

 **Metro** | *Agenda*

Meeting: Metro Council / MERC Commission Work Session
Date: Tuesday, November 16, 2010
Time: 2 p.m.
Place: Metro Council Chambers

CALL TO ORDER AND ROLL CALL

- | | | |
|----------------|--|--------------------------------------|
| 2 PM | 1. MERC COMMISSION STRATEGIC BUSINESS PLAN AND BUDGET PRIORITIES - <u>DISCUSSION / DIRECTION</u> | Park |
| 2:45 PM | 2. DRAFT METRO DIVERSITY ACTION PLAN RELATED TO PROCUREMENT AND HIRING AND FIRST OPPORTUNITY TARGET AREAS (FOTA) POLICY - <u>DISCUSSION / DIRECTION</u> | Dresler
Rowe
Matthews |
| 3:45 PM | 3. FUTURE MEETING LOGISTICS | Dresler |

ADJOURN

METRO COUNCIL

Work Session Worksheet

Presentation Date: November 16, 2010 Time: 2:00 p.m. Length: 1.5 hours

Presentation Title: Metro Council / MERC Commission Joint Work Session

Service, Office, or Center: Metro Council Chambers

Presenters (include phone number/extension and alternative contact information):

Rod Park, Metro Councilor, 503.797.1547

Teri Dresler, General Manager of Visitor Venues, 503.797.1790

Mary Rowe, Director of Human Resources, 503.797.1572

Darin Matthews, Metro Procurement Officer, 503.797.1626

ISSUE & BACKGROUND

The MERC Commission has not had the opportunity to meet with the Metro Council in a joint meeting since July 2008. This joint meeting was scheduled following an October MERC Commission retreat, and prior to beginning the FY 11/12 budget process to provide the opportunity for both bodies to discuss the MERC venue economic impact outlook, the venues strategic business plan, and the budget priorities identified during the Commission retreat. In addition, sections of the Metro Diversity action plan currently in draft form, will be presented and discussed relative to MERC's First Opportunity Target Area as it relates to procurement and hiring.

OPTIONS AVAILABLE

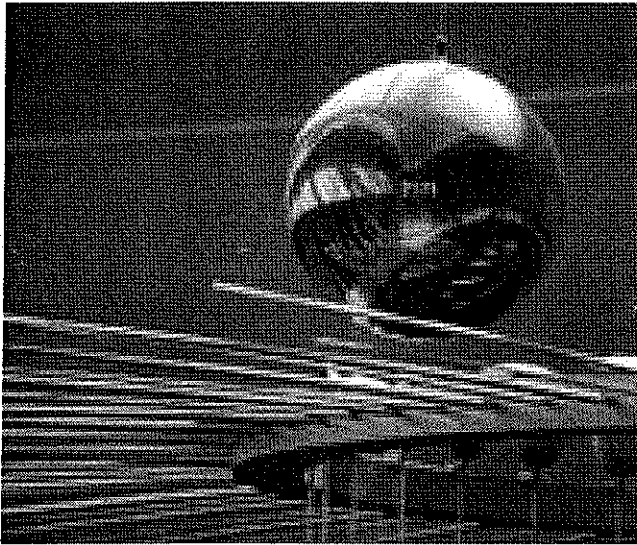
To set the stage for MERC and Metro to work together to set a direction for the venues and priorities for the near future.

IMPLICATIONS AND SUGGESTIONS

At this meeting, MERC and Metro determine how often joint meetings will occur.

QUESTION(S) PRESENTED FOR CONSIDERATION

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



MERC Commission Retreat

October 6, 2010

Session Notes

Commissioners/GM in attendance: Elisa Dozono (Chair), Teri Dresler (GM), Chris Erickson, Terry Goldman, Judie Hammerstad, Cynthia Haruyama, Ray Leary, Rod Park (Metro liaison), Karis Stoudamire-Phillips.

Others in attendance Chris Bailey, Expo Center Director; Jeff Blosser, OCC ED; Michael Jordan, Metro COO; Stephanie Soden, Venues Director of Communications and Strategic Development; Robyn Williams, PCPA ED; and Lisa Brown, Program Analyst II.

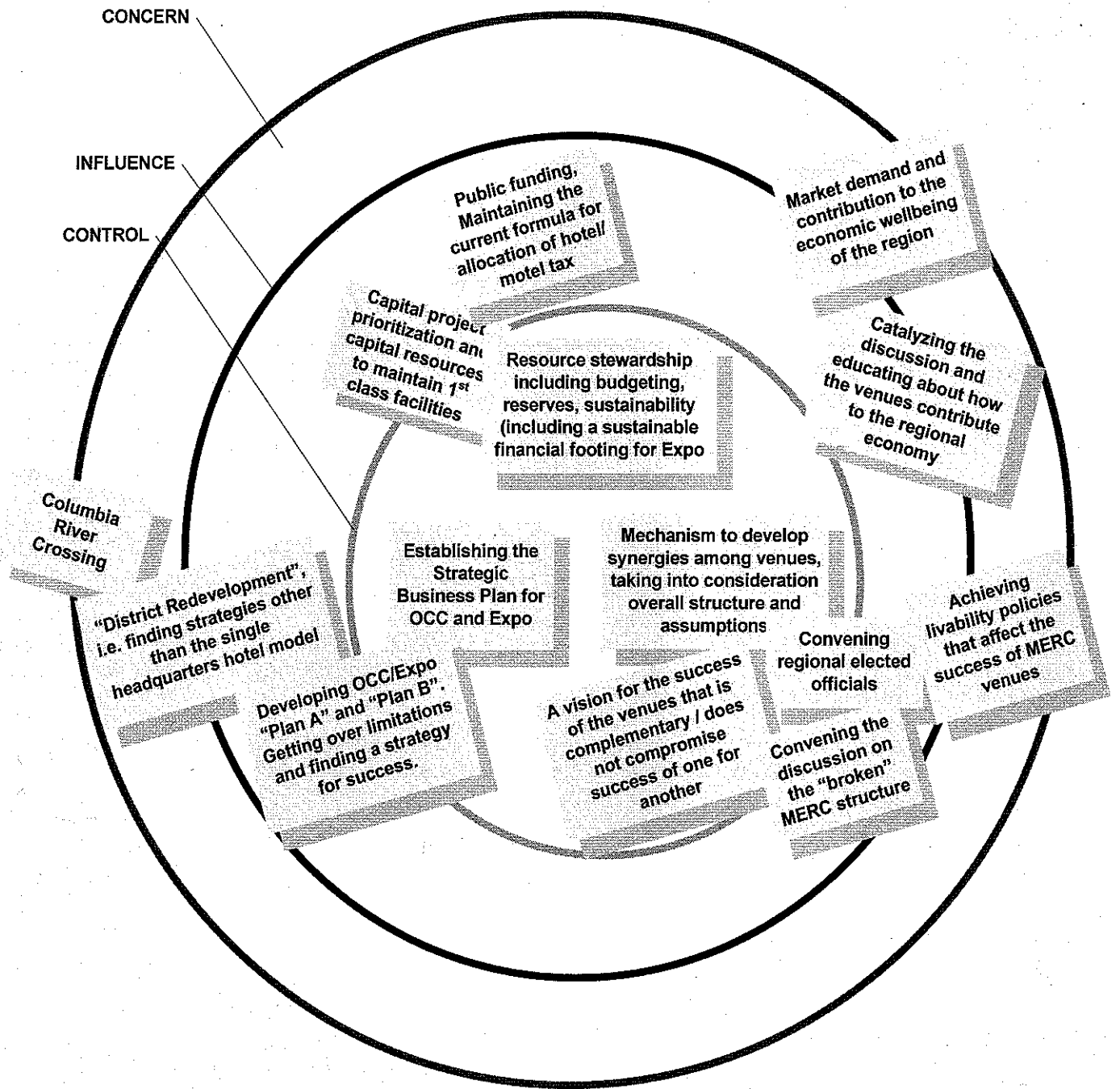
Facilitator: Sue Dicile

On October 6, 2010, MERC Commission and executive staff participated in a Commission retreat. The purpose of the session was to establish strategic priorities and determine how the Commission can best pursue those priorities within its spheres of control and influence.

*The following notes were transcribed from chartpak notes recorded by the facilitator during the retreat.
Text in italic indicates the facilitator's explanatory comments.*

SPHERES OF CONTROL, INFLUENCE AND CONCERN

Commissioners identified the following actions and outcomes and evaluated MERC's degree of control or influence they exert relative to each:



MISSION: To enhance the livability and economic vitality of the metropolitan region through sound stewardship, expert management and creative development of the region's public assembly venues.

VISION: To serve as a catalyst and an advocate for community, culture and economic development.

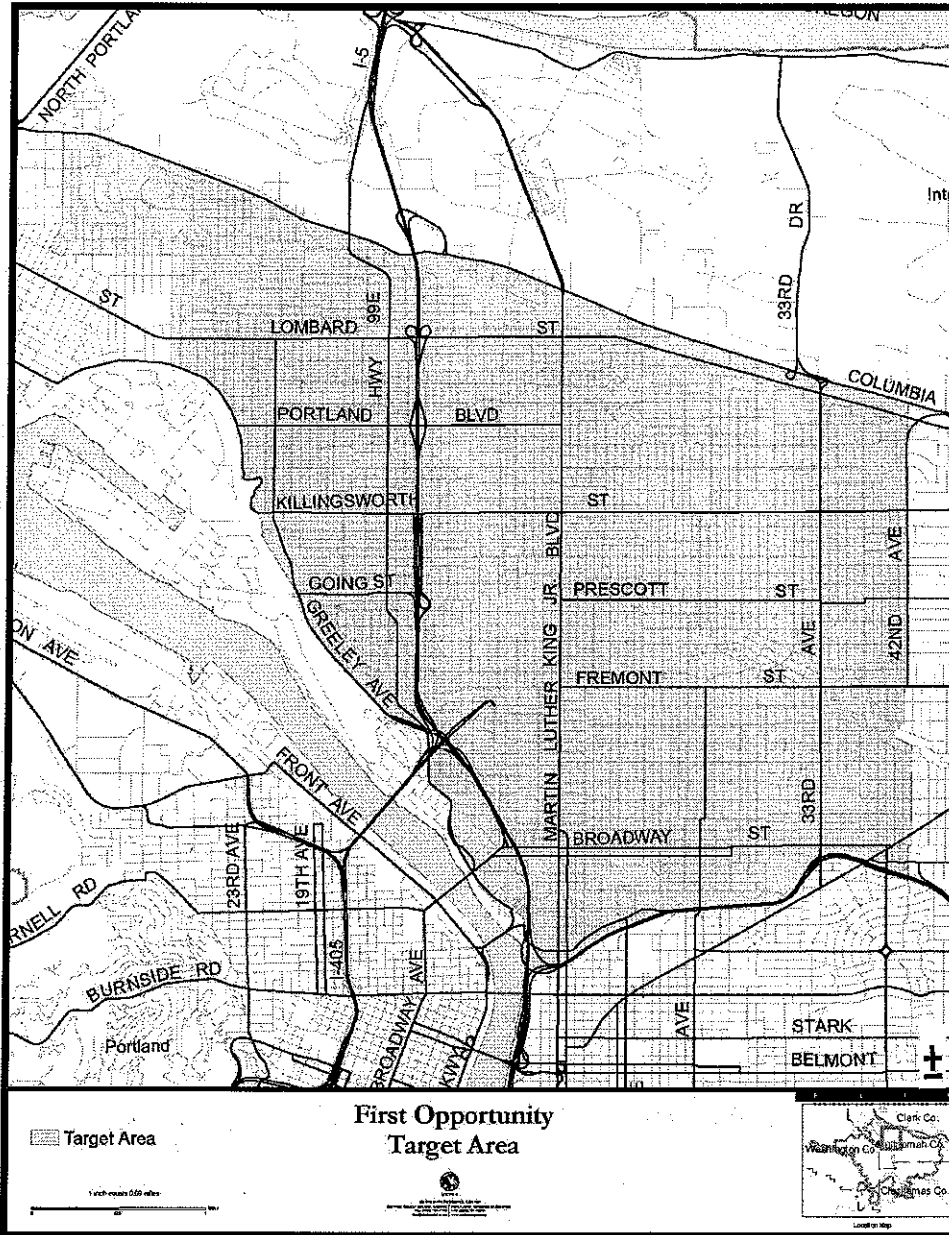
STRATEGIC PRIORITIES

Based on the prior discussion the following priorities were established.

★ Starred outcome items are those that need to be readied for discussion with Metro Council.

STRATEGIC PRIORITIES		NEAR TERM OUTCOMES
PRIMARY	Resource stewardship and sustainability	➔ Reserves policy developed. ★ (Policy project currently underway with Finance/Regulatory Services)
	Synergy among the four venues (OCC, Expo, PCPA, Zoo)	➔ Operational, marketing and sales opportunities identified. ➔ Parking analysis obtained (OCC/Expo) ➔ Process to develop synergies established. ➔ Commission apprised of all results.
	Strategic Business Plan for OCC & Expo Includes: • Risk analysis • Options for (OCC/Lloyd) district and economic development for each venue. • Strategy for hotel/motel room adequacy (in the absence of a HQ hotel)	➔ Plan completed (knowledge about linkages between Expo & OCC). ➔ "Who" is the customer at each venue?" understood. ➔ Commission awareness raised so that Commissioners are effective advocates grounded in solid, timely information.
	Stability of public funding sources	➔ Seat at the table for the Commission established (City/Mult. Co.). ★ ➔ Importance of the funding formula to protect jobs and economic & district development elevated in the discussion. ★
SECONDARY	Capital projects and replacement prioritization and financing	➔ Priorities and financing determined in the upcoming budget process. ★ (Reserves policy project underway)
	Financial stability for Expo	➔ Options evaluated to eliminate debt service. ➔ Commission briefed on options. ➔ CRC impacts
	First Opportunity Target Area (FOTA)	➔ Policy established based on demographic data. ➔ Linkages with Metro Diversity Action Plan.
	Convening and catalyzing regional discussions Includes: • Fix the rigid 3-way finance structure (VDF) • Livability policies • Regional venue initiatives	➔ MERC Commission and Metro Council consensus on regional alignment established. ➔ Discussions convened as opportunities and timing are right.

First Opportunity Target Area (FOTA) Report
Metropolitan Exposition Recreation Commission
October 30, 2008





 A SERVICE OF METRO

The Metropolitan Exposition Recreation Commission's First Opportunity Target Area

HISTORY/BACKGROUND:

In 1987, House Bill 3075¹ appropriated lottery funds to Metro to aid in the construction of the Oregon Convention Center (OCC) and required that "the Metropolitan Service District [Metro] shall directly, through contractors or agents, pursue a policy of providing first opportunity for available jobs to economically disadvantaged residents living in economically distressed neighborhoods in the immediate vicinity of the convention center site."

Upon completion of OCC construction in 1989, Metro, through its subsidiary responsible for overseeing OCC, the Metropolitan Exposition Recreation Commission (MERC), created an Advisory Committee on Development of Economic Opportunities comprised of OCC neighbors and residents within North and Northeast Portland. The committee provided oversight and direction for the formation of MERC's First Opportunity Target Area (FOTA) Program, as required by HB 3075. The original goal of the FOTA Program was to provide economically disadvantaged individuals and businesses within a defined geographical area, including those owned by minorities, women and emerging small businesses, with the first opportunity to secure MERC employment and contracts. Upon completion of its primary duties of monitoring compliance and reporting progress to the Oregon Legislature, the Advisory Committee became inactive. Soon after, MERC's FOTA Program was voluntarily extended to all MERC facilities, including the downtown theatres within the Portland Center for the Performing Arts and the Portland Expo Center in North Portland.

In August 1997, the MERC Commission re-appointed the Advisory Committee on Development of Economic Opportunities with a new charge: to evaluate MERC's ongoing efforts to provide economic opportunities for Target Area residents and minorities, assess progress to date, and recommend solutions for improvement. The Committee met for six months and, in April 1998, presented a report outlining key findings and recommendations to improve employment and contracting practices. In short, the Committee found that MERC's FOTA program had been a resounding success with regard to recruiting and hiring individuals, and that the organization greatly outpaced similar organizations in the region. In the area of contracting, the Committee found that, though MERC averaged more than \$500,000 a year in business contracts with firms within the Target Area, that there could be greater success by reducing the emphasis on awarding contracts exclusively to firms certified by the State of Oregon. In response, the MERC Commission passed Resolution 98-32, which created a pilot program expanding MERC's authority to enter into contracts with firms located within the FOTA boundaries but not yet certified by the State. This pilot project ran from July 1,

¹House Bill 3075, Chapter 506, July 8, 1987 by Committee on Trade and Economic Development

Vision

To serve as a catalyst and an advocate for community, culture and economic development.

Mission

To enhance the livability and economic vitality of the metropolitan region through sound stewardship, expert management and creative development of the region's public assembly venues.

VALUES

Public Service: *We are here to serve the public with the highest level of integrity.*

Metro plays an important role in the environmental, cultural, and economic vitality of the region. We build strong relationships, alliances and partnerships in the community to better serve our citizens and visitors. We generously share our expertise to promote community enhancement and development. We strive to make a positive difference through leadership and by taking action.

Excellence: *We aspire to achieve exceptional results.*

We practice continuous improvement to achieve the most efficient and effective results. We face problems head on and focus on finding the best solutions. Our goal is to meet or exceed the expectations of our customers and stakeholders without compromising quality. We promote employee development and encourage everyone to be their best.

Teamwork: *We engage others in ways that foster respect and trust.*

Teamwork forms the essence of our work environment. Through collaboration and commitment to common goals, we achieve greater outcomes. We value positive relationships and nurture them with cooperation and honest communication. Individually, we contribute to the greater whole by being dependable and accountable for our actions.

Respect: *We encourage and appreciate diversity in people and ideas.*

We embrace diversity in people and ideas within our workplace and our community. Everyone is treated with care and appreciation. We promote an atmosphere of equality and personal integrity and seek to understand the perspective of others. We strive for a culture supported by honesty and trust. Above all, we demonstrate respect for each other.

Innovation: *We take pride in coming up with innovative solutions.*

We understand the importance of taking appropriate risks and learning from our successes and setbacks. We encourage flexibility and embrace creativity and new ideas. We respond mindfully when challenges come our way and address obstacles with ingenuity. We are adaptable and strategic in the face of change. We serve our customers better as a result of anticipating and solving problems.

Sustainability: *We are leaders in demonstrating resource use and protection.*

We are leaders in demonstrating resource use and protection in a manner that enables people to meet current needs without compromising the needs of future generations, and while balancing the needs of the economy, environmental and society.

Goal 1 Maximize the positive impact of the venues on the economy and livability of the region through leadership and venue management.

Outcomes:

- The venue leadership expertise is recognized and valued as the venue management resource of the region.
- The venues promote livability of the region through cultural, social and economic development.
- The venues contribute to the achievement of Council goals.

Strategies	Measures
1. Position the Board of Commissioners to strengthen Metro's impact on public assembly venue development and management.	<ul style="list-style-type: none"> • Develop advocacy plan • Create Board development plan • Leadership in regional venue planning and decision-making
2. Strengthen relationships and build alliances with government, industry, community and business partners.	<ul style="list-style-type: none"> • Leadership on boards and committees • Partnerships with hospitality, cultural and tourism industry organizations • MERC's expertise is recognized and valued
3. Actively advocate for social and livability issues that impact our community.	
4. Conduct annual economic impact studies.	
5. Support Metro Council goals for Economic Development and Recreation, Arts and Culture.	
6. Promote opportunities for small, minority, women-owned, veterans, disabled veterans and emerging businesses to provide services and products to Venues by contracting with and hiring to represent the composition of Metro's community.	<ul style="list-style-type: none"> • Purchasing benchmarks • Contracts with businesses

Goal 2 Exert leadership to ensure construction of a convention headquarters hotel at the Oregon Convention Center

Outcomes:

- Publicly owned, convention quality hotel built attracts more conventions to Portland.

Strategies	Measures
1. Transfer ownership of the headquarters hotel project from Portland Development Commission.	<ul style="list-style-type: none"> • Metro accepts the developer chosen by the PDC selection committee • Predevelopment agreements in place
2. Develop a financing plan and secure funding for HQH.	<ul style="list-style-type: none"> • Financing plan approved • Construction bonds issued
3. Determine the organizational structure to manage and operate the hotel.	<ul style="list-style-type: none"> • Management structure and entity selected
4. Build and open a first class convention headquarters hotel.	<ul style="list-style-type: none"> • Convention quality hotel built on time and within budget
5. Plan B: Alternatives if Metro does not proceed with HQH.	

Goal 3 Expertly manage Metro's world-class public assembly venues.

Outcomes:

- Customers have exceptional experiences.
- State-of-the-art venues operate efficiently, are sustainable and meet the needs of customers.
- Effective business and operating processes support our business and customers.
- Funding is available for current level of service and for innovative programs and projects.
- The public investment in Metro venues is soundly protected.

Strategies	Measures
1. Deliver an exceptional customer experience for customers and attendees.	<ul style="list-style-type: none"> • Percentage of repeat clients • Customer service surveys • Industry awards
2. Create development plan for new or expanded business opportunities.	<ul style="list-style-type: none"> • Number of new clients and events • Increased lead/conversion rate • Collaborative marketing approaches • Strong national marketing results • Increased net revenue
3. Develop and maintain facilities' capital investments to support current and future business opportunities.	<ul style="list-style-type: none"> • State of the art venues • Venues meet or exceed customer requirements
4. Optimize operations' efficiencies and effectiveness to enhance facility operations and customer/vendor relations.	<ul style="list-style-type: none"> • Increased profitability per event • Improved procurement processes • Cross venue efficiencies implemented • Technology plan developed • EBMS optimization
5. Attain and maintain sustainable, diversified funding.	<ul style="list-style-type: none"> • Strategic fund balance maintained • Innovative programs and projects funded
6. Apply sustainable practices into all aspects of the organization.	<ul style="list-style-type: none"> • LEED certification where appropriate • Green purchasing results / recycling recovery rates
7. Prepare for and respond to disaster, crisis and major emergencies.	<ul style="list-style-type: none"> • Develop and update disaster plans • Develop and implement crisis communications plan • Develop business continuity plan • Collaborate & train with regional disaster planning agencies

Goal 4 Effectively communicate the role and value of EXPO, PCPA, and OCC.

Outcomes:

- Metro has sufficient authority, status and resources available to meet the mission and vision of the venues.
- Metro can accumulate reserves and fund balances for the long-term benefit of our venues.
- Metro can attract committed and motivated MERC Commissioners and employees.

Strategies	Actions
1. Establish Metro Venues' identify.	<ul style="list-style-type: none"> • Brand evaluation process implemented • Graphic identity goals and standards
2. Document the value the Venues provide.	<ul style="list-style-type: none"> • Economic impact reports for all venues • Venues annual reports
3. Promote greater awareness about Metro Venues' role and value.	<ul style="list-style-type: none"> • Sufficient resources allocated • Communication plan developed • Staff and Commissioners represent Metro Venues effectively • Annual communications audit
4. Keep stakeholders government, industry, business and community partners informed.	<ul style="list-style-type: none"> • Focused outreach activities increased
5. Evaluate trends and emerging technology to communicate information about Metro Venues.	

Goal 5 Engage employees in creating an exceptional workplace.

Outcomes:

- Demonstrated trust, respect and collaboration among workgroups and venues to achieve common goals.
- Employees demonstrate performance excellence consistent with Metro values.

Strategies	Measures
1. Hire and retain motivated workforce committed to Metro values.	<ul style="list-style-type: none"> • Competitive salaries and benefits • Voluntary employee turnover • Consistent employee recognition system • Demonstrated collaboration among workgroups and venues
2. Incorporate Metro values into work processes.	
3. Institute formal and informal training for all staff.	<ul style="list-style-type: none"> • Hours of training per employee • Networks to share expertise across venues and workgroups
4. Develop employee communication plan to keep employees informed and involved.	<ul style="list-style-type: none"> • Roles and responsibilities defined and communicated • Internal communication plan developed and implemented • Program for regular employee input and feedback established • Intranet for employee communications

Materials following this page were distributed at the meeting.

Regional Visitors Facilities Funding via Transient Lodging Tax and Vehicle Rental Tax

"12.5% Transient Lodging Tax (TLT)"

(aka "Hotel-Motel Tax") [per M.C.C. 11.400 & City Charter]

- 5% - to City* general fund ("Base Rate")**
City Charter tax \$15.4M FY08-09
- 1% - To City*** to promote tourism, via City Charter
[est. by MCO 171, 08/17/78] \$3.1M FY08-09
- 3% - to Excise Tax Fund** [est. by MCO 501, 02/21/86]
Originally funded only OCC; amended by MCO 870,
01/02/97 to fund PCPA, RACC, etc. \$9.2M FY08-09**
- 2.5% - to Visitors Facilities Trust Account**
[est. by MCO 941, 02/17/00, effective 4/1/00] \$7.7M
FY08-09**
- 1% - to State Tourism Commission**
[est. by HB 2267, 2003] \$3.1M FY08-09

• In incorporated areas, the City collects taxes on behalf of the County; the County then consolidates taxes and redistributes as needed.

**the 3% tax (Excise Tax) and 2.5% to VFTA is net of 5% collection fee deducted by hotels prior remitting the tax. Total collection fee FY08-09 \$1 M. Total 12.5% TLT FY08-09 \$38.5.

"17% Motor Vehicle Rental Tax (VRT)"

[per M.C.C. 11.300]

- 14.5% - to County* general fund**
[est. by MCO 122, 1976] originally 10% increased 4.5%
effective June 15, 2009 [est. by MCO 1132, 2009] \$12.8M
FY08-09 estimated additional from increase in tax is
\$6.1M in FY09-10 for a total of \$19M. (FY08-09 actual
plus estimate for FY09-10)
- 2.5% - to Visitors Facilities Trust Account**
[est. by MCO 941, 02/17/00, effective 4/1/00] \$3.2M
FY08-09

• In incorporated areas, the City collects taxes on behalf of the County; the County then consolidates taxes and redistributes as needed.

• Estimated FY08-09 VRT at the 17% rate \$19M

"Excise Tax Fund (ETF)"

[per M.C.C. 11.401(D)] (was "Transient Lodging Tax Fund," 1997;
was "Convention and Trade Show Center Fund," 1986)

1. Metro for **OCC operations** (\$3.8M + > CPI or Δ in tax revenue over previous year) (FY08-09 \$7.3M)
2. †**PCPA Operator** (\$1.2M + < CPI or Δ in tax revenue over previous year) (FY08-09 \$1.3M)
3. †**PCPA Operator** for "cultural tourism" via contract w/ Travel Portland & RACC (\$200K + < CPI or Δ in tax revenue over previous year) (FY08-09 \$.2M)
4. †**RACC** for regional promotion & "neighborhood arts" (balance remaining up to \$200K) (FY08-09 \$0)
5. †Metro for capital needs [used for **OCC Reserves** and **MERC Pooled Capital**] (FY08-09 \$0)

† These items added by MCO 870, 1/2/97.

"Visitors Facilities Trust Account (VFTA)"

[per M.C.C. 11.401(E)]

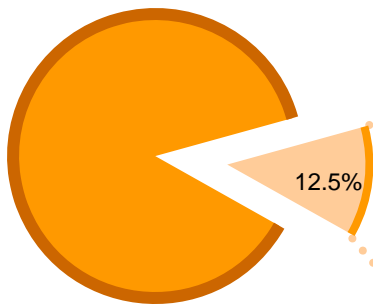
Allocations in Priority Order ("Bucket System")

- Bucket 1. OCC 2001 Bonds** (\$100M) (FY08-09 \$5.8M)
- Bucket 2. PCPA 2001 Bonds** (\$2.1M) (FY08-09 \$.2M)
- Bucket 3. PGE Park 2001 Bonds** (\$35M) (FY08-09 \$1.9M)
- Bucket 4. OCC operations** (\$8.84M to FY05-06) after FY05-06 to be allocated per agreement (FY08-09 \$1.1M)
- Bucket 5. †OCC marketing** (\$350K + CPI), "VDI Enhanced Marketing" (FY08-09 \$.4M)
- Bucket 6. TriMet Fareless Square** (\$300K + CPI) (FY08-09 \$.4M)
- Bucket 7. Visitor Development Board** (\$500K + CPI) (FY08-09 \$.6M)
- Bucket 8. PCPA** (\$500K + CPI) (FY08-09 \$.6M)
- Bucket 9. OCC op. deficit** (until end FY05-06)
- Bucket 10. Revenue Stabilization Subaccount (RSS)** (FY08-09 Fund Balance \$2.7M)
- Bucket 11. Set-aside to redeem 2001 OCC Bonds**
- Bucket 12. Visitor Development Board**

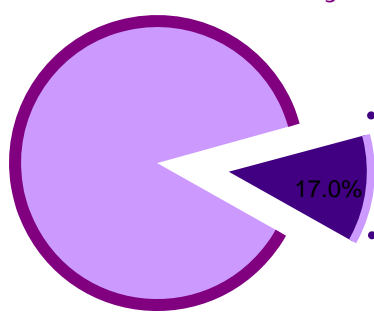
† This item added by MCO 957, 1/25/01.

Administration fee .7% to County FY 08-09 = \$90K (Multnomah County)

HOTEL ROOM rent in Multnomah County

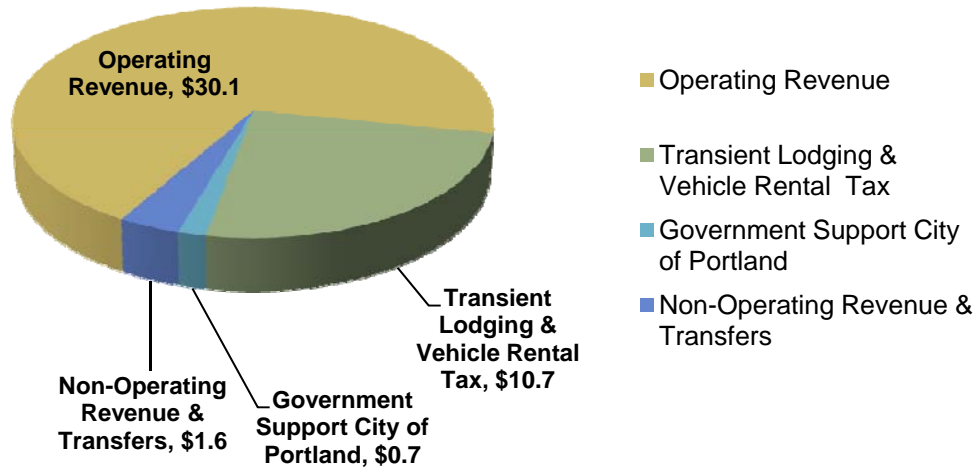


MOTOR VEHICLE rent in Multnomah County



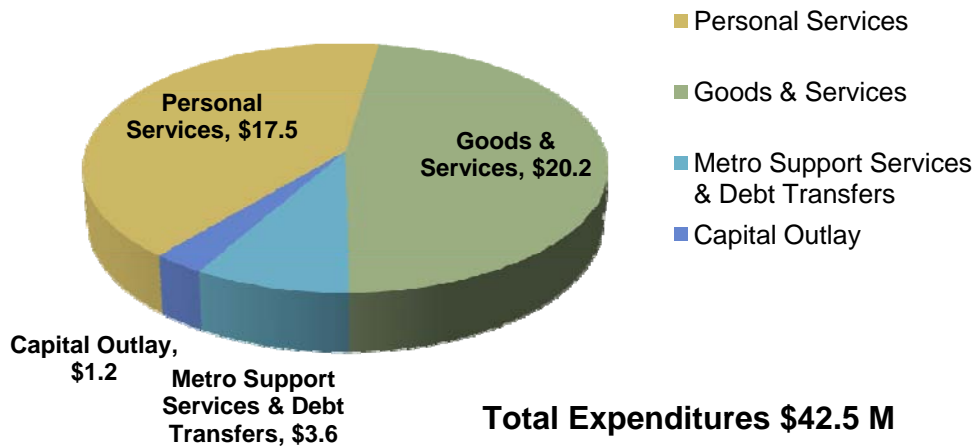
FY 2008-09 MERC Venues Financial Overview

FY 08-09 Revenues



Total Revenues \$43.1 M

FY 08-09 Expenditures



Total Expenditures \$42.5 M

MERC Venues Economic Impact

Spending Generated \$522M

Direct \$295M

Indirect \$277M

Job Creation in Region 5,530 FTE

OCC 113 FTE

PCPA 47 FTE

Expo 14 FTE

Equates to \$203M in earnings

FY 2008-09 Fiscal Benefits

State \$8.3M

personal income

corp. excise income

transient lodging

Metro \$1.6M

excise tax

Clackamas County \$426K

transient room tax

Multnomah County \$7.3M

transient lodging tax

vehicle rental tax

business income tax

Washington County \$732K

lodging tax

Total Fiscal Benefits \$18.3M

Major Initiatives and Projects – Venues and Global – for discussion at October 6, 2010 MERC Commission Retreat

PCPA

Cultural Video Project (\$523,000) Educationally relevant art/cultural video content would be distributed through a system of video streaming technologies into the classroom via the state of Oregon's intranet as well as in on-site displays in Hatfield Hall. The system would be sponsored and maintained by PCPA where the primary site displays will be located. Educational video content would be curated by PCPA and developed by a broad base of arts/cultural and educational organizations to supplement and enhance performances in the PCPA facilities as well as allowing the means for other arts/cultural educational activities to be delivered by other area non-profits.

Schnitzer/Main Street Project (TBA) Continuance of ongoing project that includes the renovation of Arlene Schnitzer Concert Hall as well as a new structure on Main Street that connects the Schnitzer and Hatfield Hall.

PCPA Branding Initiative (TBD) PCPA is seriously lacking in identity, which puts it at a disadvantage with advocacy and fundraising efforts. PCPA will be developing a new website as part of this initiative and needs to determine what other components-such as logos, social networking, etc.- is needed to establish the PCPA brand. PCPA will budget for some consulting time to help it identify what its brand is and what other components are necessary to best communicate the brand. For FY12 I anticipate only the consulting costs and web piece will be budgeted. (Web upgrade is currently budgeted for FY11, but will be put on hold until next fiscal year so a more complete analysis of the brand can be accomplished.)

LEEDS Existing Building Certification for Hatfield Hall (TBD) We will start budgeting items that will bring Hatfield Hall to a Silver LEED-EB certification. Components for FY12 have not been determined yet but could be some of the following: plumbing fixture upgrades (such as dual flush toilets), HVAC control system upgrades, lighting retrofits, etc.

Expo

Traffic Analysis to update current Traffic Management Plan

Develop a significant Storm Water Management Plan

Expo Website design (PSU recommendation)

Communication/Marketing partner, Gard Communications (PSU recommendation)

Hall E South Wall Coring Project (may or may not be an issue)

Hall D Lounge – marketing

Expo Debt Service

OCC

1. Roof replacement \$1,800,000
The need to look at Oregon Ballroom changes as well for increasing hang point capacity from 500 lbs. to 1,000 lbs. per hang point. Putting in new divider air walls for better room usage (Splitting Oregon Ballroom from 4 to 8 rooms).

2. Electric Sub Metering \$200,000
This would allow OCC to measure exact usage in all selected spaces to determine costs, potential savings and determine pricing for rental and hookup fees. This would allow exhibit halls to be metered separately as well as Ballrooms & Kitchens/Food Service Areas.

3. Construct Operations Office in the Back of the Building	\$1,350,000
This would provide for operations office consolidation of all functions, provide better monitoring of work for management and to be closer to staff being supervised. This portion of the cost is \$750,000 of the projected \$1,350,000. The rest of the money is designated for improvements to the former office space for renovation into high-end board room/executive conference suites to generate additional revenues.	
4. Retro commissioning	\$65,000
This is continuing the current program to evaluate how our systems are operating and in compliance with equipment specifications and allow for improvements to gain efficiencies. This is needed for LEED re-certification and will help reduce costs and determine preventative maintenance planning.	
5. Escalator Cleaning Machine	\$ 73,000
Cooling Tower – Process Loop Project	\$ 35,000
Recycling container purchase	\$ 50,000
Genie Roundabout High Lift	\$ 21,000
Elevator #3 Hydraulic Cylinder Replacement	\$150,000
Teledata Upgrade (voice over IP) VOIP	\$ 90,000
Handicap Lift Purchase	<u>\$ 30,000</u>
All of these projects are generally for facility maintenance, operational needs, and replacement.	
Total: \$449,000	

We have pulled out the rest of the items that were listed in the capital long-range plan (see list below) to discuss about which year to put them in for future capital needs in the long-term discussion for OCC as well as renewal and replacement policy issues.

1. Construction of high end executive conference and board room space
2. Brew Pub construction
3. Public Circulation Furniture (Lobby Areas)
4. HVAC Unit for Capital Projects Office
5. Phone Bank Retrofit Project
6. Plaza Work

OCC discussion item: Solar Panels

GLOBAL

- o Visitor Venues Marketing and Communications Plan
- o FOTA Program Upgrades
- o Visitor Venues Economic Impact Report
- o Economic Development Opportunities around Rose Quarter
- o Sustainability Plan
- o Major Contracts Performance Measures Monitoring with emphasis on minority marketing, purchasing, hiring
- o Business Practices Study
 - Procurement
 - Capital Projects Management
 - Central Services – Support cost reduction
 - Reserves Policy
 - Human Resources
- o Headquarters Hotel

Monitor Issues

- o Transient Lodging Tax (TLT)
- o Economy

FOTA boundaries but not yet certified by the State. This pilot project ran from July 1, 1998 to June 30, 1999 and was renewed on January 19, 2000 (Resolution 00-07) to be continued through June 30, 2001.

In 2003, the MERC Commission contracted with local employment consultants, Brister & Associates, to assess the overall effectiveness of the FOTA Program from 1997 to 2003 and issue conclusions and recommendations. Through passage of Resolution 03-33, the MERC Commission adopted the following recommendations resulting from that analysis:

- Increase the maximum income requirement by approximately 17% to allow a greater number of candidates to be eligible for first opportunity for jobs and contracts
- Implement strategies to enhance community outreach and awareness
- Maintain the existing FOTA boundaries for North and Northeast Portland

In 2005, the MERC Commission modified its contracting and purchasing policy through passage of Resolution 05-05 which provided that any contract valued over \$5,000 required one price quote from a State-certified, minority-owned, women-owned or emerging small business within the Target Area and one quote from a State-certified minority, women-owned or emerging small business outside the Target Area.

Diversity in Hiring and Retention

Presentation to MERC Commission/Metro Council
November 16, 2010

General Outreach

- ▶ One minority newspaper
- ▶ Advertise on website
- ▶ Community partners – 65
- ▶ Job fairs – 5 annually
- ▶ Employer talks at community partners

FOTA Outreach

- ▶ Ads placed all three minority newspapers
- ▶ Community partners – 65
- ▶ Job announcements to additional 10 partners
- ▶ Posted to specialty websites
- ▶ Job fairs – minimum 5 annually
- ▶ Employer talks at community partners
- ▶ Job announcements 1 /4ly events for targeted minorities

What's New

- ▶ On line applications
 - Increased ability to track recruitment sources
 - Increased ability to track minority applicants
 - Increased ability to track MERC/Metro careers of FOTA hires

What's New

- ▶ Diversity Action Plan
 - Recruitment goals
 - Action items
 - Indicators of success

Diversity Action Plan

- ▶ Goals for Recruitment and Retention:
 - Increase # of minority applicants
 - Increase # of minority hires
 - Increase retention of diverse employees

New Action Items

- Increase # of minority applicants
 - Establish baseline
 - Increase personal outreach to community partners
 - Offer classes on applying at MERC/Metro
 - Display ad of MERC/Metro's commitment to diversity
 - Applicants can sign up to receive notification when job of interest come open
 - Increase utilization of internal resources
 - Better use of intern and temp opportunities for establishing diverse recruitment pools

New Action Items

- ▶ Increase # of minority hires
 - Track information on recruitment sources
 - Incorporate diversity and values in oral board questions
 - Include diversity and values language in job announcements and job descriptions
 - Train and debrief with oral board panels including information on diversity and selection

New Action Items

- Increase retention of diverse employees
 - Track MERC/Metro careers of FOTA hires
 - Incorporate diversity and values in new employee hire
 - Cultural assessment survey
 - Include diversity and values accountability in performance reviews for all employees and managers
 - Evaluate exit interviews for issues of diversity that may need to be addressed

Next Steps

- ▶ NeoGov fully implemented with community partners
- ▶ Forms updated
- ▶ Establish baselines
 - Affirmative Action Plan updated
- ▶ Improve coordination of intern and temp opportunities



OREGON COMMONS

BECAUSE WE'RE ALL IN THIS TOGETHER

*Inspiring appreciation, stewardship and advocacy of our Oregon commons—
the gifts of nature and civilization we share across generations.*

Want to Stay Involved?

- ▶ **Help Grow the Oregon Commons Project.** Our all-volunteer team is just getting started, with plenty of opportunities to engage your passions and talents:
 - Join us to help with digital photography, writing, website development, video, social media, community outreach, or presenting / facilitating in-person gatherings and workshops.
 - Help organize Portland activities for a multi-city "Commons Live 2011" tour and teach-in featuring national luminaries and local story sharing.
- ▶ **Launch a Commons Keepers Group in Your Community.** We'll help you reach Onward Oregon readers in your community (a subset of our 150,000 list) and come together as stewards of the commons based on your common dreams, interests and concerns. With a network of Commons Keepers groups across the state, we'll work toward a sustainable 21st century Oregon.
- ▶ **Volunteer for Onward Oregon,** Oregon's online home for progressive action. Join the Onward Oregon team to help with campaign and issue coordination, writing, community outreach, administration or fundraising.
- ▶ **Advocate for Commons-friendly Public Policies** through Onward Oregon. If you're not already on the Onward Oregon email list, sign up to receive timely action alerts about important local and state public policy issues. Make your voice heard with elected officials and other opinion leaders.

About Us...

Oregon Commons, a project of Onward Oregon, has four goals:

- Education. We facilitate learning about the commons.
- Networking. We strengthen the network of those who care about the commons.
- Visibility. We raise the visibility of the commons in the public mind.
- Right Action. We plant seeds for stewardship and advocacy of the commons.

Onward Oregon connects people advocating for progressive change in Oregon. A volunteer team determines the issues to be addressed in online campaigns and mobilizes support for forward-thinking ideas at the local and state levels. www.onwardoregon.org

Contact: lenny@onwardoregon.org

Oregon Commons: How can I help?

- Help develop the Oregon Commons website:
 - Write about the commons – especially a favorite place and what it means to you
 - Take digital pix of the commons
 - Write short profiles about those who are stewarding the commons
 - Serve as webmaster!

- Create an Oregon Commons slide show

- Co-facilitate future workshops (Training will be provided)

- Assist with community outreach for the “Commons Live 2011” tour, which is coming to Portland and will include national luminaries and local story sharing

- Help develop Oregon Commons guiding principles and signature campaign (which ties to advocacy, e.g., legislators can sign on, or proposed bills can be screened based on the principles)

- Add your ideas here...
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