

# Metro | Agenda

Meeting: Equity Strategy Advisory Committee

Date: Monday, Nov. 18, 2013

Time: 3 to 5 p.m.

Place: Metro Regional Center, 370A/B, 600 NE Grand Ave., Portland, 97232

Purpose: Continued facilitated discussion of group operating principles; continued discussion around Metro's equity definition

Attendees: Equity Strategy Advisory Committee; Martha Bennett, COO; Scott Robinson, Deputy COO; Pietro Ferrari, Metro; Joan Brown-Kline, Brown-Kline Consulting

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## **Welcome and introductions**

**30 minutes**

- Announcements
- Introductions

## **Review of timeline**

**5 minutes**

## **Advisory Committee operating principles**

**30 minutes**

- Finish review and discussion of group operating principles

## **Equity definition discussion**

**40 minutes**

- Brief overview of definition approach and work done to date
- Recap from 10/28 meeting (Challenge and Opportunity synthesis)
- Group discussion on response

## **Discussion of Defining Equity report**

**15 minutes**

**Close**

# METRO EQUITY STRATEGY

## Advisory Committee | DRAFT Operating Principles

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### **Productive communication**

We value communications that allow for differences in perspectives

- We assume committee members come with the best of intentions.
- We promote an openness that supports us in communicating our feelings.
- We respect each other by focusing on issues and ideas, not individuals.
- We have the option of providing input after a meeting through email to Metro staff who can provide constructive feedback to committee members if we don't feel comfortable taking that role.
- Any issue discussed during committee meetings stays with committee members.

### **Collaboration**

We all benefit from a collaborative working relationship between advisory committee members, joint sub-committee, program manager, and Metro staff

#### *Committee members*

- Committee members and Metro staff can propose issues beyond the charge of the Equity Strategy Program Advisory Committee.
- The Committee decides whether or not the proposed issue has relevance, given the its charge.
- Committee members can request input from the Committee on issues they are considering in their course of work outside of the Committee.

#### *Joint sub-committee*

- The role of the joint sub-committee is to ensure collaboration and communication between the steering and advisory committee members.

### Program manager

- The Equity program manager shares input and facilitates check-ins as needed with Metro Council liaisons and the Chief Operating Officer, especially in regard to the development of the Committee's recommendations.

### *Metro staff*

- Metro staff keep momentum going and help facilitate discussion by developing materials and content for committee consideration.
- Metro staff provide outside resources that can inform the professional work of committee members.
- Metro staff synthesize our discussions, track progress, and determine next steps and points of action needed.

*(To be reviewed Nov. 18)*

### **Decision-making process**

We support an open and inclusive decision-making process

- The Equity Strategy Program Advisory Committee reaches decisions through consensus.
- When decisions are made by the committee, Metro staff captures the discussion, synthesizes the comments, and sends all notes and materials back to the committee.
- If an issue has reached an impasse during discussion, a compromise will be called to reach agreement.

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

**Official spokesperson for the committee** The chair of the Committee serves as the official spokesperson for the group. If committee members receive media requests, they are to 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

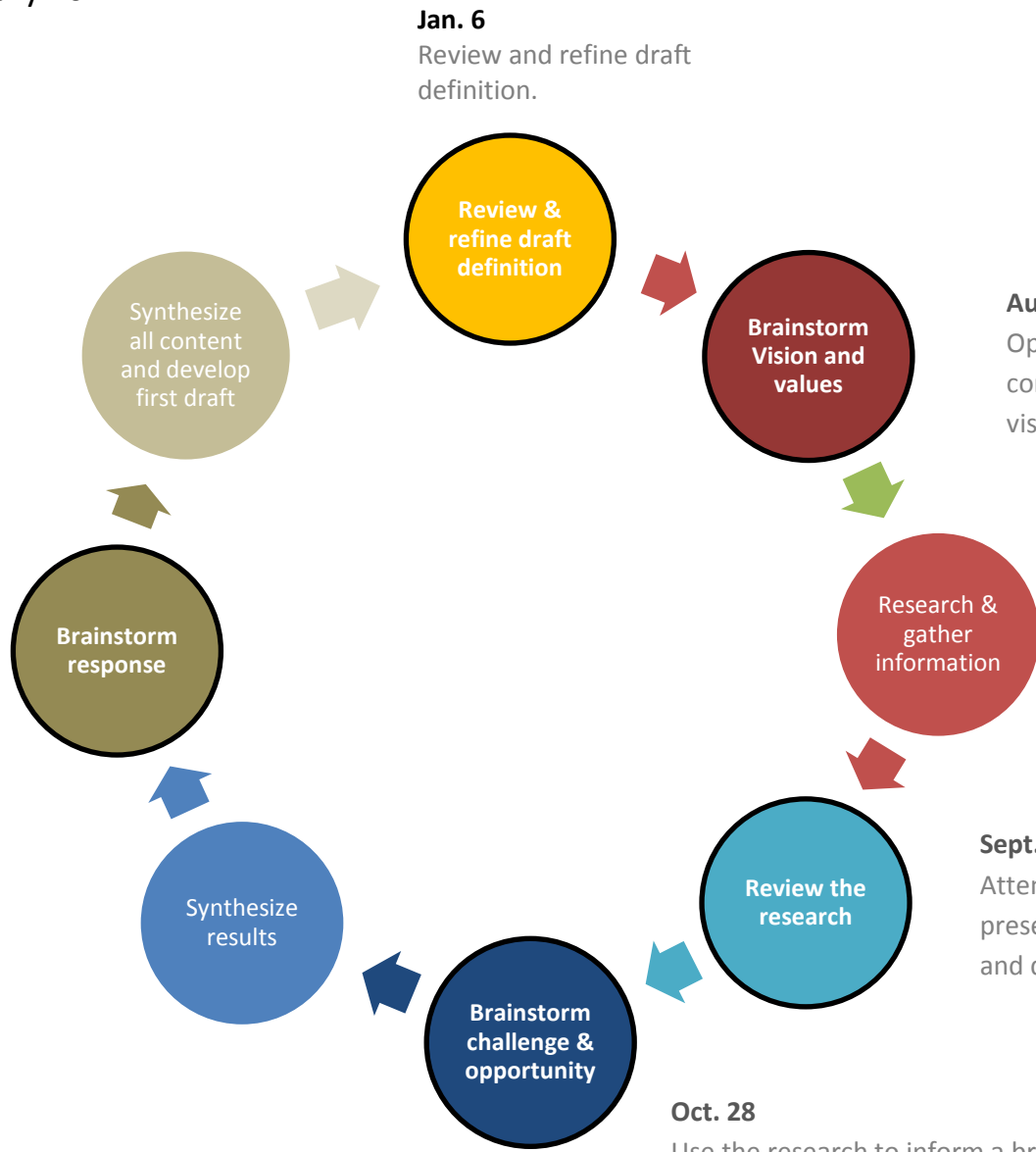
## Defining Equity – process flowchart

August 2013 – January 2014

Ensure definition aligns with and supports regulatory requirements.

View draft content generated for equity definition through lens of regional desired outcomes.

**Nov. 18**  
Brainstorm response based on challenges and opportunities



**Jan. 6**  
Review and refine draft definition.

**Aug. 26**  
Open the process by compiling and refining visions and values.

Synthesize information and prepare report on what the research shows, what experts recommend and why.

**Sept. 30**  
Attend the Defining Equity presentation and take time to read and digest the full report.

**Oct. 28**  
Use the research to inform a brainstorm around challenge and opportunity. Develop a list of phrases or sentences which are essential to Metro’s definition of equity.

### KEY

**Gray Text:** How the product develops

**Circles:** Roles

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

## Challenge

What potential challenges do we face in the region in realizing equity in the desired outcomes?

### Challenges

- "siloed" authority in what we control as agencies – who holds authority needed to achieve desired outcomes
- lack of alignment between jurisdictional authorities
- lack of alignment between sectors to help fund and advance equity (private, philanthropic, government, community-based organizations)
- topographical disparities that impede effective communications
- issues interpreted differently by diverse communities
- creating jobs and prosperity
- perception of Metro as urban-centric
- perception that vision for the region (six desired outcomes) is representative of the entire region
- getting all voices at the table
- existing leadership isn't reflective of the demographic shift in the region
- moral and economic reasons for not recognizing lack of equity in the region

### Challenges by desired outcomes

#### *Vibrant communities*

- Lack of clarity in definition of "vibrant communities"
- Portland-centric viewpoint of how "vibrant communities" is defined in the six regional

outcomes as "easily accessible" – phrasing that lends itself to the 20-minute urban neighborhood lifestyle choice

#### *Economic prosperity*

- Lack of clarity in definition of "economic prosperity"

#### *Safe and reliable transportation*

- Instances of unsafe and unreliable transportation, i.e. North light rail project

## Opportunity

# What opportunities do we have in the region to advance equity in the desired outcomes?

### Opportunities

- recognition by leaders that demographics of the region are changing
- opportunity to bring different communities to the table
- recognition by leaders that the region has a history of inequities that are holding people back
- acknowledgement by leaders that work has been done that can be built upon
- Metro positioned to help develop one common policy strategy to help fund and advance equity for all sectors (private, philanthropic, government, community-based organizations)
- Metro can prepare communities to take advantage of one common policy strategy to help fund and advance equity
- region has a competitive advantage in implementing this work
- data resources exist for transit, jobs, etc.

### Opportunities by desired outcomes

#### *Vibrant communities*

- better define what is meant by using language that describes families that thrive
- acknowledge existing strength-based/asset-based solutions with communities
- communities are rapidly diversifying
- create collective impact

#### *Economic prosperity*

- better define what is meant by "economic prosperity"
- Metro's can leverage small business and entrepreneurialism
- Metro can connect business leaders, philanthropic institutions and government sector with underserved communities
- Creative services industries can leverage the perspectives of a diverse workforce, recruit and train local talent, provide scholarships
- use home-based, local talent instead of importing talent
- prepare youth for private sector careers in the future workforce
- build capacity from community side and with private sector/businesses

#### *Safe and reliable transportation*

- data available to indicate where safe and reliable transportation didn't happen

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## What is the potential cost to the region in lost opportunities if we do not advance equity in the desired outcomes?

### Opportunity cost

- cost of doing nothing
- improved resources
- competitive position

# Vision

## What will the Metro region be like when equity is realized?

### We all want a region that provides opportunities for...

- access to safe neighborhoods
- employment
- high quality education
- wellness
- healthy people, healthy communities
- equal access to Metro benefits
- the region's quality of life
- competing for individual prosperity
- honoring and respecting individual and cultural differences
- respecting the uniqueness of individual communities
- community and self-determination
- health, prosperity and well-being and the systems that support them
- "homegrown" economic competitiveness with the rest of the world
- accessible, representative decision-making
- transparency and structure in decision-making
- life outcomes that are not predicted by race
- success and enjoyment of life
- the elimination of racial and ethnic disparities
- equitable distribution of the benefits and burdens of growth and change
- collaboration on common goals
- services and resources delivered and administered proportionately to demographics of community members
- appreciation of communities

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### COMMON THEMES

*Appeared in two or more groups*

- access
- safety
- appreciation/respect/embracing all cultures
- equity; equitable distribution of burdens and benefits
- understanding of cultures and histories
- future generations
- health
- education
- economic competitiveness/ employment, opportunity
- self determination; individuality
- natural environment stewardship
- elimination of racial and ethnic disparities; race ceases to predict life outcomes
- participation/collaboration
- opportunity

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### OTHER THEMES

*Appeared in one group only*

- institution changes: ensure systems support outcomes
- transparency in structure and decision-making
- community fabric
- "homegrown" economic competitiveness with the rest of the world
- community definition of prosperous and healthy

**COMPLETE VISION: Future generations realize a region where families thrive and have access to safe neighborhoods and opportunities, and share in the stewardship of natural resources.**



# Values

## What values are important to Metro's definition of equity?

### Our region is stronger when everyone has access to the benefits of...

- acceptance and embracement of all cultures
- authentic relationships
- prosperity
- success
- ability to thrive
- realizing human potential
- a greater appreciation of differences
- making the world better for future generations
- (ensuring) personal and community safety
- connecting to others
- a common culture for decision-making and resolution of shared issues
- equal access
- equity
- respect of others
- collaboration
- empathy
- transformation
- empowerment
- pride in our cultural heritages
- a shared understanding of history and appreciation for where we came from and where we are now
- a well-informed community
- racial and ethnic justice
- perspectives from the underserved and underrepresented as part of policymaking
- honoring cultural and historic context
- proportional allocation thinking
- relational and inclusive worldview
- self-determination
- a sense of a greater common good
- valuing the feelings of communities, thinking holistically
- accountability

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### COMMON THEMES

*Appeared in two or more groups*

- safety
- self reliance, self determination
- realizing human potential
- empowerment
- future generations
- honor/understand cultural histories
- relationships/connectivity
- collaboration: common culture for decision-making and resolution
- respect/embrace all cultures; appreciate differences
- opportunity
- equity

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### OTHER THEMES

*Appeared in one group only*

- empathy
- institutional issues; accountability
- acknowledgement of how Metro perpetuates inequalities
- keeper/facilitator of vision



## **Metro Equity Advisory Committee**

### **Defining Equity**

#### **Worksheet**

*Nov. 18, 2013*

#### **Large group discussion (40 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?

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

# **METRO EQUITY STRATEGY ADVISORY COMMITTEE**

## **Meeting schedule**

Agenda and location confirmation will be released prior to the scheduled meeting.

### **2013**

Wednesday, July 31, 2 to 5 p.m.

Monday, August 26, 3 to 5 p.m.

Monday, September 30, 3 to 5 p.m.

Monday, October 28, 3 to 5 p.m.

Monday, November 18, 3 to 5 p.m.

### **2014**

Monday, Jan. 6, 3 to 5 p.m.

Wednesday, Jan. 29, 3 to 5 p.m.

Monday, Feb. 17, 3 to 5 p.m.

Monday, March 17, 3 to 5 p.m.

Monday, May 19, 3 to 5 p.m.

Monday, June 23, 3 to 5 p.m.

Monday, July 21, 3 to 5 p.m.

## **Pietro Ferrari named Metro Equity Strategy Program Manager**

Pietro Ferrari, former executive director at Catholic Charities and Hacienda CDC, has joined Metro as its Equity Strategy Program Manager.

A seasoned advocate for equity, inclusion and social justice, Ferrari has more than two decades' experience of service to improve the economic and social conditions of low and moderate income people here in Oregon and abroad.

At Metro, Ferrari will lead the agency's ongoing effort to develop and implement Metro's equity strategy program which includes working internally with Metro's Council, staff, departments and programs, and with diverse external stakeholders and partners from around the Portland region.

"Pietro is a recognized leader in our region in addressing the barriers that hold people and communities back," said Martha Bennett, Metro Chief Operating Officer. "His work will be essential to helping Metro ensure our services meet the needs of all the diverse residents of the region, now and in the coming decades."

From 2011 until this past June, Ferrari led Catholic Charities of Oregon, which has a \$10 million operating budget focused on advancing social services, affordable housing and other activities that support low-income clients of diverse backgrounds.

At Hacienda CDC, Ferrari oversaw rapid growth in the organization's operations and programs during his seven years of service. Under his leadership, Hacienda's budget more than tripled while transforming the agency into a holistic model of community building, effectively linking affordable housing with culturally-specific supporting services in intergenerational education, economic development and civic engagement.

Before joining Hacienda, Ferrari held program leadership roles at Neighborhood Partnerships, Homestead Capital and CASA of Oregon, all of which were focused on advancing the wellbeing of Oregonians and the organizations that serve them. He has dual master's degrees from the University of Oregon in Urban and Regional Planning and from Marylhurst University in Management, a bachelor's degree from Lewis & Clark College, and an executive leadership certificate in Community Development Excellence from the Harvard Kennedy School of Government.

"I'm thrilled to join Metro and contribute to its noble commitment to advancing equity across the agency and throughout all the communities it serves," Ferrari said. He said he looks forward to working in partnership with diverse stakeholders, leaders, businesses and residents to create a vibrant and sustainable region for all.



Date: Wednesday, Nov. 27, 2013  
To: Equity strategy advisory committee  
From: Pietro Ferrari, Equity strategy program manager  
Subject: Proposed addition of community-based representation to equity Baseline Workgroup

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On the recommendation from Advisory Committee Chair, staff worked on a possible solution to include additional community-based organizations into the Equity Baseline Workgroup to address potential gap areas in certain culturally responsive communities. To this end, staff propose to award 3-4 additional personal services agreements under \$5,000 each to conduct equity baseline analysis, ensuring the quantitative assessment reflects and supports community experience through supportive qualitative evidence; and assist Metro in designing and implementing culturally responsive engagement approaches related to evaluating and sharing the equity Baseline Report.

The initial Equity Baseline Workgroup of six organizations have been made aware of this need and agree to this approach, as well as Metro Steering Committee and senior leadership. Therefore, a resolution is sought for approval at the January meeting as follows:

The proposed resolution for your consideration is attached. Furthermore, Metro staff seeks input from the Advisory Committee on names of possible organizations to help address the specific needs identified above.

**Resolution to include additional contractors for community-based representation to the Equity Baseline Workgroup**

Whereas in the fall 2013, Metro completed a request for qualifications for assistance developing the Equity Baseline report.

Whereas Metro has awarded six community organizations contracts on a competitive basis to work in partnership with agency staff on the report's development.

Whereas, the Equity Advisory Committee, the Baseline Workgroup, Steering Committee and staff have determined that additional assistance may be needed to complete the Equity Baseline analysis, and develop and implement culturally responsive engagement in local communities.

Therefore, the Advisory Committee resolves to recommend to award 3-4 additional limited personal service agreements in the amount of \$5,000 each to help address specific culturally responsive community engagement outreach needs particularly to the Latino, Slavic and Native American communities. All contracts would be under.

Approved this \_\_\_ day of January 2014