



# Metro | Agenda

Meeting: Metro Council Work Session  
Date: Tuesday, Dec. 3, 2013  
Time: 2 p.m.  
Place: Council Chamber

---

## CALL TO ORDER AND ROLL CALL

- |         |  |  |
|---------|--|--|
| 2 PM    | 1. ADMINISTRATIVE/ COUNCIL AGENDA FOR DEC. 5, 2013 / CHIEF OPERATING OFFICER COMMUNICATION   |  |
| 2:15 PM | 2. <u>DIVERSITY PROGRAM STATUS REPORT - INFORMATION / DISCUSSION</u>   | Bill Tolbert, Metro                        |
| 2:45 PM | 3. <u>FY 2012-13 MINORITY AND WOMEN-OWNED, AND EMERGING SMALL BUSINESSES (MWESB) AND FIRST OPPORTUNITY TARGET AREA (FOTA) ANNUAL UTILIZATION REPORT - INFORMATION / DISCUSSION</u> | Gabriele Schuster, Metro                   |
| 3:10 PM | 4. BREAK   |  |
| 3:15 PM | 5. <u>PUBLIC ENGAGEMENT REVIEW UPDATE - INFORMATION / DISCUSSION</u>   | Jim Middaugh, Metro<br>Patty Unfred, Metro |
| 3:55 PM | 6. COUNCIL BRIEFINGS/COMMUNICATION   |  |

## ADJOURN

### Metro's nondiscrimination notice

Metro respects civil rights. Metro fully complies with Title VI of the Civil Rights Act of 1964 that bans discrimination on the basis of race, color or national origin. For more information on Metro's civil rights program, or to obtain a Title VI complaint form, visit [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights) or call 503-797-1536.

Metro provides services or accommodations upon request to persons with disabilities and people who need an interpreter at public meetings. All Metro meetings are wheelchair accessible. If you need a sign language interpreter, communication aid or language assistance, call 503-797-1536 or TDD/TTY 503-797-1804 (8 a.m. to 5 p.m. weekdays) 7 business days in advance of the meeting to accommodate your request. For up-to-date public transportation information, visit TriMet's website at [www.trimet.org](http://www.trimet.org).

Agenda Item No. 2.0

**DIVERSITY PROGRAM STATUS REPORT**

Metro Council Work Session  
Tuesday, Dec. 3, 2013  
Metro, Council Chamber

# METRO COUNCIL

## Work Session Worksheet

**PRESENTATION DATE:** December 3, 2013      **TIME:** 2:15      **LENGTH:** 30 minutes

**PRESENTATION TITLE:** Diversity Program status report

**DEPARTMENT:** Office of COO

**PRESENTER(S):** Bill Tolbert, ext, 1910; email: [bill.tolbert@oregonmetro.gov](mailto:bill.tolbert@oregonmetro.gov)

### WORK SESSION PURPOSE & DESIRED OUTCOMES

- Purpose: Provide annual Diversity Action Plan status report
- Outcome: Inform Council of plan actions in previous 12 months, current actions, and actions in development. Feedback on Council engagement, additional priorities.

### TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

Metro's Diversity Action Plan was formally adopted by Metro Council in November 2012. Contained in the plan is the commitment to provide a program status update on no less than an annual basis. I am pleased to share with you this diversity program status report on our collective accomplishments in advancing Metro's Diversity Action Plan. I am proud of the significant efforts taking place that are being led by the newly formed core teams and their leads, in partnership with many others at Metro – our staff, SLT, MERC and Metro Council.

In the year since the plan was adopted, we have been gaining momentum to move this work forward. The original Diversity Action Team did great work in developing the foundation of the plan and now that team has been restructured for the implementation stage; growing from 14 staff involved to over 50 members on the core teams. Each team is looking within their core area to prioritize the activities and begin implementing the action steps. As the core teams begin to identify those prioritized items, the core leads bring those items to the Diversity Advisory Council (DAC) for overall coordination and strategy refinement across the agency and across the areas of the plan. The DAC's role is to help in removing barriers to implementation and to help coordinate the work across the agency.

There have been a number of program accomplishments that have helped move this work forward: Metro learning events for Black History Month, Hispanic Heritage Month, Native American Heritage Month, June "Respect Campaign" which included Metro's second year participating in the Portland Pride Parade, agency-wide Ouch diversity training rollout, SLT diversity training, co-sponsoring diversity workshop at Zoo. There are a number of these events where Council's direct support and participation were greatly appreciated as it demonstrated support from the top our agency for this work. Your continued support and input are critical as we continue to move this work forward and implement strategies.

Referring to the balanced scorecard, we see diversity is a component of that report. When we compare results from the previous Sightlines and Cultural Compass surveys, it is important to note that the shifts we see are inherent in implementing initiatives around cultural change; it is natural to see these numbers move in this direction. This means we must remain focused on the long term benefits. We recognize we are on the leading edge of a cultural shift that will require participation from everyone and at every level of the organization. As we continue to intensify our focus and

efforts toward achieving an organization and workforce that is responsive to and representative of the region we serve, we must ensure we are creating a meaningful and lasting cultural shift at Metro through a sustained focus and commitment to this work. We hope for your continued support and collaboration. Thank you for your ongoing commitment not only in supporting Metro becoming an organization that embraces the value of diversity, but one that is poised to become a leader in this work.

Ongoing: In project concept stage is development of a strategy to increase staff engagement with diversity by focusing on providing tools that help each individual understand their role in fostering a culture of inclusion at Metro.

### **QUESTIONS FOR COUNCIL CONSIDERATION**

List questions for Council's consideration that will help/guide the Council in providing policy direction.

- As we move this work forward we will continue to engage Council to identify the ways you can support this work. What are those ways that are the most meaningful/valuable for you? Opening speakers at Metro learning events? Trainings?
- What is the best way to keep you informed of Diversity Action Plan status?

### **PACKET MATERIALS**

- Would legislation be required for Council action  Yes  No
- If yes, is draft legislation attached?  Yes  No
- What other materials are you presenting today? Diversity Action Plan, Core Team Roster.

MAKING A  
GREAT  
PLACE  
TOGETHER

**Diversity Action Plan**

November 2012



## 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 sustainable transportation and living choices for people and businesses in the region. Voters have asked Metro to help with the challenges and opportunities that 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.

Stay in touch with news, stories and things to do.

**[www.oregonmetro.gov/connect](http://www.oregonmetro.gov/connect)**

### **Metro Council President**

Tom Hughes

### **Metro Councilors**

Shirley Craddick, District 1

Carlotta Collette, District 2

Carl Hosticka, District 3

Kathryn Harrington, District 4

Rex Burkholder, District 5

Barbara Roberts, District 6

### **Auditor**

Suzanne Flynn



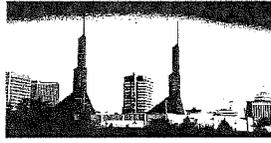
November 15, 2012

The Metro Council is committed to embracing diversity and upholding our organizational value of respect. It is my firm belief that creating and sustaining a culture of diversity and respect is critical to Metro's success. By reflecting the growing diversity of the community we serve, we will be better suited to meet employee and stakeholder needs, craft policy and deliver excellent services to the communities in our region.

As Metro moves forward in implementing the Diversity Action Plan, the Council expects regular assessments of the Agency's progress. While Metro staff will initially focus on the plan's four core areas of internal awareness and diversity sensitivity, employee recruitment and retention, committee membership and public involvement and procurement, it is important to recognize that the plan is a living document which must be readily adapted to evolving needs of Metro and the region.

The benefits of embracing diversity in our business operations and our workforce culture simply make sense. With this plan as a blueprint, we will incorporate diversity in carrying out our mission to make the region a great place for everyone to live, work and play.

Tom Hughes  
Metro Council President



600 NE Grand Ave.  
Portland, OR 97232  
503-797-1780

[www.oregonmetro.gov](http://www.oregonmetro.gov)

 Metro | *Exposition Recreation Commission*

November 7, 2012

The Metropolitan Exposition Recreation Commission supports the goals, strategies and actions outlined in the Diversity Action Plan, intended to increase diversity and cultural awareness at Metro, both internally and externally.

We support the short-term actions, long-range objectives and ongoing opportunities for assessment that we believe will make significant progress in enhancing the agency's outcomes in reaching all communities it is designated to serve.

As a primary interface between Metro and the general public, we believe it is imperative to hold the Metro value of Respect among the highest regard and stand ready to assist in any way the venues under our governance – the Oregon Convention Center, Portland Center for the Performing Arts and Portland Expo Center – can.

Sincerely,

Chris Erickson, Chair  
Metropolitan Exposition Recreation Commission

## TABLE OF CONTENTS

<b>Overview</b>	6
<b>Roles and responsibilities</b>	8
<b>Core area goals, strategies, actions and indicators</b>	9
▪ Internal awareness and sensitivity to diversity issues	9
▪ Employee recruitment and retention	11
▪ Public involvement and citizen advisory committee membership	13
▪ Procurement	15
<b>Appendix A – Metro definitions</b>	18
<b>Appendix B – Stakeholder feedback for future plans</b>	21
<b>Appendix C – 2012 Diversity Action Team roster</b>	23
<b>Appendix D – Level of engagement category introduction</b>	24
<b>Appendix E – Core Area Actions</b>	25
▪ Internal awareness and sensitivity to diversity issues	25
▪ Employee recruitment and retention	27
▪ Public involvement and citizen advisory committee membership	29
▪ Procurement	32

## OVERVIEW

At Metro, we care about our employees and the community. Our mission is to inspire, engage, teach and invite people to preserve and enhance the quality of life and the environment for current and future generations. As we work with the region's communities to make a great place, we must ensure that all of our employees, customers and residents of the region are treated equitably. Metro's Diversity Action Team has developed this Diversity Action Plan as a blueprint for our organization to uphold Metro's value of respect and to reflect the growing diversity of the region we serve.

### **Metro's value of respect and definition of diversity**

Metro's Diversity Action Plan is founded on our organizational value of 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.

Metro defines diversity as the variance or difference amongst people:

This variance includes race, ethnicity, gender, age, religion, nationality, language preference, socioeconomic status, disability, sexual orientation, gender identity and others. These differences are tied to a variety of other aspects of diversity such as experience, work styles, life experience, education, beliefs and ideas. Honoring these differences while upholding our value for respect is central to our diversity philosophy.

Metro's philosophy regarding diversity:

Metro's diversity philosophy is built upon our commitment to creating, establishing, and maintaining a diverse and inclusive culture through increased internal awareness and diversity sensitivity, employee recruitment and retention, public involvement and citizen advisory committee membership, procurement, and accessibility. Metro embraces diversity in such a way that it includes understanding the strength of individual and group differences, respecting the perspectives of others, and communicating openly. We strive to create an environment where all participants value and celebrate each other's contributions, skills, and experience and a workplace where all staff are encouraged to thrive and reach their highest potential.

### **Diversity Action Team vision**

We envision a future where Metro's diversity practices improve Metro's responsiveness to the residents of the region, strengthen Metro's workforce and serve as a model for other governments. Metro strives to incorporate diversity and cultural competence in carrying out its mission.

## **Diversity Action Plan process and scope**

To realize this vision, the Diversity Action Plan identifies strategies and actions to increase diversity and cultural competence at Metro in four key areas: internal awareness and diversity sensitivity, employee recruitment and retention, public involvement and citizen advisory committee membership and procurement.

The Diversity Action Team is primarily responsible for developing the plan's content, based on organizational needs and feedback gathered from employees and community groups. This plan is a living document, subject to regular review and revisions. Regular plan status reports will be provided no less than annually. For details on employee and community group engagement conducted for this plan, including issues and items to address in future revisions based on the stakeholder feedback, see Appendix B.

The Diversity Action Team reviews and recommends revisions to the Diversity Action Plan as necessary. The team recommends revisions to the Chief Operating Officer, who has Metro Council's delegated authority to revise the plan.

## **ROLES AND RESPONSIBILITIES**

Regardless of title or position, all individuals at Metro are responsible for meeting the Diversity Action Plan goals.

### **Metro employees**

Metro employees hold themselves and each other accountable to meeting diversity goals.

### **Metro management**

Metro managers and supervisors act as role models by holding themselves and each other accountable to meeting diversity goals. Metro managers and supervisors commit to ensuring the plan's success, including actively supporting the plan, setting expectations and holding employees accountable to meeting diversity goals.

### **Diversity Action Team**

The Diversity Action Team serves in an advisory capacity to the Senior Leadership Team regarding implementation of the Diversity Action Plan. The Diversity Action Team reviews the Diversity Action Plan as necessary and recommends revisions to the Senior Leadership Team and Chief Operating Officer. The Metro Council approves any revisions to the plan.

### **Diversity Program Manager**

The Diversity Program Manager serves as an internal consultant to cultivate diversity in Metro's practices, including further refinement and implementation of the Diversity Action Plan. On at least a semi-annual basis, the Diversity Program Manager will review implementation of the Diversity Action Plan and report to the Diversity Action Team and Senior Leadership Team on the plan's progress.

### **Senior Leadership Team**

The Senior Leadership Team of Metro's departments and venues is responsible for implementing the Plan. This team identifies resources necessary for carrying out the plan and to ensure continuity over time. Team members actively link organizational values to carrying out the plan and set expectations to hold themselves and the organization accountable to meeting diversity goals.

### **Metro Council**

The Metro Council adopts the Diversity Action Plan and acts as the budget authority, allocating resources to support the plan in balance with other needs of the organization. As elected representatives of the region, members of the Metro Council publicly reflect the values and commitments laid out in the plan.

### **Metro Exposition and Recreation Commission (MERC)**

The MERC Commissioners support the plan through their commitment to diversity and how it underpins the region's cultural and economic vitality. Commissioners provide plan feedback, guidance and connections to valuable resources in our region.

## CORE AREA GOALS, STRATEGIES, ACTIONS AND INDICATORS

Key actions are included below each of the 4 core area goals. We have prioritized core area actions that are critical to the ongoing success of the respective core area. For the complete list of actions associated with each core area, see Appendix E.

### Core area 1: Internal awareness and sensitivity to diversity issues

To achieve greater internal awareness and sensitivity to diversity issues, Metro must establish active dialogue with employees regarding diversity; provide training to managers and staff; and put tools in place to measure inclusivity, diversity and cultural competence<sup>1</sup> at Metro.

#### Indicators

- Percentage of employees who agree and strongly agree with the statement: “Our organization is taking sufficient action to address and foster diversity,” disaggregated by gender, age group, minority group membership, and other indicators of diversity.
- Percentage of employees who agree or strongly agree with the statement: “All employees regardless of their differences are respected and valued for their contribution to our organization,” disaggregated by gender, age group, minority group membership, and other indicators of diversity.
- Percentage of staff at all levels who have attended diversity training.
- Percentage of managers who receive a “successful or above” rating in the correlating area of their performance evaluations.

**Goal 1.1: Metro’s work environment is inclusive, where cultural, gender, age, race, ethnicity, and other indicators of diversity are respected by all employees.**

#### Strategies:

- A. Use regular monitoring and assessment to measure our cultural competence and internal climate.**
- B. Provide cultural competency training for all employees.**
- C. Create an open climate for employees to understand and contribute to Metro's values and diversity practices.**
- D. Give consideration to Metro values and diversity practices in project planning.**

**Goal 1.2: Employees actively hold each other accountable for respectful behavior.**

#### Strategies:

- A. Provide tools and an environment where people feel safe to raise concerns.**

<sup>1</sup> See Appendix A for definition

## CORE AREA 1: PRIORITIZED ACTIONS

1.1.4 Require training for Senior Leadership and Diversity Action teams to help them identify their role in leading a diversity initiative. Participation in training will also be available to Metro Council and MERC Commissioners. <b>Funds required</b>	FY 2012-13
1.1.7 Implement an ongoing broad cultural sensitivity offering for all employees, prioritizing front line staff, based on results from diversity survey and input from diverse representation of employees regarding content and messages. <b>Funds required</b>	Initiate 2013
1.1.11 Develop and implement an internal communication plan, including use of Intranet, to build and maintain employee awareness about diversity and cultural competence. Ensure that employees are familiar with diversity team members.	Implement January 2013 and ongoing

**Core area 2:**  
**Employee recruitment and retention**

Employee recruitment and retention goals will improve diversity in recruiting, hiring and retaining employees. Human Resources staff will establish a baseline for minority applicants and employee retention; enhance outreach to strengthen relationships with underserved populations; improve diverse representation among hiring panels and further integrate diversity into new employee orientation and performance evaluations.

Employee recruitments are designed to establish a diverse workforce at Metro. Recruitments for positions at Metropolitan Exposition and Recreation Commission (MERC) venues will follow First Opportunity Target Area (FOTA) mandates.

**Indicators**

- Demographics of self disclosed minority candidate applicants as compared with previous fiscal year of applicant demographics.
- New employees hired by Metro per category according to gender, age group, minority group membership, and other indicators of diversity, as compared with previous fiscal year of hire demographics.
- Average rate of tenure, promotional rate, and turnover rate is similar for all groups, including those sorted by gender, age group, minority group membership, and other indicators of diversity.
- Employee satisfaction rate as indicated in the Cultural Assessment and Employee Survey is similar for all groups, including those sorted by gender, age group, minority group membership, and other indicators of diversity.

<b>Goal 2.1: Increase diversity in applicant pool.</b>
<b>Strategies:</b> <ul style="list-style-type: none"> <li>A. Use existing resources within the organization to help promote and attract a diverse representation of candidates.</li> <li>B. Invest resources in building professional relationships with community partners.</li> </ul>
<b>Goal 2.2: Increase diversity of new hires according to gender, age group, minority group membership, and other indicators of diversity.</b>
<b>Strategies:</b> <ul style="list-style-type: none"> <li>A. Use resources to identify and address barriers in the selection process.</li> </ul>
<b>Goal 2.3: Increase retention of diverse employees according to gender, age group, minority group membership, and other indicators of diversity.</b>
<b>Strategies:</b> <ul style="list-style-type: none"> <li>A. Use existing and new resources to increase retention of diverse employees.</li> </ul>

## CORE AREA 2: PRIORITIZED ACTIONS

2.1.1 Establish a baseline representing diversity among applicants for FY 11-12.	2013
2.1.3 Update Human Resources recruitment page(s) to promote diversity and desire for diverse pool of candidates.	End of FY 13-14
2.1.9 Coordinate internal resources for outreach efforts.	Ongoing as of FY 12-13
2.2.1 Analyze recruitment data to identify if any barriers to hiring exist for a particular group and develop tools to address as necessary. Share learned best practices with community partners.	FY 13-14 and ongoing

## Core Area 3: Public involvement and citizen advisory committee membership

Goals for public involvement and citizen advisory committee membership seek to have Metro outreach and committees, at a minimum, serve and represent the diversity of the region's population. Many of these actions should be part of a continuous and conscious effort to acknowledge that one committee member cannot represent an entire group and to ensure various groups are continually engaged. To meet these goals, Communications staff will conduct research to assess gaps in community interactions; engage the Metro Council members to actively conduct outreach to historically underserved<sup>2</sup> communities; establish protocols to improve diverse representation on Metro committees; and put tools in place to track and coordinate growing relationships with diverse communities as well as better communicate with those communities. Information about existing Metro committees is available at <http://www.oregonmetro.gov/committees>. The goals listed below also take into account the importance of Metro's policies and programs reflecting the values of diversity and equity.

### Indicators

- Number of culturally specific organizations engaged by Metro that represent the needs of underrepresented communities in the region.
- Demographic composition of people participating in public involvement activities per category according to gender, age group, minority group membership, and other indicators of diversity.
- Percentage of participants who think that Metro is effective in engaging diverse and historically underserved communities and meeting their stated needs, as compared with previous years. (requires survey)
- Percent of community organizations that are satisfied with their engagement with Metro.
- Demographics of committee applicant pool as compared with demographics of the region, including historically underserved populations.
- Demographics of committee members as compared with demographics of the region, including historically underserved populations.

### **Goal 3.1: Metro's public involvement fully engages diverse communities in the Metro region.**

#### **Strategies:**

- A. Provide support as needed for members of diverse communities to become involved in the public process.**
- B. Recognize the importance of making long-term investments through relationships with various diverse communities throughout the region. Ask diverse communities how best to engage them and transcend barriers to involvement. Meet on a regular basis to update involved groups/ individuals.**
- C. Increase Metro's presence in communities in culturally specific ways.**
- D. Improve diverse communities' access to information.**
- E. Improve Metro's ability to measure demographic data for historically underserved populations.**

<sup>2</sup> See Appendix A for definition

<b>Goal 3.1 (continued): Metro’s public involvement fully engages diverse communities in the Metro region.</b>
<ul style="list-style-type: none"> <li>F. Leverage relationships developed through job recruitment and procurement activities to expand Metro’s reach to underrepresented populations</li> <li>G. When public involvement policies and programs are developed or revised, integrate diversity and equity considerations into the process.</li> <li>H. Work collaboratively with government and community partners to tap into existing research and lessons learned; look for future opportunities to work together.</li> </ul>
<b>Goal 3.2: Metro committees reflect the diversity of our region’s communities.</b>
<p><b>Strategies:</b></p> <ul style="list-style-type: none"> <li>A. Develop understanding of diverse communities’ barriers to committee participation.</li> <li>B. Provide support as needed for members of diverse communities to participate on Metro committees.</li> <li>C. Build support among existing committee members for improved participation by historically underserved populations.</li> <li>D. Consider changes in committee bylaws to broaden opportunities for membership by historically underserved populations.</li> <li>E. Explore and implement best practices for increasing diversity in committee membership.</li> <li>F. Develop new approach to public engagement review process (formerly Metro Committee for Citizen Involvement) that includes broader representation and understanding of public outreach tools.</li> </ul>

### CORE AREA 3: PRIORITIZED ACTIONS

3.1.4 Engage regularly with groups who represent historically underserved and diverse populations at a mutually agreed-upon frequency and manner – in order to build trust and to identify barriers to participation.	Ongoing
3.1.9 Continue to implement and expand best practices to track participation of underserved populations in the public comment process. Include demographic questions at all public involvement events and in all surveys conducted by Metro. Improve consistency and breadth of data collection through Metro public involvement events and surveys. <b>Resources required</b>	2012-2013/Ongoing
3.1.11 Implement a tool that enables Metro to effectively coordinate outreach to key community stakeholders. Establish working group to meet regularly and identify areas for leverage. Coordinate and maintain list of contacts with diverse communities, including contacts made through Human resources, Procurement and Communications efforts.	2013-14

## Core Area 4: Procurement

The primary goal of diversity in procurement is to increase the utilization of Minority-owned, Women-owned and Emerging Small Businesses<sup>3</sup> (MWESBs), Sheltered Market participants<sup>4</sup>, (SM) and Disadvantaged Business Enterprises, (DBE)<sup>5</sup>. Beyond increasing the number of MWESB firms participating on Metro contracts, Procurement staff will work with vendors, contractors and Metro staff to establish baseline usage data, identify areas for improvement, train stakeholders on the system, put new policies and procedures in place, and measure the performance of Metro's efforts.

### **Fiscal year indicators**

- Number of MWESB's and First Opportunity Target Area (FOTA) contractors that bid on Metro solicitations as compared to the total number of bids received.
- Amount of dollars awarded to MWESB and FOTA contractors and subcontractors out of the total dollar amount awarded.
- Percent of total available contract and subcontract dollars awarded to MWESB and FOTA contractors and subcontractors.
- Share of dollars awarded to MWESB's within the Sheltered Market Program, as compared with total contract dollars awarded.
- Percent of Sheltered Market Program construction contracts as compared with total construction contracts.
- Amount of dollars awarded to DBE contractors within the Sheltered Market Program.
- Percent of contracts awarded to DBE firms compared to total contracts.
- Number of formal procurements using value-based contracting<sup>6</sup> approach.
- Amount of dollar awards using value-based approach.

### **Goal 4.1: Increase MWESB and FOTA participation.**

#### **Strategies:**

- A. Identify areas for improvement through annual review of contract solicitation and awards.**
- B. Engage with vendors, contractors and Metro staff to uncover barriers to participation.**

---

<sup>3</sup> MBE denotes firms that are 51% ownership by a racial minority; WBE denotes firms with 51% or higher woman ownership. ESB is characterized as an emerging small business with two tiers; Tier 1 requires firms to have 19 or fewer employees whose average annual gross receipts over the last three years are under \$1,699,953 for construction firms and under \$679,981 for non-construction-related firms. Tier 2 requires firms with 29 or fewer employees whose average annual gross receipts over the last three years are under \$3,399,907 for construction-related businesses and under \$1,133,302 for non-construction businesses.

<sup>4</sup> Metro's Sheltered Market Program restricts bids for public improvement contracts with dollar amounts between \$5,000 and \$50,000 to State certified Minority Owned Businesses, Women Owned Businesses or Emerging Small Businesses (MWESBs).

<sup>5</sup> Disadvantaged Business Enterprises are defined as those firms that are owned and operated by a woman or a member of a racial minority who are seeking federally funded construction contracts.

<sup>6</sup> See Appendix A for definition

<b>Goal 4.2: Increase contract dollars awarded to MWESB contractors and subcontractors to between 15 to 18 percent of total contract dollars.</b>
<b>Strategies:</b> <ul style="list-style-type: none"> <li>A. Increase accountability of prime contractors to ensure MWESB and FOTA participation.</li> <li>B. Ensure internal agency compliance.</li> </ul>
<b>Goal 4.3: Increase number of projects and contracts in Sheltered Market Program for MWESB's.</b>
<b>Strategies:</b> <ul style="list-style-type: none"> <li>A. Expand Sheltered Market Program.</li> <li>B. Ensure internal agency compliance.</li> </ul>
<b>Goal 4.4: Assess Disadvantaged Business Enterprise (DBE) compliance requirements and increase DBE participation.</b>
<b>Strategies:</b> <ul style="list-style-type: none"> <li>A. Increase accountability for prime contractors to comply with DBE requirements when hiring subcontractors.</li> <li>B. Increase accountability for local public agencies to comply with DBE requirements when hiring contractors.</li> <li>C. Ensure internal agency compliance.</li> </ul>
<b>Goal 4.5: Use value-based contracting to promote equity.</b>
<b>Strategies:</b> <ul style="list-style-type: none"> <li>A. Establish agency policy.</li> <li>B. Ensure internal agency compliance.</li> </ul>
<b>Goal 4.6: Develop recommendations with Metropolitan Exposition Recreation Commission (MERC) to align FOTA with strategies in this plan.</b>
<b>Strategies:</b> <ul style="list-style-type: none"> <li>A. Develop and execute project plan to respond to FOTA recommendations requested by MERC Commission.</li> </ul>

### **CORE AREA 4: PRIORITIZED ACTIONS**

4.1.1 Track participation statistics.	Ongoing
4.2.6 Require MWESB and FOTA training for staff involved in contracts.	Ongoing
4.6.1 Conduct demographic study of FOTA area. <b>Resources required</b>	2013-14

**THIS PAGE INTENTIONALLY LEFT BLANK**

## **APPENDIX A: METRO DEFINITIONS**

### **Balanced Scorecard**

To gauge the overall health of the agency and to pursue continuous improvement in our business practices, Metro produces an annual Balanced Scorecard report. The Balanced Scorecard views the organization from six distinct perspectives: financial performance, internal and external customer service, business process efficiency, employee learning and growth, sustainability, and diversity. Balanced Scorecard reports can be found on Metro's website.

### **Capacity-building**

Capacity-building is a coordinated process of deliberate activities to upgrade skills, improve procedures and strengthen organizations by investing in people, institutions and practices that will enable organizations to achieve their objectives.

### **Cultural competency**

Cultural competency is a comprehensive collection of behavior, attitudes, practices and policies that creates an inclusive environment for people of diverse backgrounds. Culturally competent organizations have the awareness, knowledge base and learned skills to effectively and sensitively work with and provide services to people of diverse backgrounds.

### **Disadvantaged Business Enterprise (DBE):**

A company primarily owned by people who are socially and economically disadvantaged as defined by the federal government. This designation is used when contracting with federal funds.

### **Diversity**

Diversity is the variance or difference amongst people. This variance includes race, ethnicity, gender, age, religion, nationality, language preference, socioeconomic status, disability, sexual orientation, gender identity, and others. These differences are tied to a variety of other aspects of diversity such as experience, work styles, life experience, education, beliefs and ideas. Honoring these differences while upholding our value for respect is central to our diversity philosophy.

### **Equal Opportunity**

Metro's commitment to provide equal opportunities to all individuals without regard to race, religion, national origin, disability, age, marital status, sex, sexual orientation, military service, or any other status protected by law. This applies to all employment related activities, procurement and citizen involvement.

### **FOTA**

Metro's First Opportunity Target Area (FOTA) program applies to the three venues under management by the Metropolitan Exposition Recreation Commission – the Oregon Convention Center, Portland Center for the Performing Arts and Portland Expo Center. Established in 1989, the FOTA program was first intended to ensure that economically disadvantaged residents within the defined geographical area

## **FOTA (continued)**

near the Oregon Convention Center(OCC) be offered the first opportunity to apply for employment at the OCC. The MERC Commission later expanded and applied the FOTA program to the other two venues and now also requires all three venues to offer contracting and procurement opportunities, in addition to employment opportunities, to individuals and businesses within the FOTA boundary.

## **Historically underserved**

Groups whose demographic, geographic, or economic characteristics impede or prevent their access to public services.

## **Inclusive/Inclusivity**

An inclusive organization respects and values the unique dimension of each employee. Inclusivity cultivates a climate where all members feel they belong. By encouraging engagement with multiple points of view, the organization welcomes the variety of perspectives and knowledge necessary for a healthy work environment. Metro recognizes that employees are at their creative and productive best when they work in an inclusive work environment.

## **MERC**

The Metropolitan Exposition Recreation Commission (MERC) manages three public facilities within Metro— the Oregon Convention Center, Portland Center for the Performing Arts, and Portland Expo Center. MERC is governed by a Board of Commissioners appointed by the Metro Council President upon recommendation from local area governments.

## **Minority/Women/Emerging Small Business (MWESB)**

A company primarily owned by minorities or women; or has a small number of employees and limited revenue. MWESB certification is approved by the State of Oregon.

## **Request for Bid**

A Request for Bid tells contractors exactly what is needed for the project and asks them to tell Metro how much the project would cost.

## **Request for Proposal**

Metro issues a Request for Proposal during a value-based contracting process. A Request for Proposal tells contractors what is needed for the project and what factors are important for the success of the project or to support Metro priorities. For example, important factors could be workforce diversity, subcontracts with MWESBs, or experience with similar projects. Contractors respond with how they meet the important factors, along with how much the project would cost.

## **Respect**

Respect is one of the stated values of Metro. 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.

## **Sheltered Market**

A sheltered market means that only certain vendors can bid on certain projects. Metro's Sheltered Market Program restricts bids for public improvement contracts between \$5,000 and \$50,000 to State of Oregon certified Minority Owned Enterprises, Women Owned Enterprises or Emerging Small Businesses (MWESBs). For these contracts, MWESBs do not compete against other vendors for the work.

Public improvement contracts are for construction, reconstruction or major renovations.

## **Value-based contracting**

In a value-based contracting process, Metro decides which contractor offers the best overall value rather than just the lowest price. For example, when Metro issues a Request for Proposal, we can specify that the diversity of a contractor's workforce is important. Then when Metro considers the contractor proposals, the decision is made based on workforce diversity among other factors, including price.

## APPENDIX B: STAKEHOLDER ENGAGEMENT AND FEEDBACK

### Stakeholder engagement conducted for this plan

Prior to engaging employees around the Diversity Action Plan, the Diversity Action Team and Human Resources sponsored two information-gathering efforts led by outside consultants: an organization-wide diversity survey in fall of 2010 and two diversity town halls at the Metro Regional Center and one at the Oregon Zoo in May of 2011. The survey results provided a baseline of employee beliefs and perceptions on diversity, and both efforts yielded themes and recommendations that were either integrated into this plan or held for consideration by the incoming Diversity Program Manager who was hired in February 2012.

From June to October of 2011, Diversity Action Team members made presentations about the Diversity Action Plan to 25 different employee groups across Metro. Following the presentations, the team invited employees at the Metro Regional Center, Oregon Zoo and Oregon Convention Center to view a large display of the plan's overview and goals, strategies and actions for the first core area addressing internal awareness and sensitivity to diversity issues.

In 2012 after the plan has been adopted by Metro Council, the team will bring the plan to outside community groups for their consideration and feedback.

### Stakeholder feedback to be addressed in future plan revisions

#### **Employee suggestion: Incorporate audience diversity and public access to our facilities, sites and information (online or otherwise).**

Explore a fifth core area: Accessibility.

To live our value of public service, Metro must commit to services, visitor venues and outreach programs that are inclusive and accessible to a diverse population.

An objective of this work over the coming year would be to complete an analysis of access needs and opportunities at Metro's built facilities. Accessibility goals would be to improve the opportunity for people of all abilities to participate in Metro's programs, services, facilities and events. Our outcome would be to achieve a culture of inclusion and promote participation of people of all abilities.

Potential goals include visitor venues and parks and environmental services that are welcoming to all, outreach programs that are culturally sensitive and education programs that meet the needs of diverse communities.

Potential first steps are to assess and establish a baseline for accessibility.

#### **Employee suggestion: Include equity in the plan.**

Metro plays a growing role in addressing equity issues and assessing the impacts of our services and planning activities on residents in the region. As our region's residents continue to encompass an ever-

growing range of multi-cultural, international, socio-economic, profession, age and ability characteristics, the importance of intentionally incorporating equity considerations and addressing long-standing inequities into Metro activities has become increasingly clear.

Metro staff is currently conducting an inventory of how Metro employees intentionally incorporate equity considerations into our activities. The inventory will begin to provide Metro staff and community stakeholders a standardized approach for how Metro considers equity. While the inventory is the first phase of a larger project focusing on how Metro should define and approach equity, future work is dependent upon resources and staff availability. If this future work is funded, the long-term goal is to develop an organizing framework that consistently incorporates equity into all Metro activities. The framework will provide a decision support tool that will help institutionalize equity in program and policy development throughout the agency.

## APPENDIX C: 2012 DIVERSITY ACTION TEAM ROSTER

Martha Bennett, Chair Chief Operating Officer	Trudy Pollard Finance and Regulatory Services for MERC
Rex Burkholder, Metro Council Liaison Metro Councilor	Scott Robinson Deputy Chief Operating Officer
Molly Chidsey Sustainability Center	Mary Rowe Human Resources Director
Joe Durr Portland Center for the Performing Arts	Cary Stacey Office of the COO
Aidan Gronauer Sustainability Center	Nathan Sykes, Vice Chair Office of the Metro Attorney
Jan Jung, Treasurer Human Resources	Bill Tolbert Diversity Program Manager
Jim Middaugh Communications Director	Matt Tracy Sustainability Center
Jennifer Payne Oregon Zoo	

## ACKNOWLEDGMENTS

We would also like to thank the following people who, although not current Diversity Action Team members, participated in the development of this Diversity Action Plan.

Teddi Anderson, Gilbert Gomez, Julie Hoffman, Shareefah Hoover, Michael Jordan, Joni Marie Johnson, Darin Matthews, Pam McElwee, Kelsey Newell, Dylan Rivera, Stephanie Soden, Kathryn Sofich, Patty Unfred, Angela Watkins, Michelle DePass, Michael Walter, Paul Slyman, and Janna-Lena Militz.

## **APPENDIX D: LEVEL OF ENGAGEMENT CATEGORIES**

### **Community Partner or Community Stakeholder**

Includes all community organizations that are within Metro's Scope.

### **Metro Council**

Elected body of representatives of the region, which publicly reflect the values and commitments laid out in the plan.

### **Metro COO**

Has Metro Council's delegated authority to revise the plan.

### **Diversity Action Team (DAT)**

Advice on implementation and review of the Diversity Action Plan.

### **Diversity Program Manager**

Internal consultant responsible for refinement and implementation of the plan.

### **Senior Leadership Team (SLT)**

Implementation of the Plan and ensuring continuity.

### **Metro Diversity Action Plan Workgroup**

Project Workgroups will be limited to a specific term and the specific strategies/actions to which they are assigned.

### **Metro Department or Position**

Ex. Program Coordinator, Director, Program Manager

## APPENDIX E: CORE AREA ACTIONS

### Core area 1: Internal awareness and sensitivity to diversity issues

<b>Goal 1.1: Metro’s work environment is inclusive, where cultural, gender, age, race, ethnicity and other indicators of diversity are respected by all employees.</b>		
<b>Actions</b>		<b>Completion</b>
A	1.1.1 Conduct initial “Cultural Compass” survey for baseline information; commit to follow-up surveys at least every two years.	Baseline completed 2010; future surveys in 2013, 2015, etc.
	1.1.2 Include diversity measures in Metro’s Balanced Scorecard.[1]	Completed
	1.1.3 Conduct comprehensive assessment of progress on Diversity Action Plan goals	2015-16
B	1.1.4 Require training for Senior Leadership and Diversity Action teams to help them identify their role in leading a diversity initiative. Participation in training will also be available to Metro Council and MERC Commission. <b>Funds required</b>	FY 2012-13
	1.1.5 Offer initial training sessions to Metro Councilors and Metropolitan Exposition Recreation Commissioners. <b>Funds required</b>	Initiate FY 2012-13
	1.1.6 Provide annual training sessions to managers and supervisors. <b>Funds required</b>	2013
	1.1.7 Implement an ongoing broad cultural sensitivity offering for all employees, prioritizing front line staff, based on results from diversity survey and input from diverse representation of employees regarding content and messages. <b>Funds required</b>	Initiate 2013
	1.1.8 Offer Uniting to Understand Racism course, or a similar class, twice per year.	Implement Fall 2012; ongoing thereafter
	1.1.9 Provide debriefing opportunities after any diversity training to identify areas for continuing support or attention.	Fall 2012
	1.1.10 Include diversity awareness training during employee orientation to ensure a good start.	FY 2012-13

<b>Goal 1.1 (continued): Metro’s work environment is inclusive, where cultural, gender, age, race, ethnicity and other indicators of diversity are respected by all employees</b>		
C	1.1.11 Develop and implement an internal communication plan, including use of Intranet, to build and maintain employee awareness about diversity and cultural competence. <ul style="list-style-type: none"> <li>▪ Ensure that employees are familiar with diversity team members.</li> </ul>	Implement January 2013 and ongoing
	1.1.12 Provide opportunities for Metro managers and employees to engage in dialogues about diversity and cultural competence.	Re-Uniting to Understand Racism started in 2012 Other opportunities commence 2014
	1.1.13 Invite diverse representation of employees and external stakeholders to participate in revisions of the Diversity Action Plan.	Ongoing
D	1.1.14 Review Project Management Training and include consideration of Metro’s values and diversity practices	Summer 2013
<b>Goal 1.2: Employees actively hold each other accountable for respectful behavior.</b>		
<b>Actions</b>		<b>Completion</b>
A	1.2.1 Train employees on what they can or should do if they experience or encounter behaviors or practices that run counter to diversity goals. (Ouch-Video training begun July 2012)	2013
	1.2.2 Promote current tools for establishing climate that is conducive for raising concerns and having them addressed appropriately.	Begin spring 2013 and then ongoing

## Core Area 2: Employee recruitment and retention

<b>Goal 2.1: Increase diversity in applicant pool.</b>		
	<b>Actions</b>	<b>Completion</b>
A	2.1.1 Establish a baseline representing diversity among applicants for FY 11-12.	2013
	2.1.2 When opening a recruitment, solicit input from staff and community organizations to identify methods to reach diverse applicants.	Ongoing
	2.1.3 Update Human Resources recruitment page(s) to promote diversity and desire for diverse pool of candidates.	End of FY 13-14
	2.1.4 Include diversity and values language in classifications, job announcements and hiring panel questions.	Ongoing
	2.1.5 Attend a variety of job fairs and ensure diverse employee representation at the events. <b>Funds and resources required</b>	Ongoing
	2.1.6 Hold events for online application training with community partners. <b>Funds and resources required</b>	Ongoing
	2.1.7 Educate hiring managers on how to use internships to increase diversity in hiring pools.	Ongoing
	2.1.8 Focused outreach: increase recruitment and retention of people with disabilities.	2013 and ongoing
B	2.1.9 Coordinate internal resources for outreach efforts.	Ongoing as of FY 12-13
	2.1.10 Provide sponsorship resources to community partners. <b>Funds and resources required</b>	FY 12-13 and ongoing
	2.1.11 Promote outreach events Human Resources staff is attending. <b>Funds and resources required</b>	End of FY 13-14

<b>Goal 2.2: Increase diversity of new hires according to gender, age group, minority group membership, and other indicators of diversity.</b>		
<b>Actions</b>		<b>Completion</b>
A	2.2.1 Analyze recruitment data to identify if any barriers to hiring exist for a particular group and develop tools to address as necessary. Share learned best practices with community partners.	FY 13-14 and ongoing
	2.2.2 Track data of successful applicants to determine how they were informed about position.	Jul-12
	2.2.3 Educate hiring managers regarding the importance of diverse employee representation on hiring panels.	Ongoing
	2.2.4 Brief and debrief hiring panels to ensure a fair and equitable hiring process.	Ongoing
	2.2.5 Hold Metro managers accountable through performance review process for diversity in hiring.	FY 13-14
<b>Goal 2.3: Increase retention of diverse employees according to gender, age group, minority group membership, and other indicators of diversity.</b>		
<b>Actions</b>		<b>Completion</b>
A	2.3.1 Include diversity awareness training during employee orientation to ensure a good start.	FY 12-13
	2.3.2 Evaluate exit interviews and develop strategies for addressing identified diversity issues.	Ongoing
	2.3.3 Educate managers on how to use performance appraisals to raise concerns and have them addressed appropriately.	Spring 2013 and ongoing
	2.3.4 Establish baseline through initial Cultural Compass survey.	Completed 2010
	2.3.5 Explore the applicability of mentorship programs for employees and implements as determined appropriate.	FY 14-15
	2.3.6 Explore interest in establishing employee affinity and resource groups and establish as appropriate.	FY 13-14
	2.3.7 Ensure that diversity training curriculum includes issues specific to Metro, including hiring and retention	Jan-13

**Core Area 3:**  
**Public involvement and citizen advisory committee membership**

<b>Goal 3.1: Metro’s public involvement fully engages diverse communities in the Metro region.</b>		
<b>Actions</b>		<b>Completion</b>
A	3.1.1 Partner with stakeholder groups to reach out to underserved populations and build capacity for community participation. Additionally, partner with stakeholders to identify new and emerging diverse stakeholder groups in the region. <b>Funds required</b>	Ongoing
	3.1.2 Provide sponsorship funds or resources (such as meeting space) to diverse communities on an ongoing and equitable basis. <b>Funds required</b>	Ongoing
	3.1.3 Develop a Limited English Proficiency plan to evaluate and address language barriers. <b>Funds required</b>	2012
B	3.1.4 Engage regularly with groups who represent historically underserved and diverse populations at a mutually agreed-upon frequency and manner – in order to build trust and to identify barriers to participation.	Ongoing
C	3.1.5 Develop cultural awareness training concepts for external outreach. <b>Funds required</b>	2012-2013
	3.1.6 Coordinate with Procurement and Recruitment to identify Metro programs that could benefit from participating in large culturally specific events. <b>Resources required</b>  <b>Prioritize Metro programs that could benefit from participating in relevant, culturally specific events. Resources required.</b>	2013
D	3.1.7 Develop culturally specific methods for diverse communities to access Metro information most effectively. <b>Funds required for translation</b>	Ongoing
	3.1.8 Tailor outreach materials for diverse audiences and give specific examples for where people can get involved. <b>Funds required for translation</b>	Ongoing

E	<p>3.1.9 Continue to implement and expand best practices to track participation of underserved populations in the public comment process.</p> <ul style="list-style-type: none"> <li>▪ Include demographic questions at all public involvement events and in all surveys conducted by Metro.</li> <li>▪ Improve consistency and breadth of data collection through Metro public involvement events and surveys. <b>Resources required</b></li> </ul>	2012-2013/Ongoing
	<p>3.1.10 Establish baseline and publish results annually. <b>Funds required</b></p>	2013
F	<p>3.1.11 Implement a tool that enables Metro to effectively coordinate outreach to key community stakeholders.</p> <ul style="list-style-type: none"> <li>▪ Establish working group to meet regularly and identify areas for leverage.</li> <li>▪ Coordinate and maintain list of contacts with diverse communities, including contacts made through Human resources, Procurement and Communications efforts.</li> </ul>	2013-14
G	<p>3.1.12 Develop an agency-wide process that will provide staff and the Metro Council with tools and criteria to consider diversity and equity in our public involvement and public outreach practices. <b>Resources required</b></p>	2013-14
H	<p>3.1.13 Meet with government and community partners regularly to share and improve public involvement best practices.</p>	2012
<b>Goal 3.2: Metro committees reflect the diversity of our region's communities.</b>		
<b>Actions</b>		<b>Completion</b>
A	<p>3.2.1 Develop an overview of Metro and the agency's committee work to present to historically underserved populations, including how Metro directly affects the various communities being recruited for these committees. <b>Funds required for translation</b></p>	2013
	<p>3.2.2 Conduct outreach with diverse community members to assess level of interest and barriers to participation. (See 3.1.16) <b>Funds required</b></p>	Ongoing in 2012
B	<p>3.2.3 Develop recommendations to support community member participation on metro committees.</p>	2013

<b>Goal 3.2 (continued): Metro committees reflect the diversity of our region's communities.</b>		
C	3.2.4 Provide diversity/equity awareness training for committees. <b>Funds required</b>	2013
	3.2.5 Build understanding and establish expectations that committee members will assist with engaging diverse communities.	2013
	3.2.6 Monitor outreach results by committee members to diverse communities.	2014
	3.2.7 Provide training and develop expectations for Senior Leadership Team members and Metro Councilors to engage diverse communities.	Ongoing
D	3.2.8 Change committee bylaws to address limitations and broaden membership.	2014
	3.2.9 Examine committee selection criteria through a diversity lens.	Ongoing
	3.2.10 Voluntarily gather demographic information from committee applicants.	Ongoing
E	3.2.11 Survey and research existing committees from local governments to learn best practices. <b>Funds required</b>	2013
	3.2.12 Continue to implement and expand best practices to track participation of underserved populations in the public comment process.	2013
F	3.2.13 Replace Metro Committee for Citizen Involvement with more effective public engagement review process to include: <ul style="list-style-type: none"> <li>▪ Nine-member Public Engagement Review Committee appointed by Council – meets twice annually</li> <li>▪ Public involvement peer group – meets twice annually to share and improve best practice</li> <li>▪ Annual public meeting – community member review of past and upcoming Metro projects, politics and outreach practices (beginning in 2013)</li> <li>▪ Annual public survey of Metro public involvement practices</li> <li>▪ Annual public engagement report</li> </ul>	2013

## Core Area 4: Procurement

<b>Goal 4.1: Increase MWESB and FOTA participation.</b>		
<b>Actions</b>		<b>Completion</b>
A	4.1.1 Track participation statistics.	Ongoing
	4.1.2 Develop an annual review and adjust strategy to narrow procurement participation gaps.	2013, Ongoing
B	4.1.3 Extend outreach to MWESB's via meet and greet events.	Ongoing
	4.1.4 Partner with outside organizations to provide training to MWESB's to navigate public bidding process.	Ongoing
	4.1.5 Conduct random follow-up with contractors that did not submit responses and contractors that responded but were not awarded contracts.	FY 13-14
<b>Goal 4.2: Increase contract dollars awarded to MWESB and FOTA contractors and subcontractors to 18% of total contract dollars.</b>		
<b>Actions</b>		<b>Completion</b>
A	4.2.1 Annually review contract solicitation and awards including: <ul style="list-style-type: none"> <li>• Requests for bids and proposals sent to MWESB's and partner organizations.</li> <li>• Bids and proposals received from MWESB's.</li> <li>• Contracts and subcontracts awarded to MWESB's.</li> </ul>	Ongoing
	4.2.2 Institute monthly reporting by prime contractors regarding their use of MWESB's as subcontractors in projects over \$100,000.	Ongoing
B	4.2.3 Review request for proposals (RFP's) prior to issuance to ensure diversity language is included.	Ongoing
	4.2.4 Review construction bids under \$50,000 to ensure MWESB participation.	Ongoing
	4.2.5 Include compliance language in performance evaluations for procurement and project managers.	2014
	4.2.6 Require MWESB training for staff involved in contracts.	Ongoing

<b>Goal 4.3: Increase number of projects and contracts in Sheltered Market Program for MWESB's.</b>		
<b>Actions</b>		<b>Completion</b>
A	4.3.1 Gain approval from MERC to amend MERC procurement policy to include Sheltered Market Program.	2013
B	4.3.2 Track compliance by department programs.	Ongoing
	4.3.3 Provide mandatory staff training.	Ongoing
<b>Goal 4.4: Assess Disadvantaged Business Enterprise (DBE) compliance requirements and increase DBE participation.</b>		
<b>Actions</b>		<b>Completion</b>
A	4.4.1 List DBE goal in requests for proposals for federally funded projects.	Ongoing
	4.4.2 Establish DBE goal for agency, subject to revision every three years.	Completed
B	4.4.3 Include DBE appropriate language in intergovernmental agreements	Ongoing
	4.4.4 Monitor ongoing reporting by public agencies.	Ongoing
C	4.4.5 Review RFP's prior to issuance for all federally funded projects.	Ongoing
	4.4.6 Provide DBE mandatory training.	FY 12-13
<b>Goal 4.5: Use value-based contracting to promote equity.</b>		
<b>Actions</b>		<b>Completion</b>
A	4.5.1 Establish protocol for involvement in value-based contracting for projects over \$100,000.	Ongoing
	4.5.2 Revise RFP templates to emphasize best value and promote diversity in employment and contracting.	Completed
B	4.5.3 Procurement to meet with department staff regarding value-based contracting policy and expectations.	2012
	4.5.4 Provide mandatory training.	Ongoing

**Goal 4.6: Develop recommendation to reconcile MERC FOTA with strategies in this plan.**

<b>Actions</b>		<b>Completion</b>
A	4.6.1 Conduct demographic study of FOTA area. <b>Resources required</b>	FY 13-14
	4.6.2 Develop recommendations for MERC Commission and the Metro Council in response to study.	FY 12-13

This page intentionally left blank

# Diversity Action Plan core area teams

## Internal awareness and sensitivity to diversity issues

### Lead: Bill Tolbert, Human Resources

Karen Blauer, Communications  
Peri Tharp, Finance and Regulatory Services  
Thomas Yee, Information Services  
Cary Stacey, Office of the COO  
Matt Uchtman, Oregon Convention Center  
Lori Ford, Oregon Zoo  
Jody VanRiper, Oregon Zoo  
Courtland Benson, Parks and Environmental Services  
Amy Croover, Office of the COO

Stacey Hopkins, Parks and Environmental Services  
Kari Meyer, Parks and Environmental Services  
Dianne Hutchins, Planning and Development  
Joe Durr, Portland'5  
Cindy Pedersen, Research Center  
Aidan Gronauer, Sustainability Center  
Kate Holleran, Sustainability Center  
Pam Peck, Sustainability Center

---

## Employee recruitment and retention

### Lead: Antoinette Gasbarre, Human Resources

Ken Barton, Expo Center  
Jan Jung, Human Resources  
Pam McElwee, Oregon Zoo  
Jennifer Payne, Oregon Zoo  
Darryl Jones, Oregon Convention Center

Jen High, Parks and Environmental Services  
Debbie Humphrey, Parks and Environmental Services  
Jason Blackwell, Portland'5  
Bill Looker, Portland'5  
Ivan Ratcliff, Oregon Zoo

---

## Public involvement and citizen advisory committee membership

### Lead: Patty Unfred, Communications

Heather Coston, Communications  
Peggy Morell, Communications  
Juan Carlos Ocana-Chiu, Communications  
Heather Kent, Communications  
Cassie Salinas, Communications  
Karen Withrow, Communications  
Kelsey Newell, Council Office  
Ina Zucker, Council Office  
~~Nuin Tara Key, Office of the COO~~

Marvin Fjordbeck, Office of the Metro Attorney  
Lisa GrauMercer, Oregon Convention Center  
Marcia Sinclair, Oregon Zoo  
Miranda Bateschell, Planning and Development  
Kim Ellis, Planning and Development  
Brian Monberg, Research Center  
Karen Scott-Lowthian, Research Center  
Molly Chidsey, Sustainability Center

---

## Procurement

### Lead: Michelle DePass, Finance and Regulatory Services

Dan McNeeley, Expo Center  
Joel Morton, Office of the Metro Attorney  
Kim Bardes, Oregon Zoo  
Pete Hillman, Parks and Environmental Services  
Bob McMillan, Parks and Environmental Services

Bruce Philbrick, Parks and Environmental Services  
Rob Smoot, Parks and Environmental Services  
Laurie Wulf, Parks and Environmental Services  
Robert Spurlock, Sustainability Center

Agenda Item No. 3.0

**FY 2012-13 MINORITY AND WOMEN-  
OWNED, AND EMERGING SMALL  
BUSINESSES (MWESB) AND FIRST  
OPPORTUNITY TARGET AREA (FOTA)  
ANNUAL UTILIZATION REPORT**

Metro Council Work Session  
Tuesday, Dec. 3, 2013  
Metro, Council Chamber

# METRO COUNCIL

## Work Session Worksheet

**PRESENTATION DATE:** November 26, 2013      **TIME:** 2:45 p.m.      **LENGTH:** 25 minutes

**PRESENTATION TITLE:** FY 2012-13 MWESB and FOTA Annual Utilization Report

**DEPARTMENT:** Procurement Services

**PRESENTER(S):** Procurement Manager, Gabriele Schuster, [gabriele.schuster@oregonmetro.gov](mailto:gabriele.schuster@oregonmetro.gov), (503) 797-1577

### WORK SESSION PURPOSE & DESIRED OUTCOMES

- Purpose: Report the status, program activities and utilization for the Minority, Woman, Emerging Small Business (MWESB) and FOTA Programs.
- Outcome: Inform Council of program action in previous 12 months, current actions and actions in development.

### TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

Metro Code 2.04 directs Procurement Services to report program and utilization activities for the MWESB program on an annual basis. The last time these activities were presented before the Council was in October of 2010 when a list of recommendations was adopted as [Resolution No. 10-4214](#).

Metro's MWESB program directly supports Metro's desired outcome of "*economic prosperity*" by encouraging minority, women, and emerging small businesses to compete for Metro contracts for goods and services. Metro has also recently adopted sustainability goals related to equity, environment and economics with the idea that incorporating these ideals will result in robust outcomes for the region.

Highlights of this year's program include the hiring of a Procurement Manager, interaction of the MWESB program with Metro's Diversity Action implementation team, re-visiting recommendations arising from Resolution No. 10-4214, and comprehensive change in the ways in which Metro is approaching solicitations .

Some of the biggest changes to the Program this year include:

- The creation of a Procurement Enhancement Project Team tasked with procedure and process improvements.
- Interaction between the MWESB Program and Metro's Diversity Action Plan; the creation of a Core Area Procurement Team tasked with implementation of the Diversity Action Plan.
- Use of ORPIN (Oregon Purchasing Information Network) to advertise opportunities to MWESBs.
- Change outreach approach by adding "in-reach", engagement of Metro and MERC project managers.
- Increased internal training, and
- New marketing tools.

## **QUESTIONS FOR COUNCIL CONSIDERATION**

*List questions for Council's consideration that will help/guide the Council in providing policy direction.*

- Are the eleven goals in Resolution No. 10-4214 sufficient?
- Is there any additional information that Council would like procurement services to report on with regards to the MWESB or FOTA program?

## **PACKET MATERIALS**

- Would legislation be required for Council action  Yes  No
- If yes, is draft legislation attached?  Yes  No
- What other materials are you presenting today? The Annual MWESB/FOTA Report.



# 2012-13

Minority, Women, Emerging Small Business  
and First Opportunity Target Area

**Programs Report**

**November 2013**

## 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 sustainable transportation and living choices for people and businesses in the region. Voters have asked Metro to help with the challenges and opportunities that 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.

Stay in touch with news, stories and things to do.

[www.oregonmetro.gov/connect](http://www.oregonmetro.gov/connect)

### **Metro Council President**

Tom Hughes

### **Metro Councilors**

Shirley Craddick, District 1

Carlotta Collette, District 2

Craig Dirksen, District 3

Kathryn Harrington, District 4

Sam Chase, District 5

Bob Stacey, District 6

### **Auditor**

Suzanne Flynn

**DATE:** November 23, 2013

**TO:** Tom Hughes, Council President  
Shirley Craddick, Councilor  
Carlotta Collette, Councilor  
Craig Dirksen, Councilor  
Sam Chase, Councilor  
Kathryn Harrington, Councilor  
Bob Stacey, Councilor

**SUBJECT: MWESB AND FOTA REPORT FOR FY 2012-13**

As required by Metro Code 2.04, the enclosed report represents the program activities, utilization rates, findings and recommendations of the minority, woman and emerging small business (MWESB) program. The reporting period covers July 1, 2012, through June 30, 2013. The data is reported by dollars spent with MWESB firms out of total Metro dollars spent, percent of contracts awarded to MWESB firms out of all contracts, and the count and percent of contracts by certification type. Some utilization data by department and venue is included.

Additionally, this report identifies contracts awarded in the first opportunity target area (FOTA). The FOTA is a geographic area significant to the Metropolitan Exposition Recreation Commission (MERC), in which the venues focus hiring, soliciting and purchasing efforts. Goods and services purchased and contract activities within the FOTA are included herein; hiring statistics are excluded.

Metro's MWESB Program began as a condition for receiving federal funds, and the goals were to provide opportunities to minority-owned and women-owned businesses. The program has historically provided assistance to Metro departments and staff, and has participated in a variety of outreach activities to minority chambers of commerce and other small business partner organizations. Through these activities, the program has aimed to build relationships in the MWESB communities and ensure that historically underserved businesses had current knowledge of projects and opportunities available to compete in Metro's purchasing and contracting processes.

The focus of the MWESB program has shifted. The initial focus was largely external to the agency, concentrating on relationship building and outreach; we have since implemented internal outreach. Staff identified the opportunity to increase institutional capacity by "in-reach," which will focus on educating Metro staff, requiring staff to participate in outreach events and inviting partners to Metro Regional Center for scheduled events.

Procurement Services is evaluating internal systems that contribute to non-compliance with Metro's MWESB contracting program, and also recently revisited a set of recommendations adopted by Council in November 2010. The recommendations are listed at the end of this report, including status updates indicating where we are in the process of implementing these efforts.

Best practices dictate that Metro Council, agency staff, senior management, the contracting community, and the program manager are equally invested in positive program results. Metro's investment in these positive outcomes is clear when talking with our community partners and the underserved businesses with whom we contract.

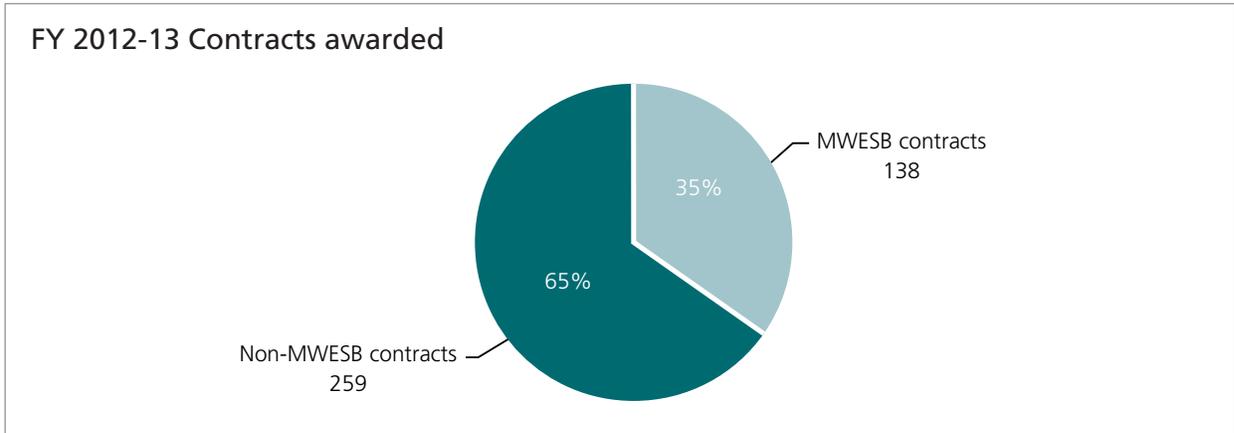
We welcome your suggestions and feedback on our MWESB and FOTA programs. Please contact Finance and Regulatory Services Director, Tim Collier, [tim.collier@oregonmetro.gov](mailto:tim.collier@oregonmetro.gov), (503) 797-1913, or Procurement Manager, Gabriele Schuster, [gabriele.schuster@oregonmetro.gov](mailto:gabriele.schuster@oregonmetro.gov), (503) 797-1577 if you require additional information.



# Utilization Results

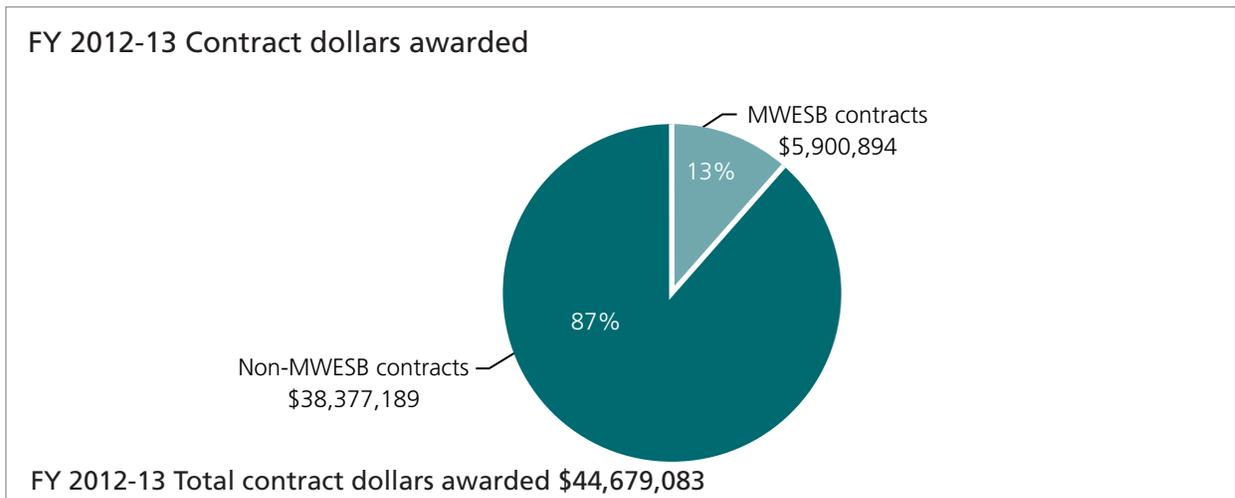
## NUMBER OF CONTRACTS AWARDED DURING FY 2012-13

During FY 2012-13, Metro awarded 397 eligible contracts through the competitive procurement process and direct award of contracts less than \$5,000 to MWESB firms. This does not include intergovernmental agreements or grants. Of the total contracts awarded, 138 went to certified MWESB firms. These MWESB awards represent 35 percent of the total count of contracts awarded. The report for FY 2011-12 did not reflect the direct award of contracts less than \$5,000 to MWESB firms.



## CONTRACT DOLLARS AWARDED DURING FISCAL YEAR 2012-13

During the past fiscal year, Metro awarded a total of \$44,679,083 through the competitive procurement process and direct award of contracts less than \$5,000 to MWESB firms. Firms that were MWESB certified earned a total of \$5,900,894 in contract awards. This represents a utilization rate of 13 percent by dollar amount.

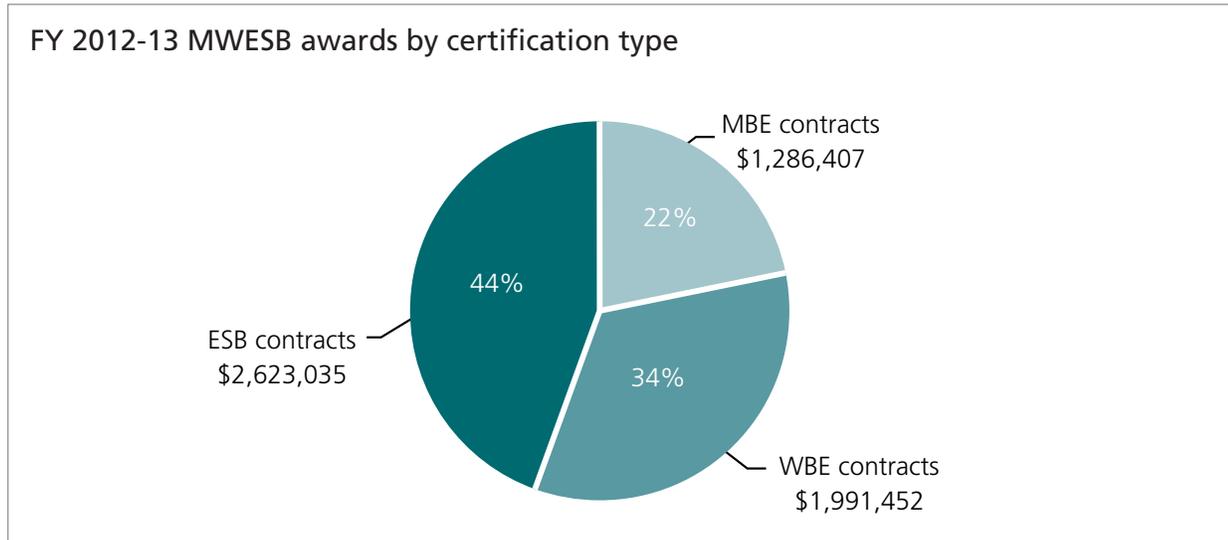


## Breakdown by MBE, WBE and ESB

### CONTRACT DOLLARS AWARDED BY MBE, WBE AND ESB

During FY 2012-13 a total of 138 contracts were awarded to underserved businesses: 61 to emerging small businesses, 49 to woman-owned businesses and 28 to minority-owned businesses. Emerging small businesses led in the amount of dollars awarded.

See the chart below for the breakdown of contract dollars to MBE, WBE and ESB firms.



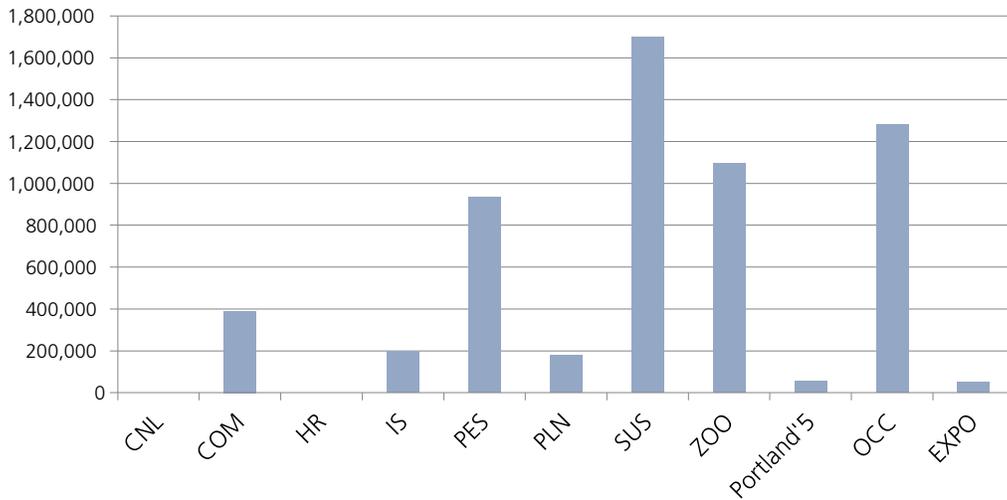
### ABOUT AWARDS BY CERTIFICATION TYPE, MBE, WBE AND ESB

In many cases, businesses are certified in more than one category. For example, a certified minority-owned business might also have an emerging small business certification. For the purposes of this report, in those cases where the business has more than one certification, the minority-owned or woman-owned certifications would be counted, and not the emerging small business certification. Emerging small businesses were counted, like the others, as a separate category.

The number and value of contracts awarded in each category continue to be areas of focus for Metro. Contractors certified as ESB earned the highest number of contracts and were awarded the most contract dollars.

Metro is required to maintain a program that is race and gender neutral, however, we remain committed to investigating the balance of the award of contracts in the disadvantaged business communities, such that they reflect the size of the market in the region. A goal for the MWESB program is to strive for a utilization rate that mirrors the availability of firms in each category, by industry, according to the most current Census and US Bureau of Labor Statistics data. For instance, if the makeup of the tree pruning market were 4 percent MBE, then ideally Metro would expect to have a utilization rate close to that number.

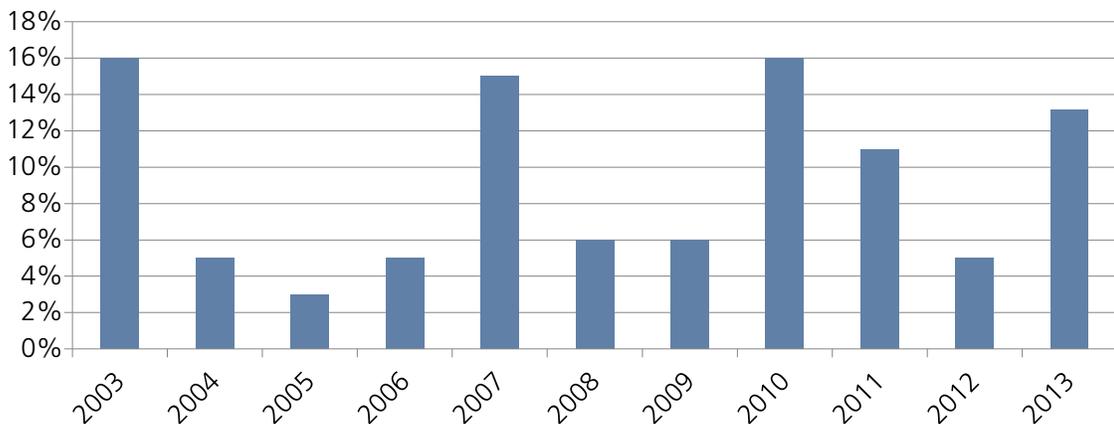
**FY 2012-13 MWESB Utilization by department**



**UTILIZATION HISTORY AT METRO**

The following data represents the agency’s MWESB utilization during the past decade. In some years, Metro’s utilization rate has spiked, while other years have not produced the desired results. This spike and fall pattern may reflect larger contracts awarded during any particular year, or more contracts being awarded. Bond funding may also be a contributing factor.

**FY 2012-13 Historical MWESB utilization**



# FOTA participation at MERC venues

## Background

The first opportunity target area, (FOTA) was originally established in 1989. The program was intended to provide employment opportunities to “economically disadvantaged residents living in economically distressed neighborhoods in the immediate vicinity of the Oregon Convention Center site.”

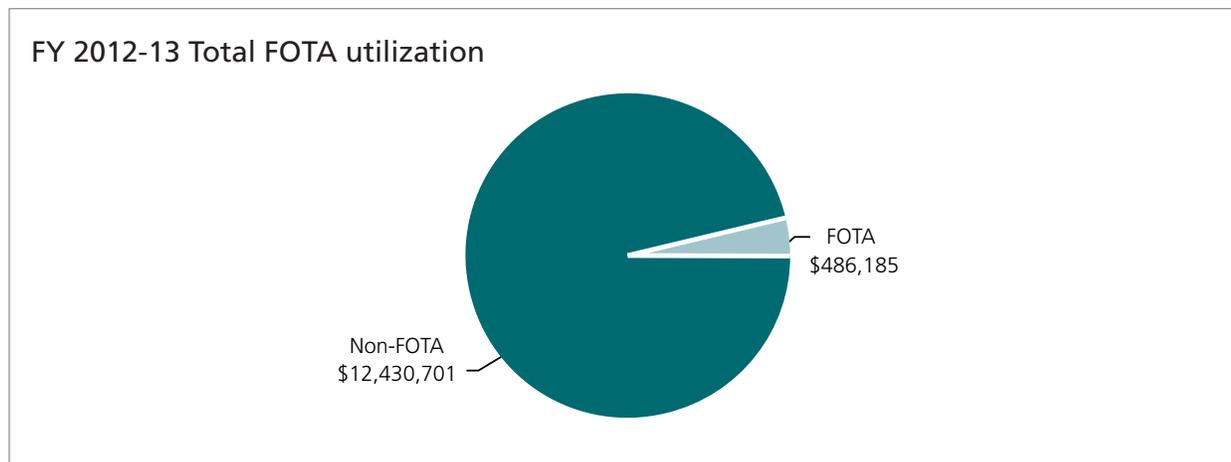
The Metropolitan Exposition Recreation Commission (MERC) later expanded the program to include the Portland’s Center for the Arts (P’5) and the Portland Expo Center (Expo). Later, the FOTA program was expanded to include purchase and contracting opportunities.

## Program Requirements

Under MERC’s current contracting rules, FOTA requirements apply to public contracts between \$5,000 and \$100,000. At least one MWESB firm *within* FOTA must be solicited and one additional MWESB firm from anywhere must be contacted. In June 2013, the MERC Commission approved the requirement that one additional MWESB firm must be solicited, for a total of three MWESB firms, with one within FOTA.

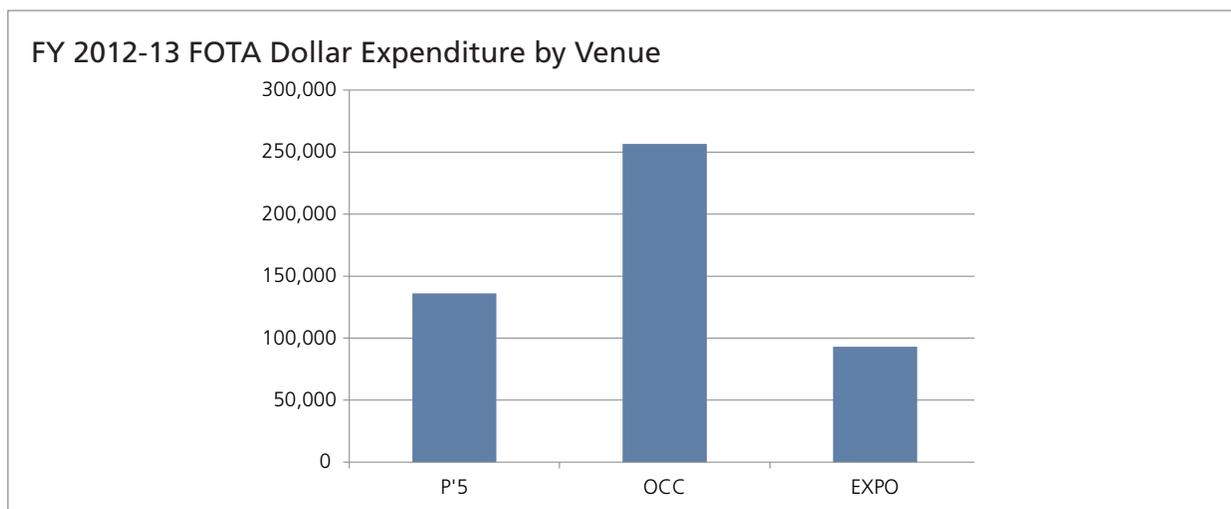
## MERC Venues’ FOTA and MWESB Participation – Purchases

Total spending by MERC venues was \$12,916,886. Of this, a total of \$486,185 was spent in the FOTA, representing 4 percent of the total spend. Of the total spend in FOTA, one MBE, three WBEs and one ESB were awarded contracts to provided goods and/or services.



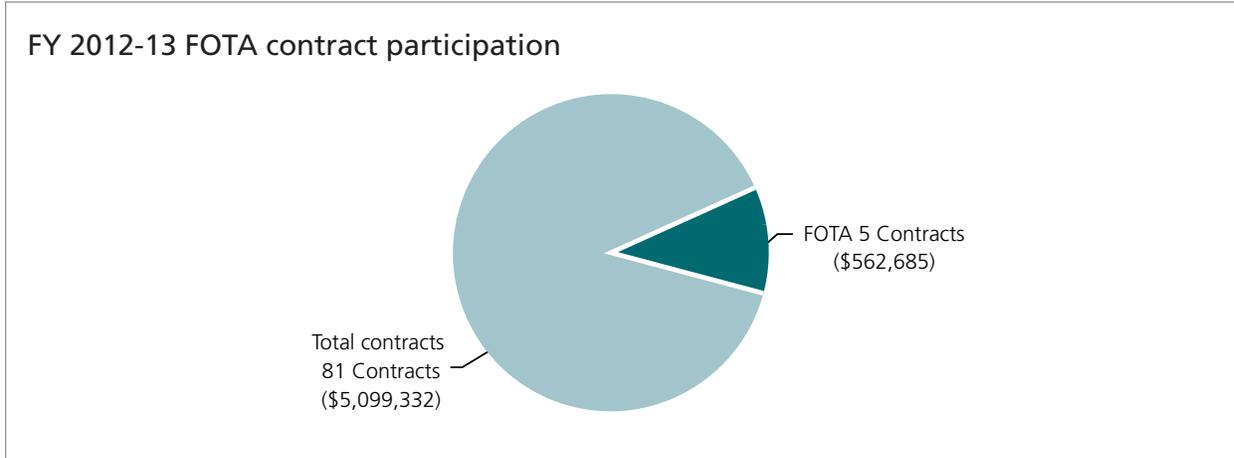
## MERC Venues’ FOTA Participation - Dollars spent

Of the total FOTA dollars spent, 52 percent of those dollars were awarded by OCC, followed by P’5 at 28 percent and Expo at 20 percent.



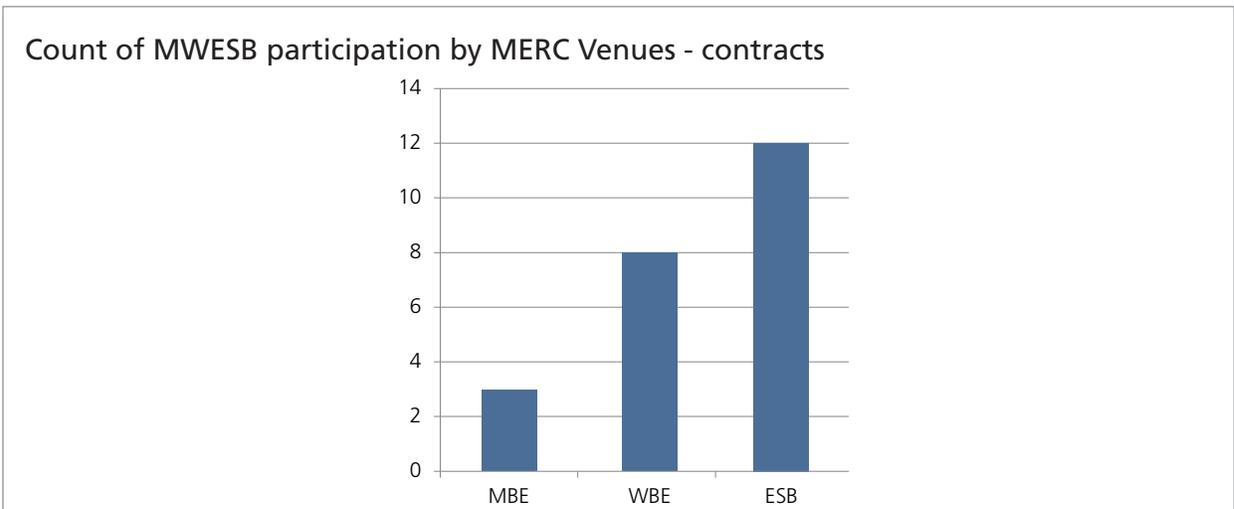
### MERC Venues' FOTA Participation - Contracts

During FY 2012-13 MERC venues awarded 86 contracts total, five to businesses within FOTA, or 6 percent. The total value of these contracts was \$5,099,332 and FOTA spending of \$562,685 represented 9 percent of the MERC venues' contract expenditures.



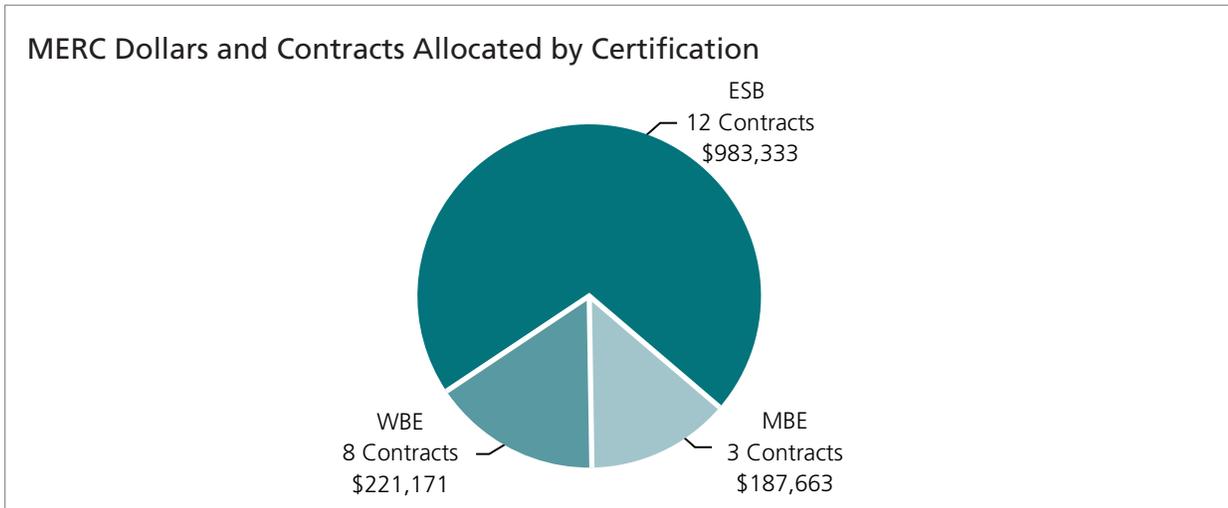
Many of the firms are certified in two or three categories; some firms that are minority-owned, are also certified as women owned and/or, emerging small business certified. To be sure that purchases and contracts were not double counted, firms certified in all three categories were counted first as minority owned or woman owned, and then as emerging small business. MERC venues contracted with three minority-owned firms, eight woman-owned firms and 12 emerging small businesses.

A total of \$1,392,167 was spent with MWESBs throughout the region, representing 11 percent of total spending.



### MWESB Participation by MERC Venues

MERC venues awarded 23 contracts to MWESB certified businesses during FY 2012-13, which represents a utilization rate of 27 percent based on total contracts awarded. The total contracts value was \$1,392,167.



## Success Stories

### Memberships and Sponsorships

Metro was actively engaged in supporting the MWESB and small business communities through attendance at meetings and community events, partnering with minority chambers, and through targeted sponsorships during this fiscal year:

- The Turner Construction School.
- Business Diversity Institute (MED Week).
- Oregon Association of Minority Entrepreneurs Annual Trade Show.
- Metropolitan Hispanic Chamber Hispanic Heritage Dinner.

### National Association of Minority Contractors – Oregon

Metro continues to build relationships with the MWESB community. Recently Metro invited NAMC-Oregon to host their monthly networking and business meeting at Metro Regional Center. Procurement Services is excited about this relationship with NAMC-Oregon and the ability to connect with prospective MWESB firms.

### Oregon Procurement Information Network (ORPIN)

Metro's use of ORPIN to "advertise" contracting opportunities has reached a larger community of certified MWESB firms. Feedback from MWESB firms indicates that they are excited to hear Metro is using ORPIN and that they are being given the chance to work with Metro.

### Elephant Lands Construction Project at the Oregon Zoo

A successful demolition project at the Oregon Zoo far exceeded Metro's typical contract awards to minority businesses. Through a competitive process, Lease Crutcher Lewis, the general contractor for the Elephant Lands work, selected minority business R&R General Contractors to demolish Tiger Plaza – resulting in a 77 percent award of total contract dollars to R&R for this sub-project of the larger Elephant Lands project.

### Turner School of Construction Management

*Metro continues its support of small business by hosting 2012 school*

During April 2012 Metro collaborated with Turner Construction to host the Annual School of Construction Management. Since 1969, Turner Construction has been providing classes to small contractors on estimating, project management, and subcontracting. For the sixth year, a School of Construction Management has been offered in the Portland area. Metro provided use of training rooms at the Metro Regional Center over several weeks. Additionally, Metro staff participated in the kick-off celebration and graduation ceremony.

This past year, approximately 35 contractors graduated from the Turner School of Construction Management. Many of these contractors submit prime and sub bids on Metro projects, and have been successful in securing contracts with other public and private organizations in the region.

## Findings

The overall performance of the MWESB awarded contract dollars in FY 2012-13 increased to 13 percent from the previous fiscal year's utilization rate of 5 percent. Procurement Services and other Metro staff have actively engaged with MWESB communities and certified firms by attending events, hosting outside events, and assisting internal staff with identifying potential MWESB bidders and proposers.

The program faces challenges in trying to increase the utilization rate. The biggest challenge is providing contracting opportunities to a larger number of certified MWESB firms rather than the firms that Metro has always done business with in the past. MWESB firms have identified that it is difficult to "get work"

with Metro. Changing the way we conduct outreach and communications targeted to the MWESB business community should increase the contracts awarded to MWESB firms. Department staff, including project managers, need to get involved in the outreach efforts by attending events and presenting contracting opportunities to the MWESB business community.

While outreach and communications in the MWESB communities is important, additional focus needs to occur within our organization. We need to assure that all Metro staff who conduct business and spend funds with outside firms understand why we have an MWESB program, and how best to use the program. Making the process user friendly, understandable and easy for Metro staff to participate will increase MWESB utilization.

## **OBSERVATIONS**

- The methods of outreach have a direct impact on increasing our MWESB utilization rate.
- In order to be effective, we need to strengthen our internal capacity to understand, use and implement the MWESB program goals.
- Staff are knowledgeable about the MWESB program goals but sometimes circumvent the program requirements.
- The perception that the program is difficult to interface with, and/or that MWESB contractors may not be qualified to complete the work are hindering our progress at increasing our utilization rate.
- FOTA requirements need to be updated to better achieve the goals of the program. A consultant is being hired to assist in updating these rules.

## **PROGRAM ENHANCEMENTS**

- Continue to use ORPIN to “advertise” and push opportunities to certified MWESB firms. Expand use of ORPIN to formal and informal solicitations.
- Continue to schedule in person MWESB training for Metro staff.
- Host quarterly events to bring the MWESB business community together with Metro staff.
- Require department staff, including project managers, to participate in MWESB outreach.
- Invite the underserved business communities to Metro to conduct focus groups and training on how to be successful when submitting bids and proposals to Metro.
- Conduct one-on-one meetings with MWESB firms to listen and learn what potential barriers might be and how Metro can address those concerns.

# Program overview

## HISTORY

Metro's contracting policies on the use of minority-owned, women-owned and emerging small businesses, (MWESB), are set out in Metro Code 2.04.100 to 2.04.190.

Metro's MWESB program has been in existence since Resolution 80-195 was passed by the Council of the Metropolitan Service District in October 1980. In 1997, in response to the Oregon Regional Disparity Study, the Metro Council agreed with the determination that historical patterns of exclusion had resulted in inequities for MWESBs and that full participation in our free enterprise system by these firms was fundamental. It was understood then, that greater economic opportunity for disadvantaged firms was essential to create the livable region we envisioned.

In recent times, Metro adopted sustainability goals related to equity, economics and the environment, with the idea that the weaving of social, environmental and economic goals can result in robust outcomes throughout the region. Keeping these principles in mind, Metro's MWESB program has the potential to stimulate economic growth, grow the capacity and diversity of small businesses, and encourage the practice of sustainable operations within MWESB communities.

Inclusion of MWESB firms in Metro's contracting program provides for a stronger local economy, has a multiplier effect on communities and stimulates competition. All are important factors in public procurement. Supporting our community's MWESBs is not only the right thing to do, it ensures the responsible stewardship of public funds, equally distributes the burdens and benefits of economic growth, and reinforces Metro's diversity and equity values.

The current prescriptive path for increasing opportunities for MWESB firms has not achieved the desired effectiveness of the program. Our approach has been largely reactionary rather than proactive. We have recently identified opportunities to implement best practices in order to provide the underserved business community with information and tools on how to do business with Metro and as a result increase their ability to be successful in Metro's contracting opportunities.

Fiscal year 2012-13's MWESB utilization rate is calculated at 13 percent overall, with 44 percent of those dollars awarded to emerging small businesses. Metro's overall utilization rate is generally lower than other public agencies' utilization rates<sup>1</sup>, however Metro does have significantly fewer large construction projects, which can lead to part of the disparity. We do need to ensure that women-owned and minority-owned businesses in particular are being served relative to their availability in the region and continue outreach efforts for women-owned and minority-owned businesses

Recently Procurement Services has undertaken a comprehensive evaluation of the procurement process, the Procurement Enhancement Project, whereby procurement policies, internal processes, solicitation templates and program activities are being assessed by an agency-wide team. In addition, the Diversity Action Procurement Core Team that arose from the Diversity Action Implementation Plan, is working on the goals and strategies outlined in the Diversity Action Plan, focusing on increasing Metro's outreach to MWESBs and identifying barriers to contracting with Metro. The Procurement Core Team and the Procurement Enhancement Project Team are also revisiting recommendations that arose from Resolution 10-4214 passed in November 2010, which are listed within this report, followed by status updates.

Finally, the Office of Metro Auditor is in the process of conducting an internal audit of the MWESB program, scheduled to be released sometime in early 2014.

During late summer and fall 2012, Procurement Services transferred an existing Metro manager into the role of Procurement Officer in addition to hiring a new MWESB Coordinator. This 18-month limited-duration coordinator position is allowing for an assessment of the appropriateness of the position in Procurement Services as well as the effectiveness of the internal and external outreach required to increase MWESB participation. We continue to evaluate the program and will be bringing a long range plan for the MWESB program soon.

<sup>1</sup> 2012 Multnomah County Annual Purchasing Report, available at: <https://web.multco.us/sites/default/files/purchasing/documents/multcopurch2012annualreportfinalprint.pdf>, 2011-2012 City of Portland Procurement Services Annual Report, available at: <http://www.portlandoregon.gov/bibs/article/456810>.

## Program Activities

Procurement Services, a division within Finance and Regulatory Services, administers Metro's MWESB program on behalf of the Chief Operating Officer. Policies are established through Metro Code Chapter 2.04.

Metro's contracting policies are race and gender neutral. All contractors are eligible to compete in our contracting processes. Minority business enterprises (MBEs), woman-owned business enterprises (WBEs) and emerging small businesses (ESBs) can compete for all Metro opportunities, and exclusively within our Sheltered Market Program for construction related opportunities less than \$50,000.

Businesses that qualify are certified by the State of Oregon Office of Minority, Women and Emerging Small Business as MBE, WBE and/or ESB.

Metro's MWESB Program partners with minority business chambers of commerce and minority trade associations, and has traditionally conducted outreach in the minority, women and emerging small business communities. Procurement Services staff along with other Metro staff participate in events planned by minority chambers of commerce as well as professional and trade associations. Staff interfaces with these communities via the internet, on the phone and in person.

Opportunities to contract with Metro are shared at events, posted to our partners' websites, shared with the members of minority chambers of commerce, posted in online newsletters and advertised in local newspapers, depending on the size of the contract. Historically, formal contracting opportunities more than \$100,000 have been listed on Metro's website. Beginning January 1, 2014, all Metro contracting opportunities will be posted on the Oregon Procurement Information Network (ORPIN), no matter the dollar amount. This will allow MWESB firms more opportunities to do business with Metro.

The program also provides technical assistance and training to Metro staff. By providing in-person and e-learning training, staff are reminded to maximize the MWESB program to its full potential, and of the program's relevance to Metro's mission.

Program activities that promote the use of MWESB firms include:

- Focused outreach to local MWESB firms through participation in minority chambers of commerce and professional, business and trade associations.
- Communication of Metro's commitment to diversity and to inclusive working relationships with members of our business community.
- Technical assistance to firms by directing them to resources on bidding, bonding, insurance and other business assistance programs.
- Working with Metro staff to structure or "right-size" contracts to encourage the use of MWESB firms.
- Ongoing, updated education via the intranet and in-person to Metro staff regarding the MWESB program.
- Presentations to MWESB firms on Metro's contracting rules and best practice when responding to contracting opportunities.
- Ensuring MWESB plan centers and MWESB business partners receive Metro contracting opportunities.
- Advertisement in minority business publications for formal solicitations more than \$100,000.

Metro policies also establish the following requirements in the purchasing and contracting process to ensure opportunities are provided to MWESB firms.

### **Informal purchasing opportunities**

Metro encourages contacting MWESB firms for projects estimated to cost less than \$5,000. For MERC Visitor Venues, purchases and contracts between \$5,000 and \$100,000 are open to all bidders, but require that at least one MWESB firm within FOTA and two additional MWESB firm are contacted. Similarly, other Metro departments and visitor venues are required to contact one MBE, one WBE and one ESB located anywhere for purchases and contracts between \$5,000 and \$50,000.

## **Sheltered market**

Construction related projects between \$5,000 and \$50,000 are bid competitively amongst State certified MWESB firms. Competitive bidding requirements still apply, but it is within the sheltered market of MWESB firms. The firms eligible to participate in Metro's sheltered market are qualified, experienced, and insured.

## **Formal purchasing opportunities**

Formal requests for bids and proposals more than \$100,000 are currently advertised in the Daily Journal of Commerce and one minority paper and placed on Metro's website. With the implementation of the eSourcing system, formal solicitations will be posted on ORPIN starting in January 2014. Advertisement of Metro business opportunities will continue to be advertised in minority papers and on Metro's website, directing businesses to ORPIN.

## **Good faith effort**

On all construction projects more than \$100,000, Metro requires prime bidders to demonstrate a good faith effort to invite MWESB firms to bid on sub-contracts. The intent is to encourage sub-contracting with local MWESB firms, to help them increase their capacity and compete for work within their area of expertise. As part of the bid submission, prime contractors are required to identify all MWESB firms contacted, all MWESB subcontractors to be used on a project, as well as the dollar amount and percent of total dollars awarded.

We currently do not have a good system for monitoring the good faith efforts of prime contractors bidding on projects. Procurement Services is evaluating the use of a diversity management system that would track and analyze the results of a particular prime contractor's use of MWESB subcontractors.

## **Advertising**

On all formal procurements (more than \$100,000), Metro advertises in at least one minority business publication. These include The Portland Observer, The Skanner, El Hispanico and The Asian Reporter. We simultaneously place public notices in the Portland Daily Journal of Commerce.

Procurement Services also places several additional support announcements in the African American press for the Martin Luther King holiday and Minority Enterprise Development week.

Procurement Services is currently in the process of implementing Oregon Procurement Information Network (ORPIN), the State of Oregon's e-sourcing and e-bidding system, for all Metro solicitations. An outreach advertising campaign to MWESB firms is announcing that starting in November 2013 all Sheltered Market projects will be posted on ORPIN.

In an effort to continue to inform MWESB firms of contracting opportunities Metro will increase the electronic notices to announce Metro projects to partner organizations who distribute regular electronic newsletters. These partner organizations include:

- Oregon Association of Minority Entrepreneurs (OAME).
- The Metropolitan Hispanic Chamber of Commerce (MHCC).
- The African American Chamber of Commerce (AACC).
- The National Association of Minority Contractors (NAMC-Oregon).
- The ARC Plan Center.
- The Asian Pacific American Chamber of Commerce (APACC).
- The Oregon Native American Chamber of Commerce (ONAC).
- National Association of Women in Construction (NAWIC).
- Portland Area Business Association (PABA).
- Beaverton's Collaborative Business Incubator and Executive Development Center (BESThq).
- Minority Contractor Improvement Partnership (MCIP).

## Outreach

In order to increase opportunities for MWESB businesses, the Metro Code identifies outreach as one of the key activities of the program. Metro participates in a number of business groups and events that support the use of MWESB businesses in the region. These include the organizations listed above.

In addition to active membership in the above organizations, the MWESB Program attended and/or sponsored events during FY 2012-13 that include

- Turner Construction's six-week School of Construction.
- Business Diversity Institute's MED Week (minority enterprise development).
- Minority outreach, networking and scholarship events in partnership with the minority business communities local agency purchasing departments, and the State's Office of Minority, Woman, and Emerging Small Business.
- Hoffman Construction and Lease Crutcher Lewis in three construction related outreach events.
- Governor's Road Show in three locations; Clackamas County, Washington County and Salem.

In the past year, outreach was increased to Native American, Asian Pacific American, two women's business associations, Portland's LGBTQ business organization and the Hispanic American Chamber.

To complement the overall marketing of the MWESB program, Procurement Services embarked on branding our procurement efforts. The "Let's Get Down to Business" tag line has been used on newly developed brochures, in advertisements and announcements to business chambers. Procurement Services also purchased sustainable drinking bottles for giveaways at sponsored events.

## Internal Training

MWESB 101 internet-based training module is available through Metro's e-learning portal, but has not been widely viewed. Procurement Services plans to update and improve the training during this fiscal year and advertise widely to Metro staff.

Procurement Services' staff also offered and conducted in-person training to Metro staff, including project managers.

## Status Update Resolution 10-4214 Recommendations

In 2010, a committee made up of Metro senior staff assisted by former Councilor Robert Liberty, was tasked with making recommendations to strengthen the MWESB program. The recommendations are listed followed by their status updates below:

### 1) Include an MWESB goal in all formal agency bids

*Metro should follow the practice employed by other area agencies (Portland Development Commission, City of Portland, TriMet, etc.) and include a numeric goal for MWESB subcontractor participation in all formal bids. Currently the agency requires a documented "good faith effort" of all prime bidders, but does not establish a firm target. We believe that a goal of 15 percent of contract dollars being awarded to MWESB firms is realistic. This approach has recently been used on a lighting project for the Oregon Convention Center, and will also be used on the Veterinary Medical Center project at the Oregon Zoo. This recommendation includes formal bids as well as request for proposals (RFP).*

Procurement Services supports the establishment of a goal in both informal and formal solicitations and is currently reviewing this option. Although Metro does not have an established goal for construction, consultant and supply contracts, the Oregon Zoo Infrastructure and Animal Welfare bond measure language includes an aspirational goal of 15 percent MWESB subcontractor usage, and the Parks and Natural Areas Local Option Levy language includes an aspirational goal of 15 percent. Metro Code 2.04 does not currently include stated numerical goals nor do goals appear in our formal Request for Bids or Request for Proposals.

**2) Increase reporting requirements for prime contractors**

*Our current rules require prime contractors to identify which subcontractors (including MWESBs) they intend to use. Metro should require additional reporting during contract performance to assure that the MWESB subs actually receive the amount of work promised. Reporting could also serve to identify additional opportunities for replacement subcontractors, should the need arise during the course of the project.*

The Oregon Zoo Infrastructure and Animal Welfare Bond Program requires submission of Monthly Utilization Reports (MURs) on bond projects. Procurement Services is currently evaluating the use of diversity management software in order to provide an easier way to submit the reporting requirements for contractors, ability to monitor the use of subcontractors by project managers and tracking the MWESB goals by contract.

**3) Package construction projects to fit within our Sheltered Market program**

*We believe that small construction projects can be planned better so that they fall within our sheltered market program (up to \$50,000). Departments should consider this in their annual contracts planning and even consider pulling out pieces of larger contracts to make them more attractive for small business. Local minority business representatives cite this continually as a key approach to providing opportunity to MWESBs.*

The re-packaging of construction projects is a current practice at Metro although not all large projects are considered by departments. The opportunity exists, especially with the Parks and Natural Areas Local Option Levy having passed, to train project managers to be aware of the potential to package projects so that there are opportunities for MWESB firms.

**4) Include diversity as an evaluation criteria in all agency RFPs**

*Metro has used the criteria of Diversity in Employment and Contracting in its selection of major RFPs for services. Recent examples include the transfer station operation, zoo master planning and food distribution. However, we feel that this should become standard criteria for all agency RFPs, even when a specific service area does not have strong MWESB capacity. It still sends the right message for Metro and promotes diversity in the workplace.*

Currently Diversity in Employment and Contracting is an evaluation criteria in all informal and formal Request for Proposals and accounts for 20 percent of the total points. As part of the Procurement Enhancement Project, the criteria is being rewritten to focus on specific steps to be taken for and applied to each individual Metro project as well as having the proposer's identified plan included in the resulting contract. This will allow Metro to hold contractors responsible for adhering to meeting the identified requirements.

**5) Increase the MWESB training program throughout the agency**

*Training on our MWESB program is currently provided once a year, and this needs to be increased. The committee suggests that MWESB program training be offered at least twice a year and that all program, project and procurement staff throughout the agency be required to attend. As has been done in the past, the Office of Metro Attorney will participate with Procurement Services in hosting these classes.*

This effort is currently underway. An online class available through Metro's Learning Center is required training for those who spend Metro dollars. Procurement Services believes there is good benefit to conducting in-person trainings, where participants can interact with the material. Collaborative cross department meetings have been in place since mid-2012 in which MWESB training and information has been shared and concerns addressed.

**6) Better coordinate MWESB and FOTA programs**

*The MWESB and First Opportunity Target Area (FOTA) programs historically have operated independently. These programs should be coordinated more closely, and bids and RFPs issued by the MERC venues should include appropriate language for both programs. Additionally, the annual reporting to the Metro Council should include utilization data for MWESB and FOTA.*

In FY 2012-13 Procurement Services aligned the FOTA and MWESB programs, bringing Metro and MERC contracting policy more in line with each other. MERC contracting policy changed to include solicitation of one more MWESB, for a total of three MWESBs, which is in line with Metro Code 2.04. The Procurement Enhancement Project is reviewing the Metro Code dollar thresholds that require contacting MWESB firms.

**7) Expand agency outreach to other minority business groups**

*Metro is highly involved with some minority business associations and has had minimal involvement with others. For example, the agency has been active with the Oregon Association of Minority Entrepreneurs (OAME) and the National Association of Minority Contractors of Oregon (NAMCO), but has not given other organizations adequate time and resources. We feel Metro could benefit by becoming more involved in the Asian, Native American and Hispanic business communities. This includes attendance, participation and sponsorship (when practical) of their minority business events, and communication with each group on current contracting opportunities.*

Metro Code 2.04.120 (a) requires outreach to minority, women and emerging small business enterprises. During FY 2012-13 Metro expanded its outreach to Native American, Women in Construction, Asian Pacific American, LBGTQ and African American business organizations to increase its reach in these communities. Procurement Services currently attends monthly meetings, offers event sponsorships, and supports the programming activities of these partnerships.

Procurement Services is currently evaluating the outreach efforts, and is implementing “in-reach” to project managers to get them involved in the outreach efforts. This means in the future, Metro staff including project managers will participate in MWESB Open Houses and attend regular business chambers meetings. In addition, Procurement Services and the Procurement Core Team actively support outreach efforts and several members attend scheduled events.

**8) Provide a forum for agency project managers to network with MWESB's**

*In order to do a better job of reaching out to local MWESBs, Metro should host a minimum of two “meet and greet” events each year. This will provide certified firms the opportunity to network with agency project and program managers, learn more about how Metro does business and become more aware of future contracting opportunities. Metro procurement staff has attended minority business forums consistently (OAME, NAMCO, etc.), but the committee believes that the added presence of project managers at these events would be beneficial.*

Procurement Services agrees with this recommendation and wants to provide forums and events for these interactions to occur. We have recently invited the National Association of Minority Contractors and the Oregon Native American Chamber of Commerce into Metro Regional Center to hold regularly scheduled meetings as part of the in-reach efforts mentioned above. The availability of Metro project managers for MWESB construction contractors and consultants supports building direct relationships with underserved businesses. These relationships will benefit both Metro and MWESB firms in creating an informed partnership in which project managers know firms that have the ability to perform the work and firms have the knowledge about upcoming projects.

Current plans include a Metro sponsored and hosted event in partnership with the National Association of Minority Contractors, large prime contractors and Metro staff scheduled for January 2014. We also plan to host quarterly luncheons with the various minority chambers at Metro Regional Center in which Metro staff from throughout the agency including project managers will be present to interact with MWESB firms.

**9) Actively engage Metro legal counsel in order to maximize MWESB activity**

*In order for Metro to promote the use of MWESB firms, and stay in full compliance with state and local laws, it is imperative that the Office of Metro Attorney (OMA) be involved. It is recommended that OMA collaborate with the legal counsels of other public agencies to determine what MWESB practices are legally permissible and enforceable. This will allow Metro management to determine the most appropriate level of risk for the agency in strengthening the MWESB program.*

This effort is currently underway. The Procurement Manager and the Office of Metro Attorney currently meet weekly to strengthen the MWESB program. The Office of Metro Attorney is actively involved in both the Procurement Enhancement Project and the Procurement Core Team.

**10) Create an electronic notification system for MWESB's**

*The committee believes that an electronic notification system should be developed that provides automated notice to MWESBs on upcoming bids and RFPs. Other area agencies (TriMet, City of Portland, Port of Portland) are currently utilizing such systems with success. Procurement Services should work with Information Services to develop and implement an online registration and notification system.*

Procurement Services has recently implemented the use of the Oregon Procurement Information System (ORPIN). Beginning November 1, Sheltered Market contracting opportunities will be posted on ORPIN, as well as plans to expand this notification system to include informal and formal contracting opportunities. Use of the ORPIN system allows Metro to advertise and “push” opportunities to any firm registered with ORPIN, and specifically to certified MWESBs.

Procurement Services has already seen results from posting sheltered market projects on ORPIN. At a mandatory prebid conference for a zoo project, eight MWESB firms were in attendance that had never done business with Metro. The contract was awarded to one of those MWESB firms.

**11) Include employee compensation in the selection of contractors**

*Metro has used employee wages and benefits as a factor in evaluating responses to select RFPs (i.e. waste transfer stations operation), and the committee feels that this criteria should be included in all RFP solicitations. This method allows for best value selection, in that both cost and non-cost factors are used in determining the top ranked contractor. This provides local employment opportunities that include competitive wages and benefits, and also rewards responsible contractors who have established high labor standards.*

Metro's proposal evaluation criteria for formal solicitations includes employee compensation and benefits. Procurement Services is in the process of standardizing this criteria and include in informal solicitations.



Agenda Item No. 5.0

**PUBLIC ENGAGEMENT REVIEW UPDATE**

Metro Council Work Session  
Tuesday, Dec. 3, 2013  
Metro, Council Chamber

# METRO COUNCIL

## Work Session Worksheet

**PRESENTATION DATE:** December 3, 2012      **TIME:** 3:15 p.m.      **LENGTH:** 40 minutes

**PRESENTATION TITLE:** Public engagement review update

**DEPARTMENT:** Communications

**PRESENTER(S):** Patty Unfred, ext. 1685, [patty.unfred@oregonmetro.gov](mailto:patty.unfred@oregonmetro.gov); Jim Middaugh, ext. 1505, [jim.middaugh@oregonmetro.gov](mailto:jim.middaugh@oregonmetro.gov)

### WORK SESSION PURPOSE & DESIRED OUTCOMES

- **Purpose:** Report back to Metro Council on the 5-part public engagement review process approved by the Council in 2012, which included the appointment of the Public Engagement Review Committee (PERC). Staff will share highlights from the first annual Public Engagement Annual Report, submitted to the PERC, and provide staff priorities for the coming year. Three PERC members will provide feedback and recommendations on Metro's public involvement activities.
- **Outcome:** Staff receives feedback from the Council on public involvement practices and direction on engagement priorities and practices for the coming year.

### TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

In 2012, Metro's Office of Citizen Involvement developed a new public engagement review process designed to ensure that Metro's public involvement is effective, reaches diverse audiences and harnesses emerging best practices. The new process included the establishment of a new standing public committee, the Public Engagement Review Committee (PERC); a semi-annual meeting of professional public involvement peers (Public Engagement Network, PEN); and annual implementation of a public opinion survey, public engagement report, and a community summit. The Metro Council approved the process and appointed 14 members to the PERC in November 2012.

The PERC met four times between January and November 2013 to refine their mission, committee role and ground rules, as well as craft the annual public engagement survey and the new public engagement guide, which will be adopted in November 2013.

The peer group (PEN) met three times between summer 2012 and fall 2013 with 30 to 60 people attending each meeting. The group is addressing shared priority issues such as engaging diverse communities, establishing effective evaluation practices and finding ways to effectively share resources and information.

An Opt In survey on Metro's public engagement practices was conducted in May/June 2013 and results helped inform the creation of Metro's draft public engagement guide. Results from the Opt In survey showed that respondents feel Metro generally does a good job providing opportunities for the public to get involved, but can do better showing how feedback influences project outcomes and decisions. Survey feedback also showed that people generally want to engage with Metro, but a lack of time makes it difficult to get involved. Information from the survey will help staff evaluate public involvement efforts, prioritize resources and better understand how the public prefers to receive information.

## **Examples of key public engagement standards and best practice improvements include:**

### **A. Public Engagement Guide**

Metro staff developed a new Public Engagement Guide, formerly the Public Involvement Policy for Transportation Planning. The document supports Metro's MPO certification by the Federal Transit Administration, the Federal Highway Administration and establishes consistent ways the agency ensures everyone has opportunities to participate in regional planning and decision-making processes. Metro received 1,466 comments during the public comment period and incorporated many of the suggestions into the final draft. Intended as a resource to Metro staff, local government staff and the public, the guide provides:

- An accessible overview of Metro as an agency
- Tools for connecting with Metro to receive information
- An understanding of how Metro decision-making processes typically work and how to engage during decision-making
- Examples of engagement tools and techniques to reach underrepresented populations such as those with limited English proficiency, diverse cultural backgrounds, low-income, disability, seniors and youth

### **B. Title VI and Metro's Limited English Proficiency Plan**

In order to ensure meaningful access to Metro's services by people who have a limited ability to speak English, Metro maintains a Limited English Proficiency (LEP) plan which provides a needs assessment and implementation steps for providing language assistance. Metro staff completed a Factor One demographic analysis of the region's residents and determined that 13 languages meet the federal threshold region-wide and consideration should be given to providing translated information. To learn more about the needs and interests of community members that have a limited ability to speak English, Metro partnered with and provided funding to community organizations that serve LEP populations including Spanish, Russian, Chinese and Vietnamese communities to facilitate language discussion groups.

### **C. Diversity Action Plan**

In 2013, core teams of employees were developed to implement the four key areas of the Diversity Action Plan (DAP). Core Area Team 3 addresses public involvement and committee membership to achieve the goals stated in the DAP. Beginning in spring 2013, the team of 18 staff - representing multiple departments and venues - has met monthly to review and identify priority actions, develop a work plan and identify budget and resource needs.

### **D. Internal coordination**

To better coordinate Metro's engagement with community members and apply consistent practices relating to equity and Environmental Justice, Metro staff facilitates two standing meetings to share information across programs and projects.

- Equity roundtable – an informal bi-monthly meeting of Metro staff engaged in outreach to underserved and disadvantaged community groups to share and coordinate information and engagement activities.
- Title VI and EJ coordination – a bi-monthly meeting of Metro staff to coordinate technical analysis and engagement around Title VI and EJ, focused primarily on planning and policy projects and including the equity strategy program and parks and natural areas projects.

## **Examples of key public engagement activities over the last fiscal year include:**

### **A. Regional Flexible Funding Allocation/Metropolitan Transportation Improvement Program**

Successful public comment period outreach focused on engaging the communities that would be most impacted by the 29 proposed projects including translation of program materials and online comment tool, bilingual advertisements, outreach to community leaders and bilingual faith-based communities, and providing tools for local jurisdictions and partners to help invite members of the public to provide comments.

### **B. Climate Smart Communities Scenarios Project**

The project conducted extensive outreach with community and business leaders, local governments, and Metro's technical and policy advisory committees. An Opt In survey in March 2013 provided public opinion about strategies currently being studied in scenario development.

**C. Southwest Corridor Plan**

The plan area has concentrations of poverty, ethnicity, limited English proficiency and seniors that are higher than the regional average. High concentrations of each and combinations of these populations occur throughout the corridor. The public involvement activities conducted during this reporting period were designed to reach out to these populations and encourage their active participation in the project.

**D. Glendoveer facility improvement and operations contract**

This was the first time Metro formed a citizen review panel to help select an operations contract. Feedback from panel members about participating in the selection process was extremely positive. Comments about the process included appreciation for having an opportunity to shape the future direction of Glendoveer, the diversity of the panel participants, the structure and process, and Metro staff's ability to communicate information in an efficient, clear and detailed manner

**Key 2013-14 engagement activities:**

- Climate Smart Communities Scenarios Project
- Regional Transportation Plan
- Metropolitan Transportation Improvement Plan
- Urban Growth Report
- Southwest Corridor Plan
- Powell-Division Corridor Plan
- Parks and natural areas access projects
- Solid Waste Road Map
- Equity Strategy Program
- Oregon Convention Center FOTA process

**STAFF RECOMMENDATIONS FOR CONSIDERATION**

Our region's population is changing and the nature of communications is evolving as well. Over the past year, Metro public involvement staff has invested in developing standards and best practices that respond to our changing world – and applying those to the ways we communicate with and involve the public. Based on our work over the past year, staff has identified four priority areas for the coming year that we feel are critical to successful public engagement for Metro.

**A. Coordination**

Staff is preparing a detailed road map to document schedules and milestones of each of the Council's priority projects. Staff also is working to create a more strategic approach to managing stakeholder relationships to ensure that stakeholders with interests in multiple projects are better able to understand appropriate connections and desired outcomes.

This coordination work is important because Metro's many programs, projects and policy decisions can be overwhelming to the public, to elected officials and to community organizations that we're seeking to engage. To develop meaningful relationships and engagement opportunities, we must continue to improve our internal coordination to provide a cohesive story and streamlined access to decisions. An example is a series of public comment opportunities (RTP, MTIP, Climate Smart Communities) coming in the spring of 2014. Rather than reaching out to the same stakeholders for three separate public comment opportunities on distinct planning projects, would it be possible to combine them into one and show how they work together to benefit our communities?

**Opportunities** – Better use of stakeholders' time, more meaningful public comment activities, and potential resource savings.

**Challenges** – Requires considerable internal coordination and collaboration, may require shifting project timelines to accommodate shared activities.

## **B. Community engagement contracts**

Successfully engaging and building relationships with underserved communities and segments of the public we typically don't hear from is challenging. Metro is not always initially the best messenger to these communities and we lack capacity and competence to provide the time-intensive face-to-face engagement that is necessary to build trust and relationships with multiple communities across the region. A model that has been piloted at other agencies and at Metro – and is currently being evaluated in the equity strategy project, is to strategically contract with community organizations to assist with engagement planning and implementation. So far Metro has used this approach successfully on a project by project basis, including Opt In and language discussion groups, but due to the coordination need expressed above, staff is working across departments to determine if it makes sense to develop a pilot of an agency-wide approach to community engagement contracts.

**Opportunities** – Build long-term relationships with underserved communities, broaden Metro's outreach to more diverse populations, equitable compensation for engagement assistance by community organizations, a more coordinated and consistent approach to engagement.

**Challenges** – If found feasible, staff will need to look for ways to coordinate existing funds more effectively and/or to recommend to the Chief Operating Officer an agency-wide approach. Individual projects have specific needs. Keeping those needs in mind while also advancing an agency-wide approach will take patience and ongoing commitment.

## **C. Title VI/LEP**

Metro staff has completed several requirements during the past year to ensure compliance with federal civil rights legislation, including submitting a comprehensive Title VI plan, developing and beginning to implement a Limited English Proficiency (LEP) plan, and updating the public involvement plan for transportation. This work is not only a legal requirement but a foundation on which much of our engagement is built. The Public Engagement Guide is the beginning of efforts to ensure that the work to meet Title VI and Environmental Justice requirements also benefits and guides our work across the agency.

**Opportunities** – Analysis work helps staff better understand the location and needs of underserved communities leading to improved engagement tactics and project outcomes, translation of vital documents increases access to community members with limited English proficiency, staff has recently begun collaboration and resource sharing with other government agencies to better understand and meet our respective Title VI and EJ requirements.

**Challenges** – The successful implementation of initial Title VI work is important. It ensures we remain in compliance with federal rules. At the same time, the successful improvements we've implemented have increased expectations among important communities. So has the equity strategy work. To keep pace, Metro will need to continue to make improvements and keep commitments. Staff will need to continue to work across departments to ensure our obligations and commitments are clearly understood and fully implemented.

## **D. Evaluation**

One of the most challenging best practices of public engagement is continuous and effective measurement and evaluation. Metro staff has worked with public involvement peers through the PEN and developed some best practices in the Public Engagement Guide but more work remains. Two areas in particular will be prioritized in the upcoming year – clearer techniques for evaluating the effectiveness of public engagement periodically throughout each project and a method for demonstrating how public comment shaped decision-making processes.

**Opportunities** – Evaluation is key to continuing to improve our practices and build trust with the public that their input matters.

**Challenges** – The nature of public engagement and decision-making makes it extremely difficult to concisely and effectively evaluate its success. There is no one commonly accepted approach to this work. Perhaps more importantly given recent public comment, staff would benefit from Council direction about which kinds of engagement are most successful in informing Councilors’ thinking and decisions.

**QUESTIONS FOR COUNCIL CONSIDERATION**

- Do Councilors have suggestions for staff on types of engagement or ways to present public input that have proven helpful to them as decision-makers?
- Does the Council support staff recommendations for priorities in the coming year? Are there other priorities for the next year that Councilors would like to highlight?

**PACKET MATERIALS**

- Would legislation be required for Council action No
- If yes, is draft legislation attached? Not applicable
- What other materials are you presenting today? Public Engagement Annual Report

---

[www.oregonmetro.gov](http://www.oregonmetro.gov)

# Public engagement annual report

An annual report covering public engagement review and notable public involvement activities.

Submitted: November 1, 2013

Covering July 1, 2012 – June 30, 2013



**Metro** | *Making a great place*

## 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 sustainable transportation and living choices for people and businesses in the region. Voters have asked Metro to help with the challenges and opportunities that 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.

Stay in touch with news, stories and things to do.

[www.oregonmetro.gov/connect](http://www.oregonmetro.gov/connect)

### **Metro Council President**

Tom Hughes

### **Metro Councilors**

Shirley Craddick, District 1

Carlotta Collette, District 2

Craig Dirksen, District 3

Kathryn Harrington, District 4

Sam Chase, District 5

Bob Stacey, District 6

### **Auditor**

Suzanne Flynn

## **Metro office of citizen involvement**

Metro believes that effective citizen involvement is essential to good government. Elected officials, staff and residents all play important roles in governing the region. Cooperation among the Metro government, local governments and residents result in the best policy decisions. Therefore, Metro commits to promote and sustain a responsive public involvement environment.

## **Metro respects civil rights**

Metro hereby gives public notice that it is the policy of the Metro Council to assure full compliance with Title VI of the Civil Rights Act of 1964, the Civil Rights Restoration Act of 1987, Executive Order 12898 on Environmental Justice and related statutes and regulations in all programs and activities. Title VI requires that no person in the United States of America shall, on the grounds of race, color or national origin, be excluded from the participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which Metro receives federal financial assistance. Any person who believes they have been aggrieved by an unlawful discriminatory practice under Title VI has a right to file a formal complaint with Metro. Any such complaint must be in writing and filed with Metro's Title VI Coordinator within one hundred eighty (180) days following the date of the alleged discriminatory occurrence. For more information, or to obtain a Title VI Discrimination Complaint Form, see the web site at [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights) or call (503) 797-1536.

## TABLE OF CONTENTS

### Office of Citizen Involvement

Public Engagement Review Committee

Public Engagement Network (Peer group)

Annual public engagement survey

Annual community summit

Title VI and Metro's Limited English Proficiency Plan

### **Public outreach activities report**

1. [Regional Flexible Funding Allocation and the Metropolitan Transportation Improvement Program](#)
2. [Climate Smart Communities Scenarios Project](#)
3. [Opt In](#)
4. [Southwest Corridor Plan](#)
5. [Glendoveer facility improvement and operations contract](#)
6. [Diversity Action Plan](#)

### **2013-14 engagement plans**

1. [Public Engagement Guide](#)
2. [Regional Transportation Plan](#)
3. [Metropolitan Transportation Improvement Plan](#)
4. [Climate Smart Communities Scenarios Project](#)
5. [Urban Growth Report](#)
6. [Southwest Corridor Plan](#)
7. [Powell-Division Corridor Plan](#)
8. [Parks and Natural Areas Levy](#)
9. [Solid Waste Road Map](#)
10. [Equity Strategy Program](#)
11. [Diversity Action Plan](#)

## OFFICE OF CITIZEN INVOLVEMENT

In 2012, Metro's Office of Citizen Involvement developed a new public engagement review process designed to ensure that Metro's public involvement is effective, reaches diverse audiences and harnesses emerging best practices. The new process includes a semi-annual meeting of professional public involvement peers, an annual community summit, annual survey and report, and the establishment of a new standing public committee, the Public Engagement Review Committee (PERC). The Metro Council approved the process and appointed 14 members to the PERC in November 2012.

The process was in development since 2010 and Metro engaged community stakeholders, including local government public involvement staff, former Metro Committee for Citizen Involvement members, and the International Association of Public Participation Cascade Chapter, to create a multi-track public engagement review process. This report constitutes the first annual public engagement report issued following adoption of the new review process.

### Public Engagement Review Committee

PERC meets at least twice a year and serves as a key component of Metro's efforts to develop successful public engagement processes. The committee includes at least three at-large community members, at least three staff or board members from local community organizations and a public involvement staff member from Clackamas, Multnomah and Washington counties. The current PERC is made up of 7 community representatives, 3 community organization representatives, and 3 county representatives.

Criteria for membership selection include:

- Community service: demonstrated commitment to community involvement
- Experience: demonstrated skills, knowledge or experience valuable to support Metro's public engagement principles
- Diversity: collectively representative of the geographic and demographic diversity of the region.

Member recruitment occurs annually for one-third of the community member and community organization positions in order to ensure continuity on the committee. Local government representatives are reappointed as desired by the sponsoring county.

The PERC met three times between January and June 2013 to refine their mission, committee role and ground rules, as well as craft the annual public engagement survey and the new public engagement guide, which will be adopted in November 2013.

### Public Engagement Network (Peer group)

The Public Engagement Network (PEN) group convenes public engagement staff and professionals from throughout the region to pool professional knowledge by sharing best practices, emerging tools

and case studies. The group met three times between summer 2012 and fall 2013 with 30 to 60 people attending each meeting. The group is addressing shared priority issues such as engaging diverse communities, establishing effective evaluation practices and finding ways to effectively share resources and information.

In August 2012, nearly 60 participants attended the first peer group meeting to share ideas for how to work together to foster collaboration, learn about best practices and new tools, and network with other public engagement professionals. This first meeting identified the goals of the peer group to be networking, support, sharing of best practices and new ideas, and developing shared standards and resources. Small groups recognized four challenging priority areas for further exploration by this group: 1) learning and collaboration, 2) diversity, equity and access, 3) evaluation tools and techniques and 4) developing common resources.

The winter meeting was held in February 2013 with approximately 45 participants and focused on the four areas of interest identified in the previous meeting for small group discussion of ideas and challenges. The small group on learning and collaboration discussed options for electronic platforms including blogs, e-libraries, contact lists and event calendars as tools to promote more dialogue. Diversity, equity and access group dialogue focused on how to build and maintain capacity, sharing resources and ongoing/non-project based relationship building. The developing common resources conversation explored options for expanding use of existing tools like Metro's Opt In panel and 3CMA. The small group considering evaluation tools and techniques focused on refining the why evaluate question in order to proceed with how to evaluate. The peer group identified evaluation tools and techniques and developing common resources for action points at the next scheduled meeting in September 2013.

### **Annual public engagement survey**

An annual Opt In online panel public survey provides further opportunity to evaluate Metro's public involvement efforts. An Opt In survey on Metro's public engagement practices was conducted in May/June 2013 and results helped inform the creation of Metro's draft public engagement guide.

Results from the Opt In survey showed that respondents feel Metro generally does a good job providing opportunities for the public to get involved, but can do better showing how feedback influences project outcomes and decisions.

Survey feedback also showed that people generally want to engage with Metro, but a lack of time makes it difficult to get involved. Information from the survey will help staff evaluate public involvement efforts, prioritize resources and better understand how the public prefers to receive information.

### **Annual community summit**

The community summit is a public event that will bring together stakeholders representing the diverse perspectives of the region to provide input on Metro's public engagement practices, share local community information and advise on priorities and engagement strategies for upcoming policy initiatives. Since this is the first year for the PERC, Metro will not be holding a region-wide community

summit this year but instead is focusing on holding a Title VI training workshop for local government partners and community partners in November 2013.

With TriMet, ODOT, City of Portland and the Oregon Transportation Research and Education Consortium (OTREC), Metro will co-host this Title VI training in November 2013 for Metro staff, staff from cities, counties and other agencies and community organizations on Title VI, Limited English Proficiency and Environmental Justice. The purpose of the training will be to raise overall awareness, set common expectations and share resources around federal requirements to enable regional and local implementation to provide residents with the most meaningful public involvement experiences. A follow-up event to provide more time for discussion and practical application is anticipated in spring 2014.

### Title VI and Metro’s Limited English Proficiency Plan

Title VI of the Civil Rights Act of 1964 and Executive Order 13166: “Improving Access to Services for Persons with Limited English Proficiency (LEP),” requires Metro to reduce language barriers that may impede access to engagement activities by people who may not be proficient in English as well as ensuring low-income communities and communities of color are engaged. In order to ensure meaningful access to Metro’s services by people who have a limited ability to speak English, Metro maintains a Limited English Proficiency plan, which provides a needs assessment and implementation steps for providing language assistance.

To learn more about the needs and interests of community members that have a limited ability to speak English, Metro partnered with and provided funding to community organizations that serve limited English proficiency (LEP) populations including Spanish, Russian, Chinese and Vietnamese communities to organize, recruit, facilitate and capture comments at language discussion groups.

**Table 1: Community organizations awarded funds for language discussion groups**

Community organization	Population served	Discussion group language
<b>Adelante Mujeres</b>	Low-income Latina women and their families, primarily in Washington County	Spanish
<b>Asian Health and Services Center</b>	Cantonese, Mandarin and Vietnamese clients with a focus on being the bridge between Asian and American culture, building a harmonious community, reducing health inequity and improving healthcare quality for all Asians.	Chinese (Mandarin and Cantonese)
<b>Immigrant Refugee Community Organization (IRCO)</b>	Large variety of immigrants, refugees and the community at large	Russian
<b>Asian Pacific American Network of Oregon (APANO)</b>	Asian and Pacific Islander population	Vietnamese
<b>Latino Network</b>	Latino population, primarily in Multnomah County	Spanish
<b>Los Niños Cuentan</b>	Latino population, primarily in Clackamas County	Spanish

Each language discussion group had varying levels of awareness of or interest in Metro’s programs or services, yet Metro staff identified several common themes across all language discussion groups. In

order to better engage communities that have a limited ability to speak English, consider the following:

- Build relationships and trust with communities that have a limited ability to speak English through partnerships with community-based organizations
- Speak the language or find a trusted community leader to speak on your behalf
- Translate materials – but use limited text and culturally specific images to help convey the message.

Additional information on Metro's LEP Plan and Title VI requirements is available on Metro's website at [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights).

## PUBLIC OUTREACH ACTIVITIES

The outreach efforts listed below are a sampling of Metro's engagement activities from fiscal year 2013. There were many other projects with public activities throughout the year including:

- Parks and natural areas levy referral
- Nature in Neighborhoods and North Portland Enhancement grant programs
- Willamette Falls Legacy Project in partnership with Oregon City
- Westside Trail
- Metro website improvement project

### **1. Regional Flexible Funding Allocation and the Metropolitan Transportation Improvement Program (MTIP)**

*Regional Flexible Funding Allocation for 2016-18 was initiated in May 2013; JPACT and Metro Council are scheduled to approve fund allocation in Fall 2013; 2015-18 Metropolitan Transportation Improvement Program (MTIP) scheduled for approval September 2014.*

Every two years, the Joint Policy Advisory Committee on Transportation (JPACT) and the Metro Council decide how best to spend money from three federal funds: Congestion Mitigation Air Quality, Transportation Alternatives Program, and the Surface Transportation Program. The regional flexible fund allocation process identifies which projects in the 2035 Regional Transportation Plan (2035 RTP) will receive funding. The flexible funding process is Metro's component of the Metropolitan Transportation Improvement Program (MTIP), the transportation capital program for the region.

For the 2016-18 funding cycle, Metro asked local governments to nominate projects which met the criteria of different competitive categories: 1) active transportation and 2) green economy and freight. Regional economic opportunity fund projects were previously nominated by JPACT. Funding levels for region-wide transportation programs (Travel Options, system management, etc.) were also previously set by JPACT.

Metro publicized projects submitted (29 projects along with five region-wide programs) for a 30-day public comment period between May 8 and June 7, 2013. In the competitive funding categories, the purpose of this comment period was to ask the public which projects should be prioritized for funding. The public was also asked how all of the proposed projects and programs (competitive or non-competitive nominations) could be improved to meet community needs. Metro also held a joint Metro Council/JPACT public hearing on May 30 to collect oral comments.

The public comment outreach effort focused on notifying the communities that would be most impacted by the 29 proposed projects, with additional broader notification to the region as a whole. Metro sought to include all project area residents in the comment process, including those with limited-English proficiency (LEP). Metro used 2006-2010 ACS Census data to determine the languages spoken by at least five percent of the population or 1,000 persons within a one-half mile radius of each

of the 29 proposed projects. Analysis showed that Spanish, Russian, Chinese and Vietnamese were spoken in the vicinity of several projects. Metro also looked at school district data and found that LEP speakers of these same languages lived in the vicinity of some projects.

Based on this data, Metro translated program, program background, introductory materials, and short project descriptions for the online comment tool into the four identified languages. In areas with higher percentages of non-English speakers, Metro translated longer, more detailed project descriptions into the appropriate language(s). Members of the public were encouraged to provide comments in any language via the online tool, email or a phone call (assisted by a phone translation service). Metro also created fact sheets in the four identified languages for distribution to faith-based and non-profit organizations that work with non-native English speaking communities in project areas. In addition, Metro created bilingual advertisements to notify the public about the comment period in local newspapers in the project areas that had greater concentrations of non-English speakers. Although Metro received positive feedback about providing information in multiple languages, no comments were received in a language other than English. Staff evaluations point to the need to continue developing relationships with community organizations who can encourage participation by LEP populations.

Metro's efforts to publicize the comment period and ways to comment included:

**Email blasts:** Metro announced the opening of the comment period to its interested persons and organizations list, which included approximately 1,400 people, as well as to its local partners and coordinating committees. Local partners were encouraged to forward the email to their constituents and contacts. A second, third and fourth email reminded recipients about the comment period and announced the public hearing date.

**Email to Councilors and Metro Chief Operating Officer:** Metro announced the opening of the comment period and the public hearing date, and encouraged Councilors to forward the email to constituents and community contacts and include notice in their e-newsletters.

**Newsfeeds:** Metro encouraged public comments through several newsfeed stories, sent to media and interested parties and prominently placed on the Metro homepage. The newsfeed currently has 600 subscribers.

**Multiple-language newspaper advertising:** Advertising was placed in thirteen project area newspapers, encouraging readers to provide comments and attend the public hearing. Many of the ads were published in multiple languages, including Spanish, Vietnamese, Chinese, and Russian, based on the languages spoken in the area of newspaper distribution.

**Outreach to community leaders:** Metro sent personalized emails to sixty Equity/Environmental Justice leaders in the Metro area. The emails encouraged recipients to forward the information to their contacts.

**Providing tools for local jurisdictions and partners:** Metro provided documents and tools to local jurisdictions and partners to help them invite members of the public to provide comments. This

included an email template for email blasts, as well as translated materials for use in their own public meetings and hearings, translated fact sheets, sign in sheets and comment forms.

**Outreach to bilingual faith-based communities:** Metro distributed Spanish, Vietnamese, Chinese, and Russian language fact sheets to fourteen churches in the vicinity of Regional Flexible Funds projects. These churches were located primarily in the Hillsboro, Aloha, Beaverton, Gresham, and Southeast Portland areas.

**Media outreach:** Metro sent a news release to media contacts announcing the public comment period and public hearing date. News releases were customized for local community media by highlighting local proposed projects. Media coverage about the process included an article in The Oregonian on May 22, available here:

[http://www.oregonlive.com/commuting/index.ssf/2013/05/metro\\_asks\\_public\\_to\\_help\\_spen.html](http://www.oregonlive.com/commuting/index.ssf/2013/05/metro_asks_public_to_help_spen.html)

**How public input was used:**

Comments collected were shared with the project applicant jurisdictions for review, response and project modification if appropriate. Following the applicant review of comments, county coordinating committees and the Portland City Council conducted their own public involvement process and prioritized among competing projects to nominate a “100 percent” list of projects to JPACT and the Metro Council for approval in fall 2013.

Table 2. Regional Flexible Fund comment period, commenters by race. Website commenters only.

Number	Race	% of total
590	Caucasian	67%
50	Other	6%
24	Hispanic/Latino	3%
9	Black/African-American	1%
7	Asian	1%
3	American Indian/Alaska Native/Caucasian	0.36%
2	American Indian/Alaska Native	0.26%
2	Native Hawaiian/Pacific Islander	0.26%
1	Caucasian, Hispanic/Latino	0.12%
183	No response	21%
871	Total	100%

**2. Climate Smart Communities Scenarios Project**

*Initiated Fall 2010; expected completion December 2014.*

The 2009 Oregon Legislature passed House Bill 2001, the Jobs and Transportation Act. The law includes a requirement for the Metro MPO to work with the Oregon Department of Transportation (ODOT), the Department of Land Conservation and Development (DLCD), and local governments to analyze land use and transportation scenarios that are designed to accommodate planned population and job growth for the year 2035 and reduce GHG emissions from cars and light trucks. The law also

requires Metro to adopt a preferred scenario after public review and consultation with local governments, and calls for local governments in the Portland metropolitan region to implement the adopted scenario. In response, Metro launched the Climate Smart Communities Scenarios Project, a multi-year process to design the best set of policies to reduce carbon emissions from transportation while helping achieve our goals of building livable, prosperous and equitable communities.

During the reporting period, the project conducted extensive outreach with community and business leaders, local governments, and Metro's technical and policy advisory committees. A set of outreach materials was developed during this period for use in a toolkit for Metro Councilor and staff presentations. The elements of the toolkit include:

- A program brochure providing an overview of the three investment-based scenarios and accompanying policy questions
- A timeline for engagement with cities, counties, and communities
- Eight case studies that spotlight what communities are already doing through the implementation of their local plans to reduce greenhouse gas emissions
- A five-minute overview video about the scenarios project featuring interviews with community and business leaders on how reducing greenhouse gas emissions might look from a public health, environmental, business and social justice perspective

These materials represent a shift from the more technical nature of the material produced previously to outreach materials more suitable for a broader audience.

Outreach activities between July 1, 2012 and June 30, 2013 included:

**A. Engaged local governments and other stakeholders to share project information and early findings, July 2012 through June 2013**

Metro Councilors and staff continued to share the Phase 1 findings and other project information through briefings to city councils, county boards, county-level coordinating committees, state commissions, Metro advisory committees, regional and state conferences, and other meetings. Staff also convened a local government staff technical working group. The work group provided technical advice to Metro staff, and assistance with engaging local government officials and senior staff.

**B. Maintained project web site, July 2012 through June 2013**

A project website was maintained providing access to reports, factsheets and other project materials.

**C. Convened business and community leader workshops and focus groups, July 2012 through June 2013**

Metro staff conducted three workshops with environmental justice/social equity, public health, and environmental community leaders and six focus groups with business owners, freight shippers and operators, homebuilders and developers, engaging more than 100 community and

business leaders to identify evaluation criteria and priority outcomes to measure in the scenario analysis phase. A key objective of the outreach was to continue to build relationships and create new partnerships with community-based organizations and business associations in the region. Dr. Manuel Pastor, nationally recognized expert on economic and social equity, gave a public presentation on measuring and promoting regional equity, drawing on his experience in various equity indicator projects, and was the keynote presenter at the equity/EJ workshop. Staff followed up individually with eight equity/EJ workshop participants to get additional input from the perspective of communities of color and low income communities.

**D. Conducted Opt In public opinion survey, March 2013**

The online survey invited more than 19,000 community members to participate; a total of 2,835 members participated. The survey gauged public awareness of and support for GHG reduction goals, land use and transportation strategies being considered to reduce emissions, and willingness to take personal action. Results were shared with advisory committees and informed the strategies being tested in the summer of 2013.

**E. Standing advisory committee briefings, September 2012 through June 2013**

Land use and transportation policymakers and technical staff were briefed in their standing committees (JPACT and MPAC, TPAC and MTAC, respectively). The overview video and community case studies were used in these presentations, with updates on the development of evaluation criteria based on stakeholder feedback, and current, ongoing analysis information and results as they became available.

### **3. Opt In**

#### *Ongoing*

In 2011, Metro initiated an online public engagement tool called Opt In ([www.optinpanel.org](http://www.optinpanel.org)) to reach a broader audience and get input about Metro programs and policies. Participants are asked to provide basic demographic information and invited to take one or two online surveys each month.

The panel has grown to 20,954 members as of July 2013 providing an opportunity for broad, ongoing engagement with a large number of community members. To boost participation numbers from underrepresented demographic groups – including racial minorities, youth and some geographic areas, Metro contracted with community-based organizations and consultants in 2011 and 2012. Community organizations conducted extensive outreach to their members. Although overall demographic percentages remain roughly the same, the numbers have continued to grow along with the panel and Metro has developed continued relationships with the organizations serving communities of color.

The figures in Table 4 show race and ethnic origins of Opt In participants, as disclosed by the participants, as of August 1, 2013.

Table 3. Opt In participants' race and ethnicity (August 2013)

	Population	Percent of population
Hispanic/Latino	635	3%
Black/African American	254	1%
American Indian/Native American	471	2%
Asian or Pacific Islander	708	3%
White/Caucasian	18,205	87%
Decline to answer	1,134	5%
Other	634	3%
Total	20,954	100%

In 2012 and 2013, Metro has focused on building partnerships with other agencies and local governments to continue to grow a diverse Opt In panel. Metro worked with local jurisdictions (Clackamas County, Washington County, City of Portland and Portland Development Commission), agencies (TriMet), media (Community Newspapers) and community organizations (Neighborhood Partnerships) to reach their constituents and networks through an Opt In survey and to continue to increase the diversity of participation.

In addition, Metro partnered with Community Newspapers to promote and advertise Opt In through a series of stories and editorials in local newspapers. Metro also engaged with Community Newspapers to promote a survey and series of stories on the Climate Smart Communities project specifically.

Metro and local partners conducted eleven surveys over the past year:

#### Metro surveys

- Aug. 24 - Sept. 2, 2012: Metro, Oregon Zoo
- Sept. 13 – Nov. 19, 2012: Metro, natural areas  
Results were used to frame and develop a successful funding proposal to voters in May 2013.
- Sept. 19 – Oct. 15, 2012: Metro, North Portland enhancement grants  
Results provided important additional information to the North Portland Enhancement Committee regarding community preferences to addressing declining fund balances. Also, the results suggested to the committee that it could likely gain additional support by modifying some aspects of its recommendation by addressing concerns identified by people who disagreed with, or at least did not prefer, the way the committee wished to deal with the declining fund balances.
- Feb. 21 – Mar. 6, 2013: Metro, website improvement project  
Responses informed the website improvement project discovery process by clarifying audience needs and preferences.
- Mar. 26 – Apr. 8, 2013: Metro, Climate Smart Communities Scenarios

Results showing what is important to the public helped staff develop criteria for how scenarios will be analyzed.

- May 28 – June 10, 2013: Metro, public engagement  
Comments will aide staff in evaluating how Metro engages the public and where resources will be focused. Results showed that the public would like a more clear explanation of how their input will be used. The public wants to engage with Metro, but finds it difficult to find the time. As future outreach plans are developed, staff will look for ways to make understanding the project and providing feedback easier and efficient.

#### Partner surveys

- July 26-30, 2012: Community Newspapers, neighborhood issues
- Nov. 16 – Dec. 13, 2012: City of Portland, housing
- Feb. 21 – Mar. 9, 2013: Neighborhood Partnerships, Oregon story
- Mar. –Apr. 2013: TriMet, rider perceptions and priorities for service
- Apr. 17 – May 20, 2013: Portland Development Commission, economic development

#### 4. Southwest Corridor Plan

*The plan was initiated Sept. 28, 2011. From September 2011 through February 2012, project partners focused on identifying the policy framework, existing conditions, opportunities, challenges, goals, objectives and evaluation framework. From February through August 2012, project partners developed the wide range of potential projects and the screening process for that wide range. From August to December 2012, project partners worked on setting the framework for a shared investment strategy and prioritizing potential projects. From January to July 2013, project partners obtained public input to inform the decision by the Southwest Corridor Plan Steering Committee regarding the land use and transportation projects to continue studying in the next phase.*

In the MPO's long range transportation plan (2035 RTP), priority was given to the Southwest Corridor as the next corridor the region would study for a high capacity transit solution to address traffic congestion and demand for more public transit service. The plan focuses on the corridor connecting Sherwood and Portland, Oregon. The plan integrates local land use plans to identify actions and investments that support livable communities; a transportation plan to examine potential roadway, bike and pedestrian improvements as well as a transit alternatives analysis; and strategies for improving the built environment such as economic development, housing choices, parks, natural areas, trails and health.

The plan area has concentrations of poverty, ethnicity, limited English proficiency and seniors that are higher than the regional average. High concentrations of each and combinations of these populations occur throughout the corridor. The public involvement activities conducted during this reporting period were designed to reach out to these populations and encourage their active participation in the project.

During this reporting period, Metro and project partners finalized the existing conditions report, an executive summary and technical reports that outlined the unique characteristics of the plan area, and identified challenges and opportunities in economic development, housing choices, natural areas, trails, and health. From June 22 through July 31, 2012, project partners hosted an online, virtual open

house. Participants viewed video feeds that explained the purpose and process of the overall plan. Participants were then directed to a related questionnaire to obtain their input on how to narrow the list of projects and move forward those that reflected the values of the study area communities. The questionnaire received 543 responses.

From November 14, 2012 to January 1, 2013, project partners hosted the online interactive Shape Southwest game and associated questionnaire. A paper version of the questionnaire was distributed in English, Spanish and Vietnamese to libraries and organizations serving environmental justice communities to engage residents without computer access. Community planning forums were convened on October 9 and December 3, 2012. Staff also hosted booths at community events, and briefed community groups, specifically to engage the environmental justice communities. Public engagement at this stage of the project focused on discussions of the benefits and tradeoffs of different types of investments, beginning with the premise that the region cannot afford everything. During the public comment period, 2,098 people visited the project website, 695 electronic submissions to Shape Southwest were made, 471 electronic questionnaires were submitted, and 20 paper-version questionnaires were received, including two Spanish-language questionnaires and no Vietnamese-language questionnaires.

Between January 2 and June 30, 2013 project staff provided briefings to community groups and municipal committees and sponsored events to gather feedback to inform decision-making. Events included an open house with neighborhood associations in Portland, a town hall meeting and an economic summit for the whole corridor (held in Tigard), and two community planning forums (one in Tualatin and the other in Tigard). In addition to the input gathered at these events, two online questionnaires were available (May 23 – June 27) for the public to provide input and make comments: one questionnaire focused on the high capacity transit alternatives and project outcomes and the other on the staff recommendations to the Steering Committee about the shared investment strategy for transit, roadway and active transportation projects, parks and nature projects, and development strategies. A total of 2,669 responses to the two questionnaires were received.

During this stage of the project, staff conducted a number of specific activities designed to engage and obtain input from environmental justice communities:

- Staff contacted 16 local community-based organizations serving environmental justice communities in the project study area to brief them about the project and ask questions similar to those in the online questionnaires
- Staff met in person with representatives from six (6) community-based organizations while five (5) other organizations provided input via email or telephone

The input received from the community-based organizations serving environmental justice populations mirrored, for the most part, the input collected in the two online questionnaires. In both, respondents expressed strong support for high capacity transit and other proposed land use projects in the study area. The most salient differences between these organizations' and the online respondents to the questionnaire's input were:

- Organizations serving environmental justice populations preferred bus rapid transit over light rail
- For these organizations, the most important project outcomes were: equity, healthy communities, prosperity and access and mobility, as opposed to the most important outcomes identified in the responses to the questionnaires (that came primarily from white people): better transit, access and mobility and feasibility

The environmental justice outreach activities for this project phase were summarized in Appendix E of the July 2013 Public involvement report, which is available at:

<http://www.oregonmetro.gov/index.cfm/go/by.web/id=38352>

### **How was public input considered and how did it shape the Southwest Corridor Plan?**

The input received from the public through the above-mentioned activities was considered by the Southwest Corridor Plan staff and decision-makers. The Plan’s steering committee members were briefed on the results of the different public involvement activities and events, and received copies of the public involvement reports written by Metro staff in advance of their decision-points.

Plan staff considered public input and used it in the following ways:

- Comments on the local transit service during the scoping phase, Shape Southwest and the Shared Investment Strategy recommendation informed TriMet’s work on the Southwest Service Enhancement Plan (and contributed to making the service enhancement plan a priority in the recommendation).
- Comments on local projects (and public engagement with local partners) helped create the list of projects to be analyzed and prioritized as part of the active transportation and roadway lists.
- Comments during the scoping and Shape Southwest emphasized the need to seek parks, trails and natural areas investment opportunities in the corridor, which was reflected in the Shared Investment Strategy recommendation.
- Comments on the draft alignment options helped create new design options to be studied in the refinement phase. Also, comments have already helped identify some that appear less feasible to move forward into a Draft Environmental Impact Statement.
- Feedback on the “level” of bus rapid transit led the steering committee to recommend 50 percent or more exclusive right of way for this mode.
- Feedback on what should be studied further for connecting high capacity transit led the steering committee to recommend studying high capacity transit from Portland to Tualatin, via Tigard in the refinement phase.

Public input will continue to be considered and to help shape the Southwest Corridor Plan’s future decisions in the refinement phase and into the National Environmental Policy Act process.

### **5. Glendoveer facility improvement and operations contract**

The Glendoveer golf course and tennis facility provides amenities for golfers and nature lovers alike with two 18-hole courses, a pro shop, covered tennis courts, a restaurant and a two-mile public trail, all surrounded by hundreds of majestic fir trees. Every week more than 5,000 people from the surrounding neighborhood, East County and throughout the region use Glendoveer.

The Glendoveer facility improvement and operations contract project evaluated conditions at the property and conducted an extensive public engagement process to make recommendations for improvements in conjunction with a competitive bidding process for a new operations contract.

Outreach activities included:

- A town hall style public meeting to share information and answer questions about the project
- The creation of a stakeholder contact list with more than 16,000 addresses and 300 emails
- An Opt In survey to assess opinions about priorities for maintenance and improvements, and for community input on selecting a contractor to manage Glendoveer operations
- Informational kiosks at the facility with project updates and contact information
- A project website with updates and information about how to get involved
- A citizen review panel to review request for proposals for the new operations contract

The following goals helped guide public involvement activities:

- Build on earlier outreach activities
- Conduct an open and transparent process
- Choose activities and tools that will add value to the project and genuinely engage the community
- Keep the public informed with accurate, up-to-date information
- Build trust and a long-term relationship with the community
- Maintain a level of flexibility with the process
- Manage misinformation

### **Glendoveer Citizen Review Panel**

Between July 25 and September 30, 2012, a citizen review committee consisting of neighbors, tennis players, golfers and fitness trail users was formed to evaluate proposals to manage the golf course, tennis center, driving range and pro shop at Glendoveer, and recommend firms to move forward to the interview process.

Key panel activities included:

- Reviewing proposed selection criteria and request for proposal responses in advance of committee meetings
- Participating in three facilitated committee meetings – two to discuss process; one to score proposers based on Metro’s selection criteria

- Providing feedback to Metro staff about the proposals, interview questions, etc.

This was the first time Metro had formed a citizen review panel to help select an operations contract. Several panel members attended the interviews with the selected firms and provided feedback to staff.

Feedback from panel members about participating in the selection process was extremely positive. Comments about the process included appreciation for having an opportunity to shape the future direction of Glendoveer, the diversity of the panel participants, the structure and process, and Metro staff's ability to communicate information in an efficient, clear and detailed manner. All members agreed that they would be interested in participating on a panel for Metro again.

The panel will continue to serve as a resource to the new operator and Metro. The project culminated in the selection of Course Co. Inc as the new operator of the Glendoveer golf course and tennis center. Significant public engagement with the community and facility users was critical to making this decision and the development of a facility improvement plan.

### **How community input impacted the project's outcome:**

Public engagement with the community and facility users was critical to the selection of the new operations contract and the development of the facility improvement plan.

Input from the Opt In survey and community meetings helped staff prioritize and implement facility improvements. Feedback revealed that the tennis center was in immediate need of maintenance including the repair of a leaking roof. This was among the first improvements that came out of the facility plan. Feedback also indicated the need for a new golf cart barn, new restrooms in the club house and general updates to the exterior and interior public spaces. The club house received new carpet and paint, the Ringside Steakhouse Restaurant received new exterior paint and staff worked with a design firm to develop a new color pallet for the overall facility using Metro's recycled paint. A request for proposal for construction of the cart barn is currently underway. New restrooms are on the horizon.

Input from the Citizen Review Panel helped Metro select firms to be interviewed for the new operations contract. Some panel members also sat in on the interviews and provided feedback. The decision to award the contract was ultimately Metro's but public input played a major role in the final selection.

## **6. Diversity Action Plan**

*The Metro Council formally adopted Metro's Diversity Action Plan in November 2012. The plan identifies goals, strategies and actions to increase diversity and cultural competence at Metro in four key areas: internal awareness and diversity sensitivity, employee recruitment and retention, committee membership and public involvement and procurement.*

*The path to the final adoption of the plan included a survey in 2010 of Metro employees to collect feedback on issues of diversity, a series of diversity town halls held in the spring of 2011 for employees, a rigorous review process of the draft plan with 25 different employee groups within Metro, and review of*

*the plan by diverse community leaders. The draft plan was adapted to reflect the input from employees and community members.*

In 2013, core teams of employees were developed to implement the four key areas of the Diversity Action Plan (DAP). Core Area Team 3, led by Communications manager Patty Unfred, addresses public involvement and committee membership to achieve the goals stated in the DAP:

*Goals for public involvement and citizen advisory committee membership seek to have Metro outreach and committees, at a minimum, serve and represent the diversity of the region's population. Many of these actions should be part of a continuous and conscious effort to acknowledge that one committee member cannot represent an entire group and to ensure various groups are continually engaged. To meet these goals, Communications staff will conduct research to assess gaps in community interactions; engage the Metro Council members to actively conduct outreach to historically underserved communities; establish protocols to improve diverse representation on Metro committees; and put tools in place to track and coordinate growing relationships with diverse communities as well as better communicate with those communities.*

Beginning in spring 2013, the team of 18 staff - representing multiple departments and venues - has met monthly to review and identify priority actions, develop a work plan and identify budget and resource needs.

## 2013-14 ENGAGEMENT PLANS

Following is a sampling of current and planned engagement opportunities throughout the region from July 2013 through June 2014.

### 1. Public Engagement Guide

In fall 2013, Metro will update the Public Engagement Guide, formerly the Public Involvement Policy for Transportation Planning. The document will support Metro's MPO certification by the Federal Transit Administration and the Federal Highway Administration and establishes consistent ways the agency ensures everyone has opportunities to participate in the regional planning and decision-making processes. It is intended to provide:

- An accessible overview of Metro as an agency
- Tools for connecting with Metro to receive information
- An understanding of how Metro decision-making processes typically work and how to engage during decision-making
- Examples of engagement tools and techniques to reach underrepresented populations such as those with limited English proficiency, diverse cultural backgrounds, low-income, disability, seniors and youth

Metro is working with the Metro Public Engagement Review Committee (PERC), the Transportation Policy Alternatives Committee (TPAC), Metro Technical Advisory Committee (MTAC ) and the Joint Policy Advisory Committee on Transportation (JPACT) to create a revised public participation plan, now referred to as Metro's *Public Engagement Guide*, to set forth the processes for implementing Metro's public involvement program, to comply with federal public engagement requirements and to establish guidelines for inclusive public engagement for the agency.

To view the guide, visit [www.oregonmetro.gov/engagementguide](http://www.oregonmetro.gov/engagementguide)

A public comment period was held between August 12 and September 30, 2013 with the primary goal of engaging a diverse and representative group of stakeholders from across the region and gathering substantive public comment and feedback to help shape, inform and improve Metro's engagement policies. Metro received 1,466 comments through the Public Engagement Guide public comment process. The vast majority of these public comments were received through an online survey (1,464) and two comments came through email (2).

In reviewing comments, the following are actions Metro may consider to enhance public participation of different cultures and to make sure engagement opportunities are accessible to everyone in the region:

- Create different opportunities for communities to learn about Metro's services, programs and decision-making processes
- Translate materials pertaining to Metro's programs or services and make available online
- Continue to collaborate with community-based organizations to engage underserved communities across the region

- Develop an engaging and concise description of Metro's programs and services
- Provide an easily accessible community engagement calendar to the public
- Create a user friendly executive summary on the Public Engagement Guide for the public
- Engage underserved communities to serve on advisory boards
- Hold open houses with different community groups informing them how Metro's public meetings work and how to engage in decision-making processes
- Conduct outreach to neighborhood schools, community colleges or student leadership programs to reach diverse audiences
- Diversify composition of Metro committees (currently a priority action in Metro's Diversity Action Plan)
- Educate and bring greater awareness to the local agencies which implement projects of their public engagement obligations
- Support local agencies by providing regional resources and analytical demographic information to help inform and supplement local data

The appendix to the Public engagement guide public comment report includes all comments submitted. This input will be delivered to Metro Council to inform their decision-making.

Metro's Public Engagement Guide is periodically reviewed and updated based on experience, changing circumstances and to reflect diverse regional opinions.

The Public Engagement Guide will be formally reviewed at least once every four years and revised to reflect changes, as well as to meet federal or other regulations and guidance. Upon review, a 45-day comment period will be held prior to adoption.

## **2. Regional Transportation Plan**

*Metro plans to adopt the 2014 Regional Transportation Plan update in July 2014. This update will focus primarily on updating projects that will be eligible for federal funding, continuing most of the policies, goals and objectives from the 2035 Regional Transportation Plan. Adopted in 2010, the 2035 RTP calls for transportation investments that support the region's economy, foster vibrant communities and expand safe, affordable transportation options for families and businesses. Some updates in procedural requirements will be made in the 2014 updated to meet new federal and state requirements.*

From July through December 2013, Metro will work with regional partners to develop the draft 2014 Regional Transportation Plan. From January through March 2014, Metro will perform initial air quality testing and system performance modeling based on the draft plan. Metro will ask the public to respond to this analysis and comment on the draft plan during a 45-day comment period in April and May. Metro will then edit and finalize the plan based on public comments before adoption and submission to the U.S. Department of Transportation and the Oregon Department of Land Conservation and Development.

Since multiple regional decisions will be requesting public comment and have overlapping policy implications (RTP, Metropolitan Transportation Improvement Plan, Climate Smart Communities Scenario Project), the spring 2014 public comment period will be coordinated and represented as one "regional decision-making and community comment" occasion, potentially with several regional community events to foster interaction. In advance of the public comment period, Metro will work to prepare key audiences to participate and encourage their networks to engage in the spring 2014 comment period. This process includes clear information about the extent of this update, the timeline for decision-making, what information will be available and how residents and other stakeholders will be able to affect the final outcome. Immediately leading up to and through the comment period, Metro will work to provide stakeholders and the engaged public an understanding of the draft policy and project list changes and the importance of participating in the decision-making process, helping them prepare to discuss implications, offer comments and advocate during the comment period.

Metro expects to:

- Provide information online on the project, decision-making process and timeline
- Provide briefings to community stakeholders, upon request
- Engage community leaders in small group discussions around key updates and changes to the plan
- Distribute periodic updates to the RTP interested persons email distribution list as well as to local jurisdictions and advocacy groups with the request for distribution through their networks
- Leverage agency social media outlets to broaden notification and interest
- Notice and convene a 45-day comment period to include an online and paper questionnaire and collection of paper, email and verbal comments on the draft RTP

Through the process, opportunities to improve equity in engagement and the analysis of benefits and burdens to low-income, minority and people with limited English proficiency communities and populations will be sought and implemented in collaboration with the Metropolitan Transportation Improvement Plan (below) and the development of Metro's Equity Strategy. Demographic analysis and this coordination will help Metro identify audiences that may need special engagement efforts and encouragement to participate.

### **3. Metropolitan Transportation Improvement Program**

*Metro plans to adopt the 2015-18 Metropolitan Transportation Improvement Program (MTIP) in July 2014. The Metropolitan Transportation Improvement Program is the federally required documentation of transportation investments scheduled for the Portland metro region during a four-year cycle. The MTIP comprises projects and programs administered by Metro, ODOT, TriMet and SMART. Metro is required to prepare the MTIP document every two years and includes the scheduling of project funding over a four-year period.*

From October 2013 through January 2014, Metro will work to develop and conduct an equity analysis to communicate the benefits and burdens of scheduled transportation investments across ethnic and income demographic spectra. This will include engaging regional decision-makers and advisory committees as well as community advocates and service organizations in the development of the analysis methodology and criteria. In February 2014, Metro will conduct air quality analysis on the MTIP project list. Metro will ask the public to respond to these analyses and comment on the MTIP

during a 45-day comment period in April and May. Metro will then edit and finalize the plan based on public comments before adoption and submission to the Oregon Transportation Commission and the U.S. Department of Transportation.

Refer to the above section for plans to coordinate the spring 2014 public comment period and outreach for Regional Transportation Plan, Metropolitan Transportation Improvement Plan and Climate Smart Communities Scenario Project.

#### **4. Climate Smart Communities Scenarios Project**

Metro has developed a comprehensive engagement strategy that outlines engagement goals, objectives, key messages, and target audiences, along with tactics, tools and performance measures for the period beginning July 1, 2013, to the adoption of the preferred approach in December 2014.

The engagement strategy will be implemented in coordination with Metro's Equity Strategy development, 2014 Regional Transportation Plan update and other priority Metro projects. The strategy will also be informed by data compiled for the Limited English Proficiency (LEP) Plan.

##### **Public engagement activities**

As the scenarios project moves into the results phase this winter, Metro staff will broaden public outreach efforts to better understand the attitudes, beliefs and priorities of community, business and elected leaders to inform development of preferred scenario.

Integral to the public engagement strategy for the period from January to December 2014 is reconnecting with community leaders that have already been engaged in the project through the workshops and follow-up outreach and involving community members to help shape the preferred scenario. Specifically, public outreach activities will include the use of a communications and outreach consultant to provide strategic support and services to effectively and meaningfully engage diverse audiences that are potentially affected by implementation of the preferred scenario.

Included activities in the public engagement strategy:

- Stakeholder interviews and discussions with community, business and elected leaders to inform development of preferred scenario
- Topic-specific discussion groups for a mix of audiences including social equity and environmental justice leaders from three counties of the region
- Focus groups comprising residents of cities and unincorporated communities in the three counties in the region that are demographically representative of the population
- Presentation toolkits that tell the Climate Smart Communities story in plain language and enable community leaders to lead discussions with existing community groups around the region
- Online comment tool and materials that allow community members to provide feedback to help shape the preferred scenario

Refer to the above section for plans to coordinate the spring 2014 public comment period and outreach for Regional Transportation Plan, Metropolitan Transportation Improvement Plan and Climate Smart Communities Scenario Project.

## 5. Urban Growth Report

The urban growth report, which is part of the urban growth management process, is underway and expected to be completed in December 2014. The first phase of the process will culminate with the release of the draft urban growth report in July 2014. The second phase will finish with the adoption of the final version of the urban growth report by the Metro Council in December 2014.

Staff will implement a public engagement strategy throughout both phases of the report. During the first phase, the strategy will include:

- Outreach to stakeholders, including advocacy organizations and communities that have not traditionally been involved in the decision-making process, such as people of color, immigrants and refugees, and people with low incomes
- Community involvement events, including a speakers series with follow-up involvement activities
- Coordination with other Metro projects and initiatives' outreach efforts

During the second phase, which will begin after the release of the draft urban growth report, the public engagement strategy will include:

- A 45-day public comment on the draft urban growth report, including formal notification of the period and activities, open house events, additional events or activities to engage specific stakeholders who are unlikely to attend the open houses, and an online input-collection tool
- Coordination with other Metro projects and initiatives' outreach efforts
- Open houses to obtain input on the final draft urban growth report, and an online input-collection tool

Throughout both phases of the urban growth report project, staff will seek opportunities to write newsfeed stories that highlight the importance of the project for the region and its practical implications. Staff will also pitch stories to interested media to encourage them to cover the project, especially shortly before and after the report's consideration by the Metro Council.

## 6. Southwest Corridor Plan

*In July 2013, the steering committee recommended transit alternatives for further study along with roadway, bicycle, pedestrian, parks, trails and natural area projects as part of the Southwest Corridor Shared Investment Strategy. In November 2013, the Southwest Corridor Plan will begin a refinement phase for further design and analysis of the high capacity transit alternatives. Metro expects the steering committee to issue a recommendation in June 2014 for the high capacity transit mode and alignment design options to take into a Draft Environmental Impact Statement.*

In November and December 2013, project partners will ask for the public's feedback on the draft purpose and need statement, against which the possible design options will be judged. In February 2014, project partners will provide information on the preliminary cost estimates, traffic analysis, automobile lane treatment needs and other performance measures for the possible design options, asking residents their thoughts on how to determine the most promising options to study further. In April 2014, residents will be asked to react to additional information on the design options and for

their thoughts on a station area planning approach. Project partners expect to release a draft recommendation in May, asking the public to respond during a comment period in May. Project partners will then edit and finalize the recommendation based on public comments before adoption and submission to the project partner jurisdictions for their action. Throughout the process, project partners will collaborate and work to provide stakeholders and the engaged public an understanding of the Southwest Corridor Plan and the importance of participating in the decision-making process, helping them prepare to discuss implications, offer comments and advocate during the comment period.

Project partners expect to:

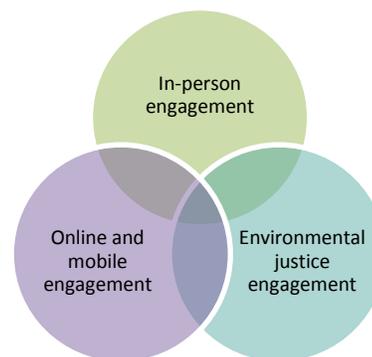
- Provide information online on the project, decision-making process and timeline
- Provide briefings to community stakeholders, upon request
- Distribute periodic updates to the Southwest Corridor Plan interested persons email distribution list leverage project and partner agency social media outlets to broaden notification and interest
- Engage the public throughout the refinement phase to improve analysis of the design options and narrow the options down to a few of the most promising to take into more detailed analysis in a Draft Environmental Impact Statement
- Convene a 15-day comment period to include an online and paper questionnaire and collection of paper, email and verbal comments on the draft recommendation

Through the process, opportunities to improve equity in engagement and the analysis of benefits and burdens to low-income, minority and people with limited English proficiency communities and populations will be sought and implemented, learning from the work of the Regional Transportation Plan and Metropolitan Transportation Improvement Program (above) and the development of Metro's Equity Strategy. Besides helping to identify communities of concern in the benefits and burdens analysis, demographic analysis and this coordination will help project partners identify audiences for special engagement efforts and encouragement to participate.

## 7. Powell-Division Corridor Plan

The 4- and 9-line buses on Powell Boulevard and Division Street are among the most used in the region. Upgrades to this service could improve the experience for riders and cost less to operate. The Powell-Division Transit Project will study higher capacity transit that can be faster, more reliable and carry more people. Recent community efforts, such as the East Portland Action Plan and East Portland in Motion, will guide development strategies at station areas to be consistent with community and business goals for neighborhood development.

The study will conclude with a decision on route, the mode of transit and station locations. A



### Powell-Division engagement opportunities

For more information visit  
[www.oregonmetro.gov/powelldivision](http://www.oregonmetro.gov/powelldivision)

successful outcome is dependent upon engaging people who live or use services in the area in the development of the community-supported vision for new transit. The Powell-Division Transit Project is a partnership of Metro, TriMet, the cities of Portland and Gresham, Multnomah County and the Oregon Department of Transportation.

Engagement will consist of in-person opportunities, online and mobile opportunities and targeted outreach to low-income and minority populations. Public engagement will begin fall 2013 and continue through winter 2015 with the decision on route, mode and stations. The following principles will guide engagement strategies, activities and materials.

- Use a customer-first lens: Relate to people the way they relate to the world, not through a project lens
- Make it easy for people to participate: Meet people where they are and capitalize on opportunities for coordinated engagement
- Be clear: Be clear about decisions, how input is a part of decision-making, who is making the decisions and when/what to expect as a result

The project team will strive to meet the engagement goals listed below. The public is invited to comment on these goals via a survey through the project website. Their comments are shaping engagement strategies and evaluation metrics, which will be assessed at milestones and at the project's conclusion.

- Goal 1: Communicate complete, accurate, understandable and timely information
- Goal 2: Gather input by providing meaningful opportunities to participate
- Goal 3: Provide timely public notice of opportunities to participate
- Goal 4: Facilitate the involvement of low income populations, communities of color and people with limited English proficiency

The engagement scope, currently being developed, will be designed so that public input feeds the decision-making process directly. Of note, the project's steering committee will be comprised of community and business leaders in addition to elected and agency officials. This integrated approach to decision-making was successfully used for the East Metro Connections Plan, which will serve as a model for reaching consensus.

**Table 4: Powell-Division Corridor Plan engagement overview**

<p><b>Establish goals for the project</b>, Fall 2013 through winter 2014</p> <p><b>Questions for the public</b></p> <ul style="list-style-type: none"> <li>- What do you want more of &amp; less of in your community?</li> <li>- What works well with transit?</li> <li>- What needs to be improved?</li> </ul> <p><b>Input opportunities (TBD)</b></p> <ul style="list-style-type: none"> <li>- Community meetings (like this)</li> <li>- Online and print surveys</li> <li>- Steering committee meeting</li> </ul>	<p><b>Identify potential transit alternatives and community needs</b>, Spring through summer 2014</p> <p><b>Questions for the public</b></p> <ul style="list-style-type: none"> <li>- What are the important places in your community and why are they important?</li> <li>- What does better access to those places look like?</li> <li>- What would improve the experience of getting to, waiting for and riding transit?</li> </ul> <p><b>Input opportunities (TBD)</b></p> <ul style="list-style-type: none"> <li>- Community meetings (like this)</li> <li>- Hands on workshop</li> <li>- Online and print surveys</li> <li>- Steering committee meeting</li> </ul>	<p><b>Refine alternatives</b>, Fall 2014</p> <p><b>Questions for the public</b></p> <ul style="list-style-type: none"> <li>- What tradeoffs are most important to you? (e.g., I would rather walk a few more blocks than wait a few more minutes)</li> <li>- How can these alternatives be improved?</li> <li>- What is missing?</li> </ul> <p><b>Input opportunities (TBD)</b></p> <ul style="list-style-type: none"> <li>- Community meetings (like this)</li> <li>- Hands on workshop</li> <li>- Online and print surveys</li> <li>- Steering committee meeting</li> </ul>	<p><b>Agree on a project - mode, route, stations</b>, Winter 2015</p> <p><b>Questions for the public</b></p> <ul style="list-style-type: none"> <li>- Do you support the recommendation?</li> <li>- What is missing?</li> <li>- How can it be improved?</li> </ul> <p><b>Input opportunities (TBD)</b></p> <ul style="list-style-type: none"> <li>- Community meetings (like this)</li> <li>- Open house</li> <li>- Online and print surveys</li> <li>- Steering committee meeting</li> </ul>
---	--	---	---

## 8. Parks and Natural Areas Levy engagement

The parks and natural areas local option levy will generate \$8-10 million per year over a five-year period. Funds collected will be spent in the following program areas: natural areas restoration and maintenance, regional parks operations, access to natural areas, volunteers, conservation education and Nature in Neighborhood grants.

The influx of levy-funded projects amplifies the need to engage neighbors, stakeholders and the general public. Public engagement goals and activities will be scaled to the scope of each specific levy-funded project, as described in the table below. In addition to project-level public engagement, Metro will use a number of communication tools, including an annual report, direct outreach and website updates, to ensure that the general public is informed and aware of Metro’s work to implement the levy.

**Table 5: Parks and natural areas levy engagement levels**

Typical project	Public engagement goal
Minor restoration or maintenance work, most land acquisitions	<b>Inform:</b> Let people know about a specific project, increase awareness about the parks and natural areas local option levy.
Milestone acquisition, significant restoration project	<b>Consult:</b> Lay groundwork for long-term relationship with neighbors, get general feedback.
Significant changes to properties, park planning	<b>Involve:</b> Build understanding and long-term relationship with community, involve in planning and decisions.
Master plans, system plan	<b>Collaborate:</b> Generate extensive public input and support, lay foundation for a successful long-term project.

Public engagement goals for the first year of levy projects include:

- Increase public awareness and support
- Bring more people to Metro destinations
- Engage more diverse audiences
- Improve stewardship across the region
- Strengthen Metro’s partnerships

The following strategies will be used to accomplish engagement goals:

- Tell the story through compelling places
- Go where the people are – literally and figuratively
- Empower Metro Council and staff to tell our story
- Capitalize on partners’ audiences, resources
- Develop a timeline that drives strategic investments
- Expand the It’s Our Nature brand
- Put resources toward key audiences

In addition to project-specific local engagement – like restoration work at Newell Creek Canyon in Oregon City and improvements to Oxbow and Blue Lake Regional Parks, the levy team is initiating several strategies to engage a more diverse segment of the regional population. Examples include:

- Nature in Neighborhoods conservation education grants – Metro staff are working collaboratively with community organizations to increase and assist with grant applications from diverse communities to meet an enhanced equity criteria for grant awards. The grant review committee will include demographically representative committee members.
- Community partnerships – Metro is contracting with community organizations to increase access and participation by youth and diverse community members in natural areas. Initial pilot projects include partnerships with Center for Intercultural Organizing and Center for Diversity and the Environment.
- Youth Ecology Corps – Metro is providing skilled conservation education and natural science staff to provide job skills training for disadvantaged youth, partnering with community service organizations.

Engaging people in Metro’s natural areas, parks and trails is critical to the implementation of levy related projects and the long-term success of the region’s work to care for these special places – and the public’s opportunities to enjoy them.

## 9. Solid Waste Road Map

The Solid Waste Roadmap is a long-term effort to consider and determine the best approaches to manage the region’s garbage and other discarded materials in the years ahead. It provides an opportunity to have extensive and thoughtful discussions about the best ways we can manage our garbage in the future.

Through its involvement in the regional solid waste system, Metro seeks to:

- Protect people’s health
- Protect the environment
- Get good value for the public’s money
- Keep the commitment to the highest and best use of materials
- Be adaptable and responsive in managing materials
- Ensure services are accessible to all types of customers

The Solid Waste Roadmap consists of six individual projects that, taken together, help shape the roles of public and private interests in the management of the region’s solid waste system. These six projects are:

- A. Long-term Management:** Over the long run, what does the region want to do with materials that aren’t reused, recycled, or composted?
- B. Metro South Station:** What service alternatives should Metro pursue at Metro South and in the vicinity to provide for the full suite of needed services?
- C. Foundational Work:** What is the amount and nature of waste that may be discarded in the future, and how will various alternatives perform in managing it?
- D. Organics Capacity:** What specific actions should Metro take to ensure adequate and reasonably proximate capacity to transfer and process food scraps collected from the region’s businesses and residents?
- E. Transfer System Configuration:** What model of the public-private transfer system (e.g., service levels, tonnage allocations, rates, public role, private role, etc.) best provides for the public interest?
- F. Fee and Tax Policies:** How should Metro recover the cost of solid waste services and programs, and of general government, to improve stability, equity and predictability?

“Let’s Talk Trash” is a 9-12-month outreach effort in 2014 that will support the objectives of the Solid Waste Roadmap. The purpose of Let’s Talk Trash is to engage the public in discussions about different ways to manage garbage and other discarded materials through fun and innovative events. The goal of this effort is to engage a broadly diverse group of interested persons across the region who will remain involved in these issues and provide guidance to the Metro Council on its decisions relating to the management of the region’s garbage.

Through Let’s Talk Trash and other engagements related to the Solid Waste Roadmap, Metro expects to:

- Promote broad and diverse public engagement on long-term, big-picture policy issues relating to management of garbage and other solid waste
- Provide regular communications updates to stakeholders and interested parties on Roadmap-related activities
- Broaden public understanding of how garbage is managed in the region
- Maintain and enhance public trust and confidence in how the region manages its garbage

## 10. Equity Strategy Program

In 2010, the Metro Council and leaders from across the region adopted six desired outcomes, focusing on what matters most in our everyday lives –vibrant communities, economic prosperity, safe and reliable transportation, leadership on climate change, clean air and water, and equity.

The Equity Strategy Program is an organizing framework initiated by the Metro Council in 2012. Metro will develop an agency strategy – in collaboration with community, city and county partners – that consistently advances equity in Metro programs, policies and services.

Metro will need to understand how communities experience the region’s outcomes today through the development of an Equity Baseline. This process is anticipated to be completed summer 2014.

The first phase of the public engagement plan will help build awareness of Metro’s Equity Strategy Program and regional support for the Equity Baseline Report from key community leaders. The goals for the engagement plan include:

- Key audiences understand Metro’s Equity Strategy Program purpose and goals
- City and county elected officials understand the purpose of the equity indicators and potential policy options related to this effort
- Key audiences across the region understand and support the key findings in the Equity Baseline Report

### Program milestones

- Advisory Committee develops working definition of equity for Metro (Metro Council update and direction) – Fall 2013.
- Develop equity indicators and feasibility assessment report (Metro Council update and direction) – Winter 2014
- Develop Equity Baseline Analysis (Metro Council adoption of Equity Strategy Baseline report) – Summer 2014

Metro’s Chief Operating Officer appointed 13 members to the Equity Strategy Advisory Committee. The committee represents community members and leaders from philanthropy, community and business sectors from across the region to help guide the Equity Strategy Program. 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. The Advisory Committee will deliver program recommendations to Metro’s Chief Operating Officer, who will convey those recommendations to Metro Council, along with the Chair and other Advisory Committee members as needed.

To support implementation of Metro's Equity Strategy Program, Metro has contracted with six community-based organizations to serve on a technical workgroup with Metro staff (Equity Baseline Workgroup). These organizations will work collaboratively with Metro staff to develop Metro's Equity Baseline Report, as the first step in the creation of Metro's Equity Strategy. Work group members represent the following organizations:

- Adelante Mujeres
- Asian Pacific American Network of Oregon (APANO)
- Center for Intercultural Organizing
- Coalition for a Livable Future
- OPAL Environmental Justice Oregon
- Urban League of Portland

This workgroup serves as a pilot project to explore new practices in how to expand and deepen community involvement and partnerships in Metro's programmatic and technical work.

## **11. Diversity Action Plan**

The Public Involvement and Committee Membership team of employees is finalizing the work plan for this core area of focus in the Diversity Action Plan and identifying budget and resource needs to include in the annual agency budget development process. Priority actions this fiscal year include:

- Develop an agency-wide process that will provide staff and Council with tools and criteria to consider diverse perspectives in our public engagement practices (See Public Engagement Guide)
- Engage diverse and underserved populations to build capacity to participate:
  - Identify diverse and underserved groups new to or not currently participating in Metro's programs, projects or services
  - Develop contact database of groups or organizations serving diverse or underserved audiences
  - Coordinate across Metro programs working with diverse communities
  - Build and maintain relationships with diverse and underserved populations, starting with asking what they need
- Inventory demographics of existing committees
- Develop overview of Metro and committee work for diverse communities, conducting outreach to assess level of interest, barriers to successful participation and how our work affects those communities.

## Metro Office of Citizen Involvement

### Web resources

[www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)

[www.oregonmetro.gov/connect](http://www.oregonmetro.gov/connect)

[www.oregonmetro.gov/engagementguide](http://www.oregonmetro.gov/engagementguide)

[www.oregonmetro.gov/committees](http://www.oregonmetro.gov/committees)

### Contact information

Jim Middaugh, Director of Communications, 503-797-1505, [jim.middaugh@oregonmetro.gov](mailto:jim.middaugh@oregonmetro.gov)

Patty Unfred, Public Engagement Manager, 503-797-1685, [patty.unfred@oregonmetro.gov](mailto:patty.unfred@oregonmetro.gov)

Heather Coston, Public Affairs Specialist, 503-813-7552, [heather.coston@oregonmetro.gov](mailto:heather.coston@oregonmetro.gov)

Valerie Cuevas, Administrative Coordinator, 503-797-1536, [Valerie.cuevas@oregonmetro.gov](mailto:Valerie.cuevas@oregonmetro.gov)

Materials following this page were distributed at the meeting.

# Metro | Agenda

Meeting: Metro Council  
Date: Thursday, Dec. 5, 2013  
Time: 2 p.m.  
Place: Metro, Council Chamber

---

## CALL TO ORDER AND ROLL CALL

### 1. INTRODUCTIONS

### 2. CITIZEN COMMUNICATION

### 3. AUDIT OF THE ORGANIC WASTE PROGRAM **Suzanne Flynn, Metro Auditor**

### 4. CONSENT AGENDA

4.1 Consideration of the Council Minutes for  
Nov. 21, 2013

4.2 **Resolution No. 13-4484**, For the Purpose  
Confirming the Appointment of Members to the  
Oregon Zoo Bond Citizens' Oversight Committee.

### 5. ORDINANCES – FIRST READING

5.1 **Ordinance No. 13-1313**, For the Purpose of  
Adopting the Metro Geographic Information  
System Map of Metro's District and Jurisdictional  
Boundaries and Making Technical Corrections.

### 6. ORDINANCES – SECOND READING

6.1 **Ordinance No. 13-1322**, For the Purpose of **Tim Collier, Metro**  
Amending the FY 2013-14 Budget and  
Appropriations Schedule and the FY 2013-14  
Through 2017-18 Capital Improvement Plan.

6.1.1 Public Hearing on Ordinance No. 13-1322.

### 7. CHIEF OPERATING OFFICER COMMUNICATION

### 8. COUNCILOR COMMUNICATION

## ADJOURN

**Television schedule for Dec. 5, 2013 Metro Council meeting**

<p><b>Clackamas, Multnomah and Washington counties, and Vancouver, WA</b>          Channel 30 – Community Access Network  <i>Web site:</i> <a href="http://www.tvctv.org">www.tvctv.org</a>  <i>Ph:</i> 503-629-8534  <i>Date:</i> Thursday, Dec. 5</p>	<p><b>Portland</b>          Channel 30 – Portland Community Media  <i>Web site:</i> <a href="http://www.pcmtv.org">www.pcmtv.org</a>  <i>Ph:</i> 503-288-1515  <i>Date:</i> Sunday, Dec. 8, 7:30 p.m.  <i>Date:</i> Monday, Dec. 9. 28, 9 a.m.</p>
<p><b>Gresham</b>          Channel 30 - MCTV  <i>Web site:</i> <a href="http://www.metroeast.org">www.metroeast.org</a>  <i>Ph:</i> 503-491-7636  <i>Date:</i> Monday, Dec. 9, 2 p.m.</p>	<p><b>Washington County and West Linn</b>          Channel 30– TVC TV  <i>Web site:</i> <a href="http://www.tvctv.org">www.tvctv.org</a>  <i>Ph:</i> 503-629-8534  <i>Date:</i> Saturday, Dec. 7, 11 p.m.  <i>Date:</i> Sunday, Dec. 8, 11 p.m.  <i>Date:</i> Tuesday, Dec. 10, 6 a.m.  <i>Date:</i> Wednesday, Dec. 11, 4 p.m.</p>
<p><b>Oregon City and Gladstone</b>          Channel 28 – Willamette Falls Television  <i>Web site:</i> <a href="http://www.wftvmedia.org/">http://www.wftvmedia.org/</a>  <i>Ph:</i> 503-650-0275          Call or visit web site for program times.</p>	

**PLEASE NOTE: Show times are tentative and in some cases the entire meeting may not be shown due to length. Call or check your community access station web site to confirm program times.**

Agenda items may not be considered in the exact order. For questions about the agenda, call the Metro Council Office at 503-797-1540. Public hearings are held on all ordinances second read. Documents for the record must be submitted to the Regional Engagement and Legislative Coordinator to be included in the meeting record. Documents can be submitted by e-mail, fax or mail or in person to the Regional Engagement and Legislative Coordinator. For additional information about testifying before the Metro Council please go to the Metro web site [www.oregonmetro.gov](http://www.oregonmetro.gov) and click on public comment opportunities.

**Metro’s nondiscrimination notice**

Metro respects civil rights. Metro fully complies with Title VI of the Civil Rights Act of 1964 that bans discrimination on the basis of race, color or national origin. For more information on Metro’s civil rights program, or to obtain a Title VI complaint form, visit [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights) or call 503-797-1536. Metro provides services or accommodations upon request to persons with disabilities and people who need an interpreter at public meetings. All Metro meetings are wheelchair accessible. If you need a sign language interpreter, communication aid or language assistance, call 503-797-1536 or TDD/TTY 503-797-1804 (8 a.m. to 5 p.m. weekdays) 7 business days in advance of the meeting to accommodate your request. For up-to-date public transportation information, visit TriMet’s website at [www.trimet.org](http://www.trimet.org).

## Key points

- The Portland metropolitan region is **known worldwide for its livability and thoughtful approach to planning** for future growth.
- To this end, **the state requires every city to develop and adopt a comprehensive land use plan** to support our region's vision for the future.
- Metro is responsible for reviewing proposed comprehensive plans and is now **asking the state of Oregon to allow us to participate in enforcing Damascus' responsibility to adopt a comprehensive plan** for their community.
- We have worked together for more than a decade to avoid enforcement, but the **stakes are too high to wait for agreement inside Damascus.**

## Additional points

- Working together, **Metro and the state have provided significant financial support and thousands of hours of technical assistance** – at the request of Damascus elected officials – to help them fulfill their obligation.
- Every city in the region – **except the City of Damascus** – has adopted a comprehensive plan that ensures we live up to our Oregon tradition of protecting what we love:
  - vibrant neighborhoods
  - good jobs
  - clean rivers and streams
  - views of the mountains
  - treasured farms, forests, and natural areas.
- **The 24 cities of our region need Damascus to be a good partner and adopt a comprehensive land use plan.**

# MAKING A GREAT PLACE TOGETHER

## Diversity Action Plan

November 2012



Metro | *Making a great place*



# Diversity Action Plan History

- 2005 1<sup>st</sup> Diversity Action Team
- 2012 Diversity Program Manager hired
- 2012 Diversity Action Plan adopted
- 2013 Diversity Core Teams formed



# Accomplishments



**MAKING A GREAT PLACE TOGETHER**  
Black History Month | Oregon's History of Racism  
10 TO 11 A.M. THURSDAY, FEB. 14  
COUNCIL CHAMBERS

Former Metro Councilor Ed Washington will host this staff-organized event. Learn about the history of discrimination in Oregon and better understand the challenges our region's diverse communities face.

Give a segment of the DTR community your color and join us for a short discussion about the history of racism in Oregon and the challenges we face today. Further, we will discuss the history of racism in Oregon and the challenges we face today.

Further, we will discuss the history of racism in Oregon and the challenges we face today.



**MAKING A GREAT PLACE TOGETHER**  
Public Engagement Guide  
Public Review DRAFT  
MAY 2013



**MAKING A GREAT PLACE TOGETHER**  
Celebrate Native American Heritage Month

**Register today on the Metro Learning Center**  
**Indian Country 101**  
10:30 to noon Tuesday, Nov. 19  
Council Chambers

**Metro values:** Public Service, Excellence, Innovation, Respect, Accountability, Sustainability

**Learn today on the Metro Learning Center**  
**Indian Country 101**  
10:30 to noon Tuesday, Nov. 19  
Council Chambers



**CREANDO UN LUGAR MARAVILLOSO JUNTOS**  
Celebrate Hispanic Heritage Month  
Sept. 15 to Oct. 15, 2013

**Metro values:** Public Service, Excellence, Innovation, Respect, Accountability, Sustainability

**Learning events:**

- 10 to 11:30 a.m. Monday, Sept. 30
- 10 to 11:30 a.m. Thursday, Oct. 3
- 11:30 a.m. to 12:30 p.m. Thursday, Oct. 3

**Fiesta en La Plaza Apotheker**  
Sept. 15 to Oct. 15, 2013

**Welcome**

**OUCH! That Stereotype Hurts**  
Communicating Respectfully in a Diverse World



**CREANDO UN LUGAR MARAVILLOSO JUNTOS**  
Enjoy live music and handmade tamales  
11:30 to 1 p.m.  
Thursday, Oct. 3



**LET'S GET DOWN TO BUSINESS**

If you operate a certified minority-owned, woman-owned or emerging small business in the construction trades, Metro has a new way to help you grow.

Starting Nov. 1, 2013, you'll find Metro Sheltered Market Program construction contracting opportunities between \$5,000 and \$50,000 listed on the Oregon Procurement Information Network (ORPIN) website [orpin.oregon.gov](http://orpin.oregon.gov).

To find out more, visit your company on the website and complete the form to be added to the Metro Sheltered Market Program. For more information, contact Michelle Daniels, MIVESB program coordinator, at 503.471.7596 or [Michelle.Daniels@oregonmetro.gov](mailto:Michelle.Daniels@oregonmetro.gov).

**MAKING A GREAT PLACE TOGETHER**  
Metro

# 2012 employee survey

**Our organization is taking sufficient action to address and manage diversity**

	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>
FY 10-11	5.3%	30.7%	28.6%	21.4%	6.0%
FY 12-13	12.4%	37.5%	27.8%	12.6%	5.2%

From FY 12-13 Balanced Scorecard Report

# 2012 employee survey

**All employees regardless of their differences are respected and valued for their contribution to our organization**

	<b>Strongly agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly disagree</b>
FY 10-11	10.7%	39.6%	21.8%	18.0%	5.8%
FY 12-13	12.7%	36.3%	21.2%	18.1%	8.8%

From FY 12-13 Balanced Scorecard  
Report





# The road ahead...

- SLT diversity training
- 2013 Cultural Compass results
- OUCH! diversity training follow up
- Accessibility
- Inclusion and Engagement



# Questions?



# MWESB/FOTA Programs Report 2012-13



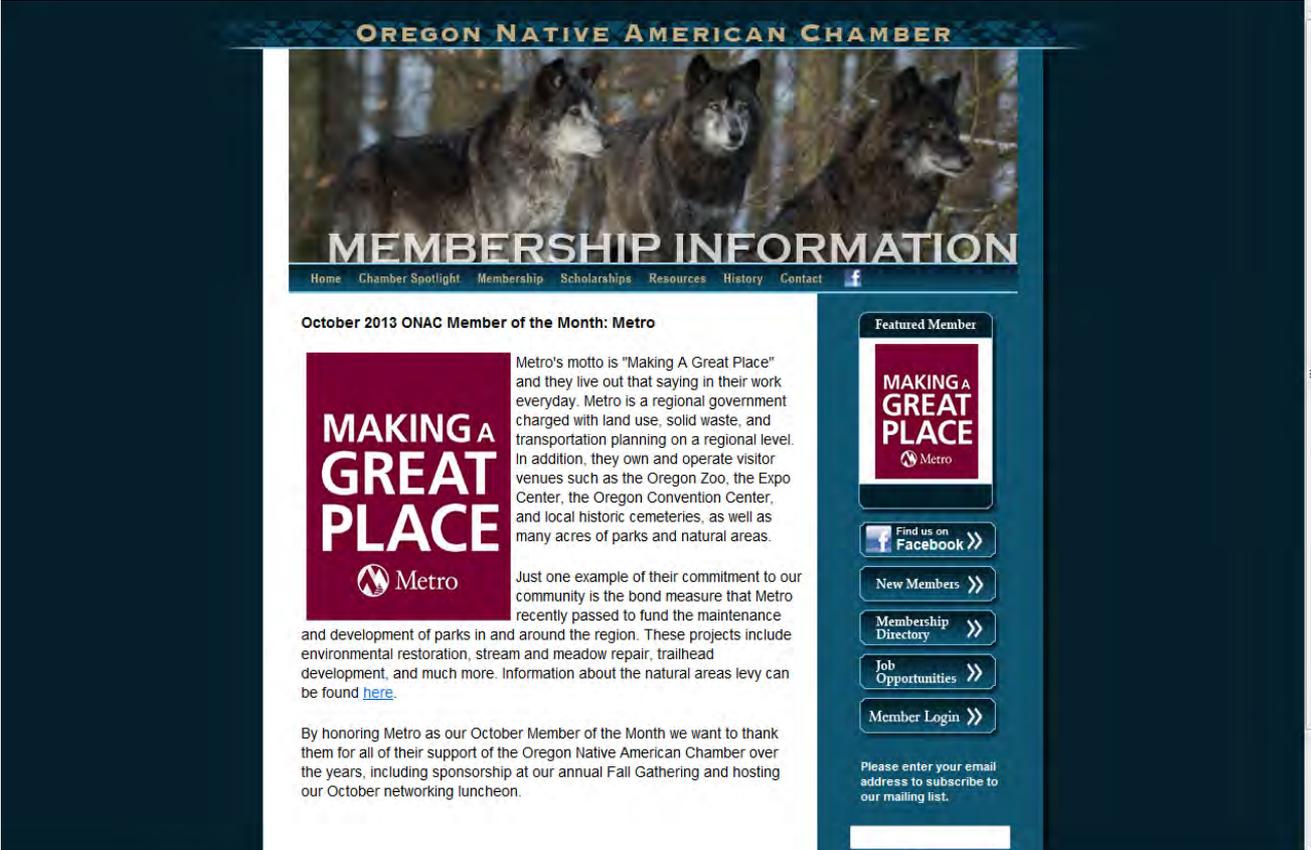
# Program Activities

- Technical Assistance and Guidance
- “Right-size” Projects
- Advertisement
- Training



# Program Activities

## Outreach to MWESB Business Chambers and Organizations



**OREGON NATIVE AMERICAN CHAMBER**

**MEMBERSHIP INFORMATION**

Home Chamber Spotlight Membership Scholarships Resources History Contact 

**October 2013 ONAC Member of the Month: Metro**



**MAKING A GREAT PLACE**

Metro's motto is "Making A Great Place" and they live out that saying in their work everyday. Metro is a regional government charged with land use, solid waste, and transportation planning on a regional level. In addition, they own and operate visitor venues such as the Oregon Zoo, the Expo Center, the Oregon Convention Center, and local historic cemeteries, as well as many acres of parks and natural areas.

Just one example of their commitment to our community is the bond measure that Metro recently passed to fund the maintenance and development of parks in and around the region. These projects include environmental restoration, stream and meadow repair, trailhead development, and much more. Information about the natural areas levy can be found [here](#).

By honoring Metro as our October Member of the Month we want to thank them for all of their support of the Oregon Native American Chamber over the years, including sponsorship at our annual Fall Gathering and hosting our October networking luncheon.

**Featured Member**



**Find us on Facebook >>**

**New Members >>**

**Membership Directory >>**

**Job Opportunities >>**

**Member Login >>**

Please enter your email address to subscribe to our mailing list.

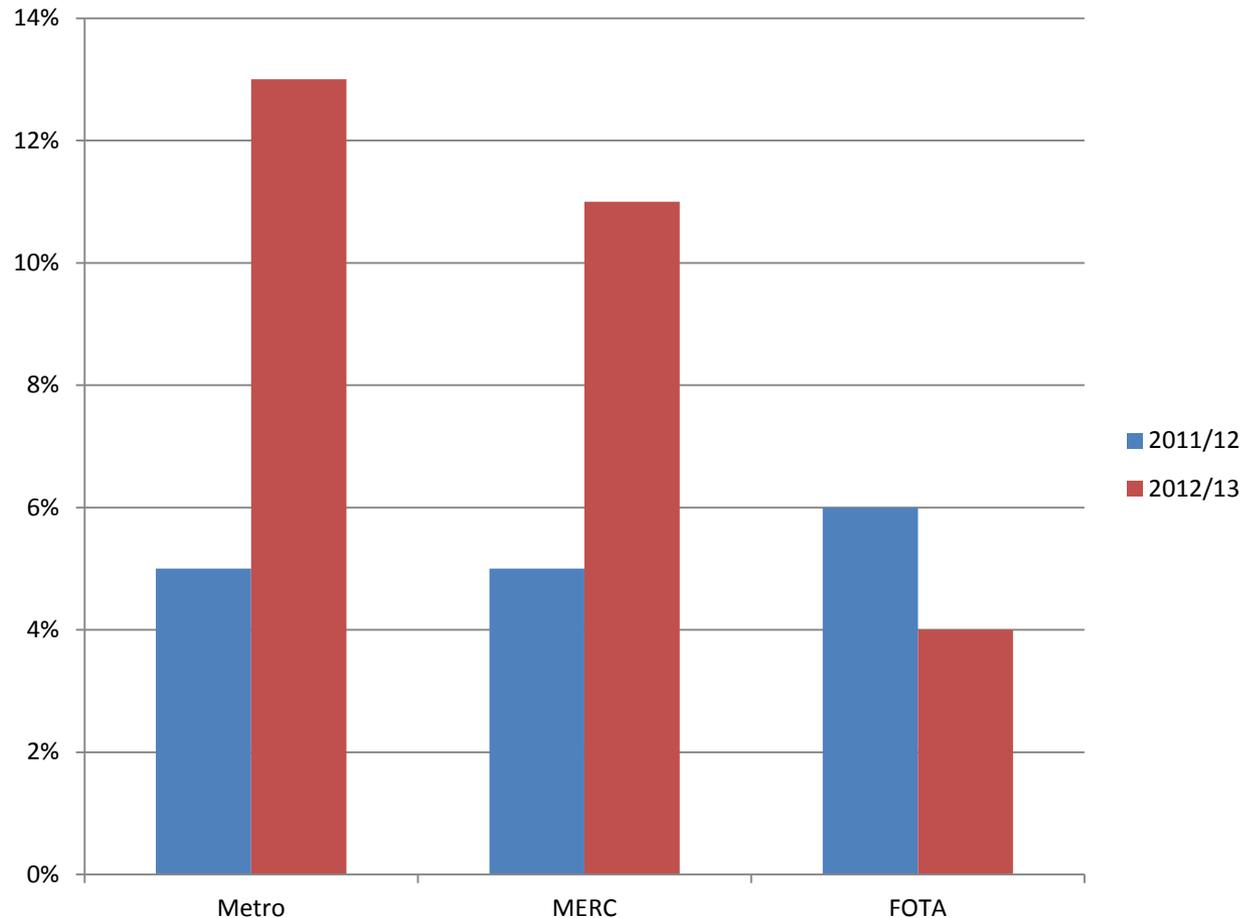
# Highlights



- Procurement Enhancement Project
- Interaction between the MWESB Program and Metro's Diversity Action Plan
- ORPIN (Oregon Procurement Information Network)
- Engagement of Project Managers
- Increased Internal Training
- New Marketing Tools

# Utilization Results

## Awarded Contract Dollars



# Observations Program Enhancements



- Improve Outreach Method
- Engage Project Managers
- Host Regular Events
- Build and Expand Partnerships
- Continue Training and Use of ORPIN



Metro | *Making a great place*



# LET'S GET DOWN TO BUSINESS

---

Tap into contracting opportunities for minority-owned, woman-owned and emerging small businesses.

Metro awards millions of dollars in contracts for products and services each year. Find out how your company can get in the game and compete for contracts to serve Metro facilities – from the Oregon Zoo to the Portland Expo Center.

If you operate a minority-owned, woman-owned or emerging small business, Metro wants to help you grow.

1208132W-05

**WANT TO PARTICIPATE?  
SEE THE OTHER SIDE OF THIS CARD**

---



## A GREAT PLACE TO GROW

Metro actively solicits bids from businesses that are certified as MWESB by the State of Oregon to make sure businesses like yours have the opportunity to compete for Metro contracts.

Metro contracts for a wide range of products and services:

- food for zoo animals
- audio-visual equipment
- janitorial supplies
- construction services
- furniture
- landscaping
- photography
- engineering services
- land use planning consulting
- solid waste planning
- many more

Metro also seeks bids from certified MWESB contractors for public improvement projects under \$50,000 through its Sheltered Market Program.

## HOW TO COMPETE FOR METRO CONTRACTS

Get certified. Applying for MWESB certification through the State of Oregon is the first step. For complete details and applications, visit the Business Oregon website at: [www.oregon4biz.com/certification/](http://www.oregon4biz.com/certification/)

- 1. Respond to RFPs and RFBs.** Once you have MWESB certification, follow current opportunities at Metro's website, [www.oregonmetro.gov](http://www.oregonmetro.gov) under the tab "**Doing Business**" where contract opportunities are listed and respond by the deadline.
- 2. Stay Informed.** Metro hosts occasional networking events for MWESB businesses and participates in MWESB outreach events. To learn about upcoming events, email [Michelle.DePass@oregonmetro.gov](mailto:Michelle.DePass@oregonmetro.gov).

## QUESTIONS?

Contact Michelle DePass, MWESB program coordinator, at