
1.0 FTE Senior Regional Planner (Project Manager) LD through 10/31/13 in the Office of the COO	Develop project management plan and lead any required project teams; design and coordinate work plan for project staff in coordination with staff supervisors and internal stakeholders.	Full-time limited duration position to manage <i>Equity Strategy</i> process. Works collaboratively with project staff to ensure the project is delivered within budget, on schedule and within scope; develops and maintains partnerships with key community leaders and organizations to facilitate engagement process; and reports on project progress to Project sponsor, SLT and Metro Council.
	Track project deliverables and manage current and future budget needs.	
	Serve as primary project contact for Metro Council and SLT.	
	Ensure internal coordination with other Metro projects and initiatives.	
	Ensure coordination with external partners (community based, business and local government).	
0.5 FTE Associate Public Affairs Specialist LD though 10/31/13 in the Office of the COO	Responsible for project status reporting, risk management, escalation of issues that cannot be resolved by project team.	Half-time limited duration position to support the communication and engagement needs of the <i>Equity Strategy</i> process. Works collaboratively with the Project Manager to develop engagement strategy; facilitate process of engaging community leaders and gathering input; and coordinating results with other Metro projects and initiatives.
	Develop communication and engagement plan, working collaboratively with project manager and other communication staff to identify key equity community stakeholders.	
	Develop partnerships with key community leaders and organizations to facilitate engagement process.	
	Design process of engagement and soliciting input (e.g., meeting or event structure, facilitation, etc.)	
	Assist with meeting facilitation and recording of input.	
Equivalent of 0.3 FTE DRC staff support through 10/31/13 Budgeted in the Office of the COO	Coordinate outreach with other Metro projects and initiatives; share information gathered.	Part-time staffing to support the technical needs of the Equity Strategy process. Provides technical consulting support to Project Manager. Works collaboratively to support the selection of equity indicators for Equity Baseline; coordinate relevant information with other enhanced data collection and equity evaluation development process across the agency; inform project staff on how to support a financially sustainable model for ongoing data collection and maintenance, relative to Metro’s equity efforts.
	Compile information; assess how it could inform other agency priorities.	
	Support the development and selection of a comprehensive list of equity indicators relative to the Region’s Desired Outcomes.	
	Prioritize the list of information requirements for each indicator, based on relevance to essential research questions.	
	Identify existing and potential data-collection sources.	
Estimate/determine the level of effort (internal and/or external) required to maintain each dataset at varying levels of frequency and precision.		
Inform the selection of equity indicators that best meet project needs and that also have reliable and financially sustainable data requirements.		

ANALYSIS/INFORMATION

1. **Known Opposition** None
2. **Legal Antecedents** Metro code chapter 2.02.040 requires the Metro Council to approve the addition of any position to the budget. ORS 294.463 provides for transfers of appropriations within a fund, including transfers from contingency, if such transfers are authorized by official resolution or ordinance of the governing body for the local jurisdiction.
3. **Anticipated Effects** This action will support the first step of Phase 2 of Metro's Equity Framework process.
4. **Budget Impacts** This action transfers \$300,000 from General Fund contingency to the Office of the COO to support development of an agency Equity Strategy. It adds two limited positions authorized through October 31, 2013. It reserves \$67,027 for continuation of the project through four months of FY 2013-14.

RECOMMENDED ACTION

The Chief Operating Office recommends adoption of this Ordinance.



Metro Equity Strategy | Project Proposal

Background and purpose

In 2010, the Metro Council adopted equity as one of the region's six desired outcomes and in 2011 directed Metro leadership and staff to initiate the development of an organizing framework that would consistently incorporate equity into Metro policy and decision making. Given the scale of effort needed to strategically move Metro's equity work forward, project staff designed a three-phase approach to developing an Equity Framework for Metro. This approach provides the strategic guidance and support needed to advance equity as one of the region's six desired outcomes.

Metro's *Equity Inventory Report* Phase 1 of Metro's Equity Framework process, (completed June 2012) identified four areas for improvement:

- Lack of strategic guidance to support intentional efforts to advance equity
- Duplication of effort in the area of equity
- Inconsistency of approach to equity considerations
- Lack of capacity to advance this regional outcome throughout the agency

In response, the purpose of Phase 2 (*Defining a Strategy*) is to launch an engagement process that will articulate an agency-specific strategy for advancing equity within the context of Metro's roles and responsibilities.

The strategy should align with the original intent of the regional outcome and provide additional detail and clarity on what it means to ensure that the benefits and burdens of growth are distributed equitably across the region.

Such a strategy will increasingly guarantee that Metro leadership and staff members consider equity at the beginning phase of policy, program, or project development, ensure actions are taken and evaluation measures are set. While defining a strategy should not take place without meaningful external stakeholder partnerships, the focus of the strategy needs to deliberately build capacity within the agency to advance equity within the context of Metro's roles and responsibilities. After completing Phase 2, staff will make a recommendation regarding implementation of an *Equity Action Plan* (Phase 3 of the process).

A Case for Equity

Metro's tagline—*Making a great place*—provides the context for the agency's role in advancing equity. Metro works with communities, businesses and residents to create a vibrant and sustainable region *for all*.

Clean air and clean water do not stop at city limits or county lines. Neither does the need for jobs, a thriving economy and good transportation or recreation choices for people and businesses in the Portland region. To achieve these outcomes, Metro provides planning, policy, and services to preserve and enhance the region's quality of life.

While the Portland Metropolitan Region is a leader in urban policy, there is evidence that the benefits and burdens of growth are not equitably distributed to all residents of our region.¹ Data show starkly disparate patterns of poverty, home ownership, educational achievement, air quality, childhood obesity, and access to parks between communities in the region.² These conditions, if not addressed, will worsen in the face of changing demographics and population growth.

Equity issues transcend city, county and special district jurisdictional boundaries. Metro's larger service district is well positioned to support the development of a common language and framework for advancing equity. Through its mission of preserving and enhancing the quality of life and environment for current and future generations, Metro can work to increase and improve opportunities for underserved communities. Bringing equity into the forefront of our work will help to secure our region's future by creating a place where everyone has the opportunity to contribute. By building the capabilities of all our region's residents we can create the conditions that allow all to flourish and ensure increased prosperity throughout the region.

Metro can play an important role by creating a shared definition and understanding of equity; providing strategic guidance through an agency strategy; and by ensuring consistent internal efforts, capacity and knowledge.

Deliberate strategies are required to address inequities and achieve change. Pursuing the outcome of equity may require changes in the way policy and investment decisions are made and how services and programs are delivered. Metro cannot predict what changes may be necessary and cannot advance equity by working alone. The best way to begin is to ask the important questions and build authentic relationships with partners.

Staff recommends that Metro develop an agency-specific equity strategy, using a process that can:

- Build on the existing agency efforts to advance equity
- Guide the identification of barriers to fair practices that inhibit the development of equitable communities
- Focus on the institutional structures that stand in the way of equitable outcomes

Developing an equity strategy

Metro already has undertaken efforts to advance equity across the agency, however in absence of an organizing framework or strategic direction, the agency is faced with a number of challenges and limitations in this area.

Despite current limitations, the agency has a foundation to build on while undertaking efforts to strategically advance equity as a regional outcome. Building on this foundation, Metro's *Equity Inventory Report* and feedback and input from our partners, Metro staff created a process frame for developing an agency-specific equity strategy. In recognition that the process of developing an

¹ Coalition of Communities of Color Presentation to the Multnomah County Board of Commissioners, March, 2010.

² The Path to Economic Prosperity: Equity and the Education Imperative. *Greater Portland Pulse*. P. 13.

equity strategy needs to be built on a foundation of partnership and the strengthening of relationships with community partners, the work plan for this process will be developed in partnership with stakeholders.

The following framework provides context for the questions that need to be answered to create an equity strategy as well as how the related deliverables will guide Metro's work. The summary below provides an overview of the required steps, with additional detail on interim deliverables and outputs for Step 1.

Guiding Frame: Equity Strategy process

Research Question 1 | Within the regions six desired outcomes, what are the regional inequities and where are there disparities?

Major process elements

1. **External collaboration and partnership:** Establish a "coalition" of stakeholders to collaborate with Metro throughout the entire strategy development process.
2. **Internal engagement:** Establish an internal coordination and engagement plan to build on existing efforts.
3. **Relate existing indicators to regional outcomes and identify data and measurement gaps:** Identify how existing and new equity indicators can be used to develop an equity lens for the region's desired outcomes.
4. **Develop and apply an equity lens:** Partner with "coalition" members to define the relevant and appropriate equity measures to identify disparities across the region's desired outcomes. Identify the structural nature of these inequities.

Deliverable: An *Equity Baseline* for each of the region's five outcomes aside from equity. By engaging with stakeholders and community partners Metro will develop an equity lens for each of the region's desired outcomes; this equity lens will provide measurable equity indicators that serve as the foundation for a fact-based approach to identifying priorities for Metro's equity strategy.

Research Question 2 | How do Metro's roles relate to the inequities that exist across the region's desired outcomes; what is the relationship of Metro's roles to these disparities?

Major process elements

1. **Convene an internal work team:** Collect information from across the agency to identify Metro's relationship to the disparities across the region's desired outcomes.
2. **External engagement on the Equity Inventory:** Building on the Equity Inventory Report, identify any additional issues with Metro's current process to advance equity.
3. **Develop a prioritization approach:** After documenting the relationship among the 'outcome inequities' and Metro's roles, identify how to prioritize the agency's efforts to advance equity.

Deliverable: A *Relationship Map* that identifies Metro's connection to the inequities documented in the Equity Baseline. It is anticipated that across each of the desired outcomes there will be some equity issues Metro can affect directly; issues where Metro only has an indirect relationship; and other issues where Metro has little or no influence or leverage.

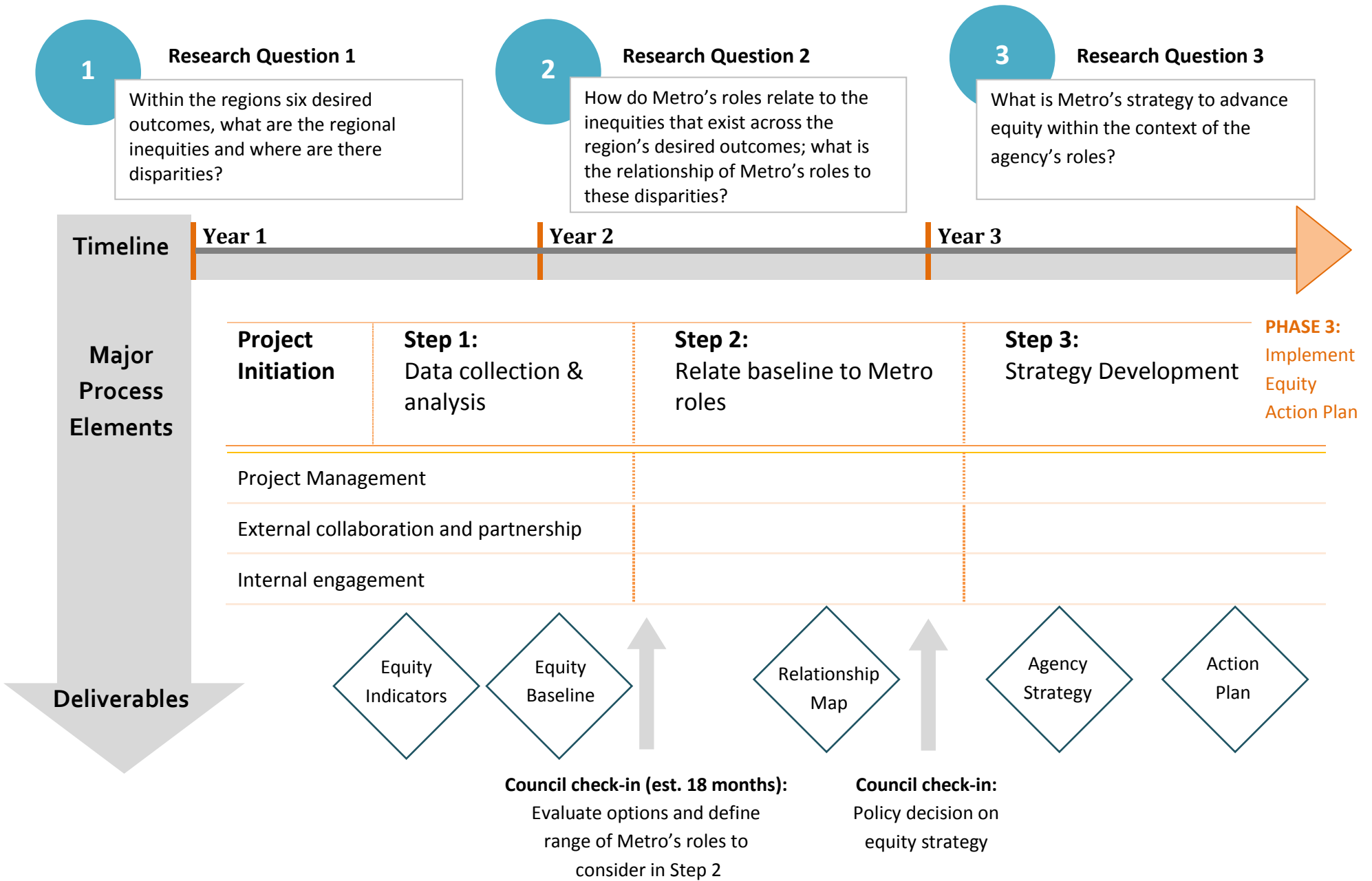
Research Question 3 | What is Metro's strategy to advance equity within the context of the agency's roles?

Major process elements

1. **Implement prioritization approach:** Identify the agency-wide equity strategy that will best address existing inequities within the context of Metro's functions.
2. **Agency Equity Strategy:** Develop and adopt an agency-wide equity strategy policy.
3. **Implementation Plan Scope:** Develop and adopt a scope of work to develop an *Equity Action Plan*.
4. **Invest in implementation:** Pursue resources to support implementation of the equity implementation plan.

Deliverables: Agency-specific Equity Strategy Policy and an Equity Action Plan. Based on the findings of Steps 1 and 2, prioritize Metro's approach for advancing equity relative to the inequities most directly related to Metro's roles. The equity issues most directly influenced by Metro (as defined by the *Equity Baseline* and the agency's *Relationship Map*) should define the agency's strategy for advancing equity.

Upon completing Phase 2 (*Defining a Strategy*), it is intended that Metro undertake Phase 3 (*Implementing the Strategy*).



Equity Strategy budget estimate

Project steps	PROJECT INITIATION & STEP 1	Finalize Step 1 & STEP 2 (range estimates)	STEP 3 & EQUITY ACTION PLAN (range estimates)
Timeline	Year 1	Year 2	Year 3
Staff confidence		50%	25%
Budget amendment (<i>new</i>)	\$300,000		
Leverage current efforts (existing)	\$110,000		
Sub-total	\$410,000	\$170,000 - \$300,000	\$125,000 - \$350,000
Total Range estimate			\$705,000 - \$1,060,000
<i>Timeline and total cost is dependent on scope and scale of effort. Estimates for Steps 2 and 3 are less accurate given dependencies on the outcome of Step 1.</i>			

Total year 1 budget amendment	\$300,000
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Step 1 concept details

The **purpose** of Step 1 of the *Equity Strategy* process is to create an evidence-based engagement process that will serve as the foundation of Metro’s continuing equity work.

The **objective** is to answer Research Question 1: Within the regions six desired outcomes, what are the regional inequities and where are there disparities?

The **deliverable** of Step 1 is an Equity Baseline for each of the region’s five outcomes, aside from equity. This Equity Baseline will provide:

- ✓ An organizing framework that will define how to evaluate progress at advancing equity across the region and across issues over time
- ✓ An agency definition of “Equity” as it relates to the region’s six desired outcomes
- ✓ A series of community supported equity indicators that can inform regional decision-making

In addition, Step 1 seeks to provide the following **interim deliverables or process outputs**:

1. *Strengthen new partnerships*

Community partners have provided Metro staff and leadership feedback that the agency’s current engagement strategy has taken a one-off approach in regard to equity issues. Community partners have also indicated the desire to work with Metro on developing an organizing framework for how to evaluate equity as a regional outcome. Step 1 of the *Equity Strategy* process responds to this feedback and provides an opportunity to develop a collaborative partnership to advance equity.

2. *Build on existing strengths and efforts*

Step 1 will also build upon Metro’s existing strengths and efforts to advance equity and will support a number of the agency’s existing and planned activities. These include, but are not limited to the following:

Existing efforts

- Title VI Compliance: Collaboration on data collection and analysis needs; enhanced opportunities to coordinate and benefit from relationship-building with key community stakeholders in equity, diversity and environmental justice. Development of longitudinal data sets that can be used to track progress over time.
- Metro’s Diversity Program: Enhanced opportunities to coordinate and benefit from relationship-building with key community stakeholders in equity, diversity and environmental justice.
- Climate Smart Communities Scenarios and Southwest Corridor projects: Provide a two-way learning opportunity in the development of equity evaluation criteria that can inform *regional decision making*.
- Natural Areas Levy: Provide a two-way learning opportunity in the development of equity evaluation criteria that can inform *service provision and investment decisions*.
- Community Investment Initiative: Provide a two-way learning opportunity in the development of equity evaluation criteria that can inform *infrastructure investment decisions*.

Planned efforts

- Urban Growth Report: Provide an equity benchmark upon which to evaluate future land use and growth management decisions.

- Regional Transportation Plan updates: Provide an equity benchmark upon which to evaluate future transportation investment and management decisions.
- Diversity Action Plan Core Area 2 (employee recruitment and retention): Inform potential enhancements or adjustments to the recruitment and retention practices during the program assessment process.

An interim deliverable from this internal coordination effort will be to develop a cohesive story, or context, for how Metro's existing efforts incorporate equity. This information will identify current strengths and highlight "promising practices" to build on.

3. Build internal capacity around equity

By collaborating with a broad range of community partners in the *Equity Strategy* process, Metro staff will benefit from the breadth and depth of knowledge that our regional partners have around equity. By engaging in an open dialogue around the diverse equity perspectives throughout the region, Metro is also well positioned to help facilitate a regional dialogue among communities and across perspectives.

4. Coordinate with and support Metro's diversity program

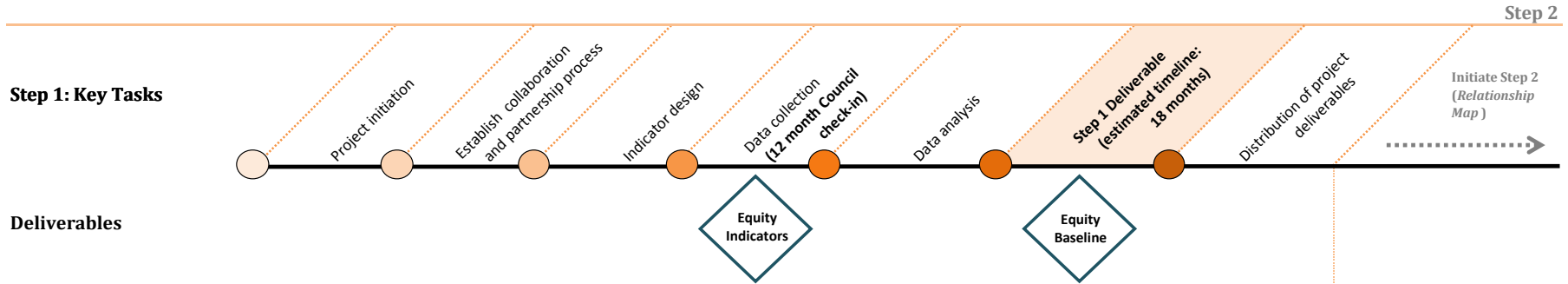
Because the Diversity Program addresses a number of Metro's most centrally controlled roles, the program not only supports Metro's effort to advance equity, but also ensures the long-term success of a strategic agency-specific equity strategy. This is not to say that Metro's equity strategy should not also address these central roles, but that Metro is already committed to, and making advancements in these areas. Developing an equity strategy would not only support these efforts, but also provide a strategic direction for the agency's responsibilities that extend beyond these centrally controlled areas.

5. Comparables to other areas

When developing equity indicators for each of the Region's Desired Outcomes (aside from Equity) Metro and partners can draw from a large body of existing work, including but not limited to: The Greater Portland Pulse, Metro and other partners' Opportunity Mapping efforts, the Regional Equity Atlas project and other regional indicator efforts. In addition, Metro and partners can draw from the work of other regions and communities. Through this process, the region can also identify indicators that will allow comparisons of our progress, relative to other communities.

6. Foundation for Step 2 of the Equity Strategy process

Lastly, Step 1 will provide a strong foundation to examine and define Metro's role—as an agency—in advancing equity across the region's desired outcomes (Step 2). By engaging with stakeholders and community partners Metro will develop an equity lens for each of the region's desired outcomes; this equity lens will provide measurable equity indicators (12 month deliverable) that serve as the foundation of the Equity Baseline (18 month deliverable). By developing the Equity Baseline Metro and partners will establish a fact-based approach to identifying Metro's Equity Strategy.



Internal coordination efforts and interim outputs

Current efforts

Title VI Limited English Proficiency Plan	Coordinated relationship building & engagement efforts	Inform data collection and coordination efforts	Coordinate on relevant data collection process
Diversity Program			
Natural Areas Levy		Two-way learning opportunity based on stakeholder input and technical expertise	Coordinated evaluation measures; including technical methods
CSC Scenarios & SW Corridor projects			
Community Investment Initiative			

Planned efforts - illustrative examples

Functional Plan Review	Equity evaluation framework for future land use and growth management decisions
UGR Update	Equity evaluation framework for future transportation investment and management decisions
RTP Update	Equity evaluation framework to inform program effectiveness during assessment process
Diversity Action Plan Core Area 2 (employee recruitment and retention)	