

Metro | Agenda

Meeting: Metro Council Work Session
Date: Tuesday, March 12, 2013
Time: 9:30 a.m.
Place: Council Chamber

CALL TO ORDER AND ROLL CALL

- 9:30 AM 1. ADMINISTRATIVE/ COUNCIL AGENDA FOR MARCH 14, 2013/
CHIEF OPERATING OFFICER COMMUNICATION
- 9:45 AM 2. METRO EQUITY STRATEGY PROGRAM UPDATE – **Key**
INFORMATION / DISCUSSION
- 10:30 AM 3. BREAK
- 10:35 AM 4. COUNCIL LIAISON UPDATES – DISCUSSION
- 11:05 AM 5. COUNCIL BRIEFINGS/COMMUNICATION

ADJOURN

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Agenda Item No. 2.0

**METRO EQUITY STRATEGY
PROGRAM UPDATE**

Metro Council Work Session
Tuesday, March 12, 2013
Metro, Council Chamber

METRO COUNCIL

Work Session Worksheet

Presentation Date: March 12, 2013 Time: 9:45am Length: 45 minutes

Presentation Title: Metro Equity Strategy Program update

Service, Office, or Center: Office of the Chief Operating Officer

Presenters: Nuin-Tara Key (x1917)

ISSUE & BACKGROUND

Project overview

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.

Phase 1 | Equity Inventory Report (2011-2012)

The *Equity Inventory Report*, completed in 2012, provides a snapshot of how Metro intentionally incorporates equity considerations into agency activities.

The report identified four areas for improvement:

1. Lack of strategic guidance to support intentional efforts to advance equity
2. Duplication of effort in the area of equity
3. Inconsistency of approach to equity considerations
4. Lack of capacity throughout the agency to advance regional outcome

Phase 2 | Defining a Strategy (2013 – 2015) *WE ARE HERE*

In response to the inventory report, and at the direction of Council, Metro is launching an engagement process to shape an agency-specific strategy for advancing equity. The strategy will build on understanding community needs to explicitly define how the agency will work to advance equity.

Metro Council authorized the COO to initiate Phase 2 (Defining a Strategy) in November, 2012.

Phase 3|Strategy implementation (ongoing after 2015)

Once an equity strategy is chosen, implementing this strategy will ensure that Metro leadership and staff consistently consider equity at the beginning phase of program, policy and project development, making sure that equity considerations are actionable by staff and measurable during evaluation.

Phase 2 Approach

Metro is currently initiating Phase 2 of the Equity Strategy Program.

Program Scope:

Through an evidence-based decision making process that ensures meaningful engagement, the Equity Strategy Program will develop an agency-specific equity strategy for Metro. The Equity Strategy will define Metro's roles and responsibilities in advancing equity as one of the region's six desired outcomes and will guide implementation of an actionable and measurable Equity Action Plan across the agency.

Program Goals:

- ✓ Establish an evidence-based decision making process that ensures meaningful engagement in order to support Metro's equity work.
- ✓ Identify the institutional systems that stand in the way of equitable outcomes, as well as the institutional systems that provide opportunities to support equitable outcomes.
- ✓ Develop internal and external capacity to understand Metro's role in advancing equity across the region's desired outcomes.
- ✓ Define Metro's agency-specific equity strategy that is actionable and measurable.

To achieve these goals, Council approved a three-step approach.

Step 1: Equity Baseline

- The **goal** of Step 1 is to create an evidence-based decision making process that will serve as the foundation of Metro's 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).

Step 2: Relationship Map

- The **goal** of Step 2 is to identify the institutional structures that stand in the way of equitable outcomes.
- The **objective** is to answer 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?
- The **deliverable** of Step 2 is a Relationship Map that identifies Metro's connection to the inequities documented in the Equity Baseline.

Step 3: Equity Strategy and Action Plan

- The **goal** of Step 3 is to define Metro's agency-specific equity strategy that is actionable and measurable.
- The **objective** is to answer Research Question 3: What is Metro's strategy to advance equity within the context of the agency's roles?
- The **deliverable** of Step 3 is an agency-specific Equity Strategy Policy and an Equity Action Plan that will guide implementation.

Council Direction:

The Council approved the Phase 2 approach with the understanding that a detailed work plan for each of the steps outlined above would be developed in collaboration with stakeholders. However, the Council provided direction to Metro staff on key outcomes that need to be achieved through the work plan.

- Establish an Advisory Committee to inform implementation of Phase 2 (through formal recommendations). The Advisory Committee membership needs to balance the expertise and viewpoints necessary to effectively address the issues to be considered by the Committee. This should include representation from equity and environmental justice communities, cultural organizations, local government, philanthropy, and business; and should ensure regional representation.
- Strengthen existing and build new partnerships
- Increase external knowledge base around Metro's roles and responsibilities and support capacity building for partners to engage with Metro
- Build internal and external capacity around equity
- Coordinate with and support Metro's diversity program
- Build on existing regional and national equity measurement efforts and identify data and measurement gaps
- Create a strong foundation for defining Metro's Equity Strategy
- Identify opportunities to implement what we learn as we go; coordinate with existing and planned agency activities to ensure interim implementation opportunities are achieved.

Program coordination with other Metro projects and programs

Program staff is currently coordinating on the following activities:

- Title VI compliance
- Metro's Diversity Program and DAP implementation
- Climate Smart Communities Scenarios Project
- SW Corridors Project
- Community Investment Initiative
- Regional Opportunity Mapping
- Urban Growth Report
- Regional Transportation Plan updates
- Data Resource Center: Enhanced RLIS Demographic Project
- Resource Conservation and Recycling: Demographic Baseline Project

Additional coordination efforts will be identified as opportunities arise.

Next steps

- Staff is currently developing the work plan for Step 1 (Equity Baseline), with input from Equity and Environmental Justice partners. The anticipated completion date for the work plan is April 2013. (Detailed work plans will be developed for Steps 2 and 3, following the completion of each subsequent step of the process.)
- An Equity Strategy Advisory Committee will be established to support the development of Metro's agency-specific equity strategy. The purpose and authority of the Advisory Committee is to convene periodically to support the development of an agency-specific

equity strategy, provide constructive comments and review of deliverables, and develop recommendations on the program deliverables.

The Advisory Committee will be selected through a formal application process and appointment by Metro's Chief Operating Officer.

OPTIONS AVAILABLE

No options are presented at this time. Future work session discussions will be used to discuss work plan implementation and Metro Council role.

IMPLICATIONS AND SUGGESTIONS

Staff will work with the Council Liaisons to finalize the Step 1 work plan and Council Liaisons will provide updates to the Council throughout this process. Staff will present an update of the Equity Strategy Program activities once implementation of the work plan is underway.

Staff will also work to establish the Equity Strategy Advisory Committee through an application process. The application process may extend the Program Initiation process, which may delay implementation of the Step 1 work plan.

Staff is seeking Council support to continue moving forward with the development of an Advisory Committee through an application process. It is anticipated that the Advisory Committee application and appointment process may delay implementation of aspects of the Step 1 work plan. With Council's support, staff will continue to establish the Advisory Committee and will work to identify any potential timeline and/or budget implications associated with delaying implementation of the work plan. This information will be presented to the Council at a future work session.

It is recommended that additional time be taken up front to establish the Advisory Committee through transparent and thorough means, in an effort to build buy-in and support for the Advisory Committee's purpose and authority.

QUESTION(S) PRESENTED FOR CONSIDERATION

1. Does the Council support the Advisory Committee appointment approach, given the potential impacts to the program timeline?
2. Does the Council have any suggestions or feedback on potential risks associated with implementing Phase 2 of the Equity Strategy Program?

LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION ___ Yes No
DRAFT IS ATTACHED ___ Yes No

Advancing Equity at Metro

Equity strategy program

Phase 1: Equity Inventory Report

Phase 2: Define a strategy
(Current effort)

Phase 3: Strategy implementation

Region's six desired outcomes

Vibrant communities

People live, work and play in vibrant communities where their everyday needs are easily accessible.

Economic prosperity

Current and future residents benefit from the region's sustained economic competitiveness and prosperity.

Safe and reliable transportation

People have safe and reliable transportation choices that enhance their quality of life.

Leadership on climate change

The region is a leader in minimizing contributions to global warming.

Clean air and water

Current and future generations enjoy clean air, clean water and healthy ecosystems.

Equity

The benefits and burdens of growth and change are distributed equitably.

Metro is committed to advancing equity across the agency and creating a vibrant and sustainable region for all.

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 help Metro consistently incorporate equity into policy and decision making. To be successful in this effort, any strategy that Metro considers needs to have community support that evolves through sustained and committed partnership.

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.

Phase 1 | Equity Inventory Report

The *Equity Inventory Report*, completed in 2012, provides a snapshot of how Metro intentionally incorporates equity considerations into agency activities.

The report identified four areas for improvement:

1. Lack of strategic guidance to support intentional efforts to advance equity
2. Duplication of effort in the area of equity
3. Inconsistency of approach to equity considerations
4. Lack of capacity throughout the agency to advance regional outcome

Phase 2 | Define a strategy

In response to the inventory report, Metro is launching an engagement process to shape an agency-specific strategy for advancing equity. The strategy will build on understanding community needs to explicitly define how the agency will work to advance equity. While defining a strategy should not take place without meaningful stakeholder partnerships, the strategy needs to deliberately build capacity within the agency to advance equity in the context of Metro's roles and responsibilities.

About Metro

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 choices for people and businesses in our region. Voters have asked Metro to help with the challenges that cross those lines and affect the 25 cities and three counties in the Portland metropolitan area.

A regional approach simply makes sense when it comes to providing services, operating venues and making decisions about how the region grows. Metro works with communities to support a resilient economy, keep nature close by and respond to a changing climate. Together we're making a great place, now and for generations to come.

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Auditor

Suzanne Flynn

The Equity Strategy Program will:

- ✓ Establish an evidence-based decision making process that ensures meaningful engagement in order to support Metro's equity work.
- ✓ Identify the institutional systems that stand in the way of equitable outcomes, as well as the institutional systems that provide opportunities to support equitable outcomes.
- ✓ Develop internal and external capacity to understand Metro's role in advancing equity across the region's desired outcomes.
- ✓ Define Metro's agency specific equity strategy that is actionable and measurable.

Equity Strategy Program timeline



Program outcomes

1. Strengthen existing and build new partnerships
2. Increase external knowledge base around Metro's roles and responsibilities and support capacity building for partners to engage with Metro
3. Build internal and external capacity around equity
4. Coordinate with and support Metro's diversity program
5. Build on existing regional and national equity measurement efforts and identify data and measurement gaps
6. Create a strong foundation for defining Metro's Equity Strategy

Phase 3 | Strategy implementation

Once an equity strategy is chosen, implementing this strategy will ensure that Metro leadership and staff consistently consider equity at the beginning phase of program, policy and project development, making sure that equity considerations are actionable by staff and measurable during evaluation.