

# Metro | *Agenda*

Meeting: Equity Strategy Advisory Committee  
Date: Monday, October 28, 2013  
Time: 3 to 5 p.m.  
Place: Metro Regional Center, Room 270, 600 NE Grand Ave, Portland, 97232  
Purpose: Finalize Equity Strategy Advisory Committee charter; continued discussion on group operating principles; continued discussion on Metro's equity definition  
Attendees: Equity Strategy Advisory Committee; Nuin-Tara Key, Metro; Peggy Morell, Metro; Cassie Salinas, Metro; Valerie Cuevas, Metro; Joan Brown-Kline, Brown-Kline Consulting

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**Welcome and introductions** **10 minutes**  
Announcements

**Advisory Committee charter and operating principles** **50 minutes**  
Finalize Committee Charter  
Discuss group operating principles

**Equity Definition Discussion** **50 minutes**  
Group breakouts (Challenge and Opportunity)  
Group discussion (Response)

**Wrap up and next steps** **10 minutes**

**A. Formation**

The Metro Chief Operating Officer shall approve the formation of the Equity Strategy Advisory Committee (Advisory Committee).

**B. Advisory Committee purpose and authority**

The purpose and authority of the Advisory Committee is to convene periodically to support the Metro's Equity Strategy Program, provide constructive comments and review of deliverables, and develop recommendations on the program deliverables (Program Recommendations). The Advisory Committee shall deliver the Program Recommendations to Metro's Chief Operating Officer (COO), who will convey the Program Recommendations to Metro Council, along with the Chair and other Advisory Committee members as needed. The COO will also provide a staff response (in the form of COO recommendations) to Metro Council. The Chief Operating Officer commits to full transmittal of all Advisory Committee recommendations to Metro Council. The Metro Council is ultimately responsible for providing final acceptance and adoption (when needed) of program recommendations.

The Advisory Committee will foster positive communication outside of the team regarding the program's progress and outcomes, suggest other resources that may be useful or available, and act as a resource to the program team as needed.

**C. Period of time necessary for the Advisory Committee to carry out its purpose**

The Advisory Committee shall be dissolved upon the completion of Phase 2 of Metro's Equity Strategy Program and this issuance of the Equity Strategy Action Plan (an estimated three-year timeline).

**D. Frequency of Meetings**

The Advisory Committee shall meet monthly, though emergency meetings may be called as needed with no less than three days written notice. After the first year, the Advisory Committee may choose to adjust the frequency of meetings in conjunction with program needs; however the Committee shall meet no fewer than four times per year (quarterly).

To ensure collaboration and communication between the Advisory Committee and the Steering Committee members from both committees will come together as a joint sub-committee. The joint sub-committee will meet on a regular schedule to review status updates, provide an opportunity to share the committees' perspectives and/or concerns and provide guiding support to ensure program deliverables are met. The Advisory Committee and Steering Committee chairs will determine who from each of the committees will serve on the work group. Additional committee members may be asked to attend meetings as needed.

**E. Membership**

This volunteer committee shall be composed of up to 15 members, to be appointed by the Metro Chief Operating Officer. Members will be selected to balance the expertise and viewpoints necessary to effectively address the issues to be considered by the Committee. Members will be recognized experts in their fields, including but not limited to social and environmental justice, cultural organizations, transportation, housing, land use, finance, philanthropy, education, health care, social work, general business, and local government.

Members are asked to commit to serve on the Advisory Committee through the completion of the Equity Baseline Report (summer 2014), with the opportunity to serve up to two additional terms.

#### **F. Chair and Vice Chair**

The Metro Chief Operating Officer shall designate one member to serve as Chair of the Advisory Committee. The Chair shall preside over meetings of the Advisory Committee. When the Advisory Committee is not in session, the Chair's duties include acting as its representative and spokesperson.

The Chair shall appoint a member of the Advisory Committee to serve as Vice Chair. The Vice Chair shall assist the Chair and support the Chair's responsibilities in the absence of the Chair.

#### **G. Reporting requirements**

The Advisory Committee will provide formal recommendations to Metro's Chief Operating Officer on major deliverables (identified below). These recommendations, developed in collaboration with the Steering Committee, will be delivered to Metro Council by the Chief Operating Officer.

The Advisory Committee shall report on the following:

##### **Equity Baseline Reports (summer 2013 – summer 2014)**

- Recommendation on the development of an agency equity definition, used to guide development of Equity Indicators
- Recommendations on a series of community-supported equity indicators to be used in Equity Baseline
- Presentation of final Equity Baseline report, including documentation on structural nature of equity indicators

##### **Relationship Map Reports (2014-2015)**

- Recommendations on Metro's roles and responsibilities relative to the Equity Baseline, including (1) areas where Metro has a clear role; (2) areas clearly outside of Metro's authority; (3) and recommendations on Metro's potential role for areas where Metro is not currently active.

##### **Equity Strategy and Action Plan (2015)**

- Policy recommendation on Metro's Equity Strategy
- Recommendations on Equity Strategy Action Plan including implementation and evaluation processes and metrics

#### **H. Metro Responsibilities for providing necessary support**

Metro will provide the facilities and support staff necessary to conduct meetings and support the activities of the Advisory Committee. Advisory Committee members will not be compensated for their services. Metro will pay costs associated with the provision of reasonable accommodations for people when such costs are directly associated with the conduct of the Advisory Committee meetings and reporting activities. In addition, Metro will provide funds annually to support the development and publishing of Advisory Committee reports.

#### **I. Date of Charter**

Original: XXXX, 2013

# METRO EQUITY STRATEGY

## Advisory Committee | DRAFT Operating Principles

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**Communication.** We will assume that committee members come with the best of intentions; therefore, we will promote openness, communicate our feelings and provide an option for anonymity by sharing input after the meeting through email with Metro staff for those that do not feel comfortable in group settings. Staff will provide constructive feedback to committee members if someone within the group does not feel comfortable taking that role.

**Comfort and safety within the group.** We will respect each other by focusing on issues and ideas not on personalizing or people. Any issue that is discussed during committee meetings will remain among committee members. If an issue has reached an impasse during discussion, a compromise will be called to reach agreement.

Next steps: Identify a method for indicating you wish to speak.

**The role of Metro Staff.** Metro staff will keep momentum going and help facilitate discussion by developing materials for committee consideration and provide outside resources that can inform the work of committee members. Additionally, Metro staff will synthesize discussions, track progress, and determine next steps and points of action needed. The Equity Program Manager will share input and facilitate check-ins as needed with the Metro Council liaisons and the Chief Operating officer, especially in regard to the development of the Committee's recommendations.

**Issues identification beyond the charge of the committee.** Issues that are beyond the charge of the Equity Strategy Program Advisory Committee (as outlined in the charter) can be proposed for group discussion by committee members and by Metro staff. The Committee will decide whether or not the proposed issue has relevance, given the Committee's charge.

In addition, Committee members can request input from the committee on issues they are considering in their course of work outside of the committee.

**Decision-Making Process.** The Equity Strategy Program Advisory Committee will use a consensus decision-making process. The process for group discussion includes staff capturing the discussion, synthesizing the comments, and sending all notes and materials back to the committee where decisions are made at

group meetings. The Committee will have interim check-ins as a group as recommendations are developed. If disagreements arise, the group will consider several approaches to reach agreement on the best way to proceed with a consensus decision-making process. Final recommendations will be determined using a consensus decision-making process.

Next steps: Identify and adopt a decision-making process.

### **Ground rules and logistics for the Equity Program Advisory Committee.**

**Official spokesperson for the committee** The chair of the Committee will serve as the official spokesperson for the group. If committee members receive media requests, they will direct them to the Chair.

**Attendance** The Committee will not mandate a specific amount of absences that are allowable regarding attendance. We assume that since committee members agreed to serve on the Equity Program Advisory Committee, they understand the importance of regular attendance in order to be heard and have their opinion factored into the decision.

**Multiple options for committee participation** While it is preferred that Committee members attend in person, members will have the following options for participation (determined in advance of meetings, allowing Metro staff time to accommodate meeting needs): Conference calls for those who cannot attend in person; Video conferencing; Meeting at other locations beyond Metro to accommodate committee members and their constituents in other parts of the region.

**Quorum.** Determine what is required to have a quorum of the committee.

Next steps: Set definition of a quorum.

# Metro Equity Strategy Advisory Committee

## Defining Equity – process flowchart

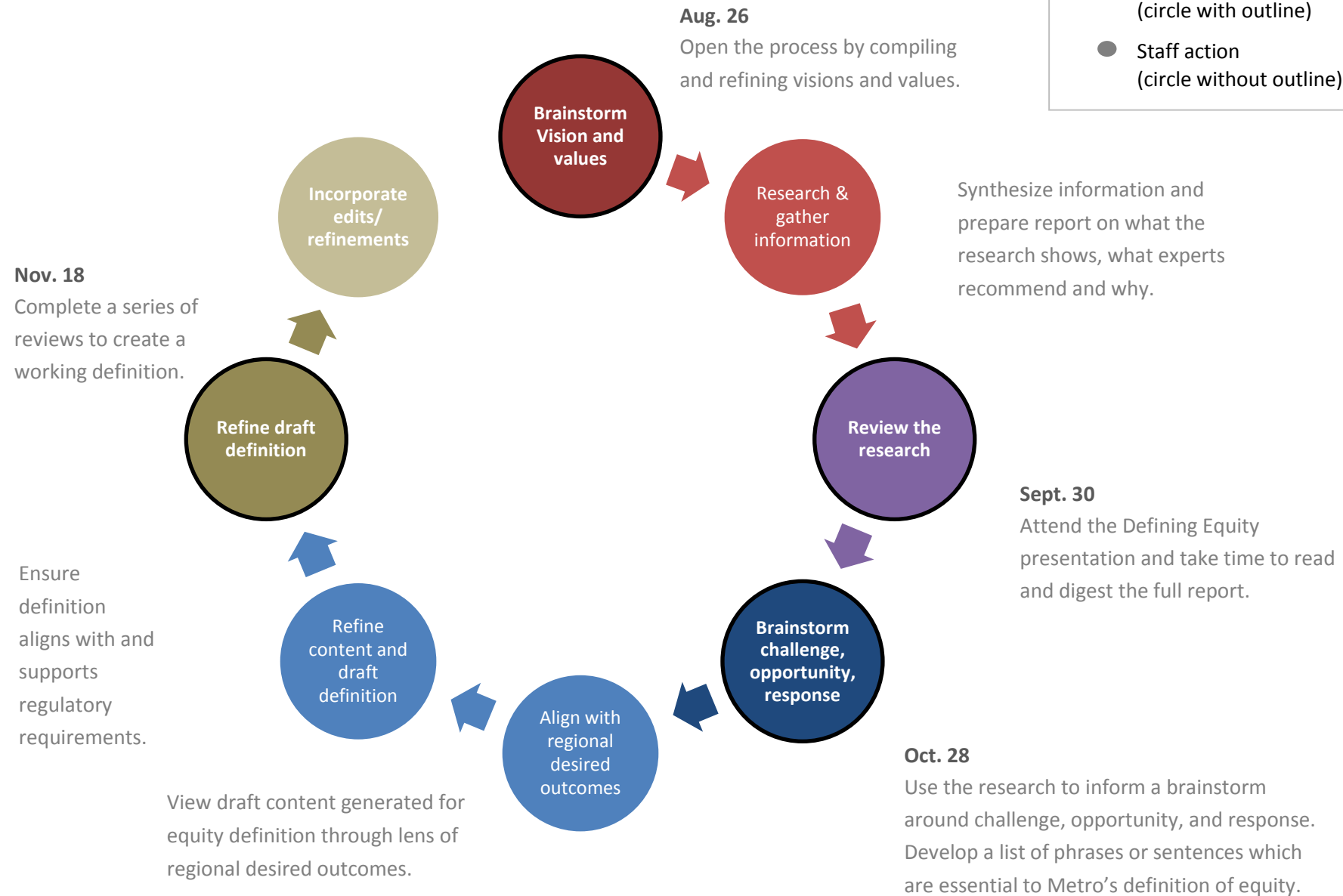
August – November 2013

**KEY**

**Gray Text:** How the product develops

**Circles:** Roles

- Advisory Group action (circle with outline)
- Staff action (circle without outline)



# MAKING A GREAT PLACE

Goals for the region endorsed by city and county elected officials and approved by the Metro Council

## **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 Equity Advisory Committee**

### **Defining Equity**

#### **Worksheet**

*October 28, 2013*

#### **Breakout 1 (15 minutes)**

As you reflect on Metro's desired outcomes of:

- Vibrant communities
- Economic prosperity
- Safe and reliable transportation
- Leadership on climate change
- Clean air and water

**CHALLENGES:**      **What potential *challenges* do we face in the region in realizing equity in each of these areas?**

#### **Large group discussion question (25 minutes)**

If you look at the *challenges* of and *opportunities* for advancing equity across these (5) areas, what do you think our *response* (finding an answer to these challenges) should be?



## **Metro Equity Advisory Committee**

### **Defining Equity**

#### **Worksheet**

*October 28, 2013*

#### **Breakout 2 (15 minutes)**

As you reflect on Metro's desired outcomes of:

- Vibrant communities
- Economic prosperity
- Safe and reliable transportation
- Leadership on climate change
- Clean air and water

**CHALLENGES:**      **What opportunities does the region have to advance equity in each of these areas? Also, what is the potential cost to the region in lost opportunities if we do not advance equity in each of these areas?**

#### **Large group discussion question (25 minutes)**

If you look at the *challenges* of, and *opportunities* for advancing equity across these (5) areas, what do you think our *response* (finding an answer to these challenges) should be?

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**E. Membership**

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Members shall be appointed to serve a one-year term, and may be reappointed to serve up to two additional terms.

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The Chair shall appoint a member of the Advisory Committee to serve as Vice Chair. The Vice Chair shall assist the Chair and support the Chair’s responsibilities in the absence of the Chair.

**G. Reporting requirements**

The Advisory Committee will provide formal recommendations to Metro’s Chief Operating Officer on major deliverables (identified below). These recommendations, developed in collaboration with the Steering Committee, will be delivered to Metro Council by the Chief Operating Officer.

The Advisory Committee shall report on the following:

**Step 1 Reports:**

- Recommendation on the development of an agency equity definition, used to guide development of Equity Indicators
- Recommendations on a series of community-supported equity indicators to be used in Equity Baseline
- Presentation of final Equity Baseline report, including documentation on structural nature of equity indicators

**Step 2 Reports:**

- Recommendations on Metro’s roles and responsibilities relative to the Equity Baseline, including (1) areas where Metro has a clear role; (2) areas clearly outside of Metro’s authority; (3) and recommendations on Metro’s potential role for areas where Metro is not currently active.

**Step 3 Reports:**

- Policy recommendation on Metro’s Equity Strategy
- Recommendations on Equity Strategy Action Plan including implementation and evaluation processes

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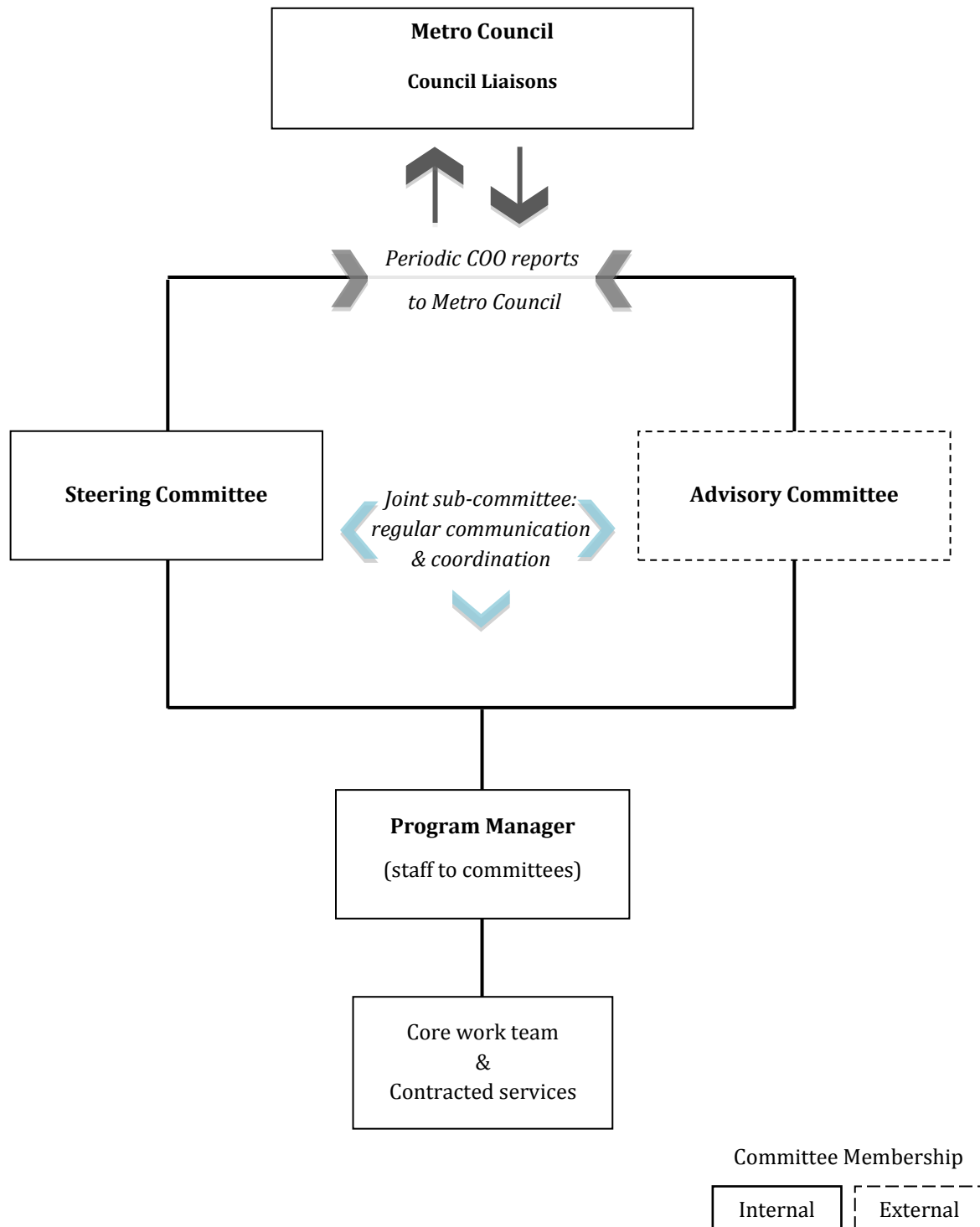
**I. Date of Charter**

Original: October, 2013

## 2. PROGRAM ORGANIZATION

### 2.1. Governance structure

The governance structure for the Equity Strategy Program consists of the following groups. The office of the Chief Operating Officer is responsible for the implementation of the Step 1 work plan. The Chief Operating Officer is the Program Executive Sponsor.



**Metro Council** is ultimately responsible for providing final acceptance and approval (when needed) of program deliverables, as well as providing policy guidance to program staff.

The **Executive Sponsor** is to take responsibility for the feasibility, business case and the achievement of program outcomes, with input from both the Steering and Advisory Committees.

The **Steering Committee** is to provide guidance and support for the feasibility, business case and the achievement of the Equity Strategy Program outcomes.

The Steering Committee shall provide the following:

- Offer high level advice and guidance on program scope and goals
- Foster positive communication outside of the team regarding the program's progress and outcomes
- Help to identify and provide appropriate resources to the program sponsor as needed
- Review and comment on milestone outcomes
- Resolve program issues as needed
- Develop recommendations on deliverables in coordination with the Advisory Committee

The **Advisory Committee** will provide formal recommendations to Metro's Chief Operating Officer on major deliverables (identified below). These recommendations, developed in collaboration with the Steering Committee, will be delivered to Metro Council by the Chief Operating Officer.

The Advisory Committee shall report on the following:

**Step 1 Reports:**

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**Step 3 Reports:**

- Policy recommendation on Metro's Equity Strategy
- Recommendations on Equity Strategy Action Plan including implementation and evaluation processes

Regular Advisory Committee meetings will include representatives from the Steering Committee as necessary to provide staffing support to respond to Advisory Committee questions around Metro roles and responsibilities.

May 2013

To ensure collaboration and communication between the Steering and Advisory Committees a Joint Subcommittee of members from both committees will meet on a regular schedule to provide support in the following areas:

- Provide a direct report opportunity for the Steering and Advisory Committee's to share perspectives and/or concerns
- Coordinate and plan engagement and communication needs between the Steering and Advisory Committees
- Foster relationship building between the Steering and Advisory Committees members
- Provide guiding support to ensure program deliverables are met through a collaborative approach between the Steering and Advisory Committees

These meetings will take place every other month (alternate months from the full Advisory Committee meetings). The Advisory Committee and Steering Committee chairs will determine who from each of the committees will serve on the work group. Additional committee members may be asked to attend meetings as needed.