
MERC Commission FOTA Work Session

July 9, 2014
1:30 pm

Portland Expo Center
2060 N. Marine Drive
Room D202/203



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

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Metro | *Exposition Recreation Commission*

First Opportunity Target Area Work Session Agenda

Meeting: Metro Exposition Recreation Commission FOTA Work Session
Date: Wednesday, July 9, 2014
Time: 1:30-2:30 p.m.
Place: Expo Center, Room D202/203

1:30 p.m.	1.	Introductions, project status and next steps	Scott Robinson Stephanie Soden
1:40 p.m.	2.	Stakeholder engagement	Steve Faust, Cogan Owens Cogan
2:10 p.m.	3.	Best practices research	Dr. Greg Schrock, Portland State University
2:30 p.m.	4.	Adjourn	Scott Robinson Stephanie Soden



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Metro | *Exposition Recreation Commission*

July 2, 2014

To: Metropolitan Exposition Recreation Commissioners

From: Scott Robinson, Deputy Chief Operating Officer

Re: July 9 MERC First Opportunity Target Area work session

On May 7, 2014, staff provided the Commission with a status report on the First Opportunity Target Area (FOTA) assessment project. At that time, it was requested that a work session be scheduled so that the FOTA Advisors – Commissioners Dozono, Goldman, Leary and Stoudamire-Phillips – and other interested Commissioners have an opportunity to receive a more in-depth update, ask questions and provide feedback and direction to the project team.

That work session has been scheduled for 1:30 p.m. on July 9, 2014, immediately following the regular Commission meeting, which runs from 12:30-1:30 p.m., at the Portland Expo Center.

The work session agenda is attached and includes the following topics for discussion:

- Initial FOTA hiring and procurement data covering FYs 12-13 and 13-14
- Early lessons learned from best practices research
- Stakeholder engagement priorities

The first two agenda items are informational and staff will be prepared to answer any questions you have.

The bulk of the work session is planned to obtain feedback and direction on a recommended set of stakeholder priorities. As you'll recall, the team solicited stakeholder priorities from the Commission at the project's launch in January and, prior to proceeding, took additional time this spring to interview key individuals who were involved in establishing and implementing the FOTA program at its inception. Those interviews informed the development of a revised list of proposed stakeholders for engagement that will be shared with you at the work session.

Staff prioritized the list of stakeholders which includes suggestions from the MERC Commission, Metro Council liaisons for this project and Metro staff who work with diversity and equity programs. The objective of this prioritization was to create an interview sample which included a variety of perspectives. The categories used to prioritize stakeholders were: FOTA geographic area and African American community; communities of color broadly; and income. The way that organizations or individuals interface with the FOTA program was also considered, including employment or contracting. The team from Cogan Owens Cogan will lead a facilitated discussion to integrate your feedback into a final prioritized list of key stakeholders.

Once the stakeholder engagement phase is completed and more work is completed on the best practices research a second work session will be scheduled so that the team can provide a status report, findings to

date and opportunities for feedback. This next work session will occur in the fall and include a discussion of draft recommendations for improving Metro's ability to fully achieve the FOTA program's goals.

I look forward to seeing you on July 9. Please do not hesitate to contact me if you have questions or concerns in the meantime.

MEMORANDUM

DATE: June 30, 2014
TO: Steve Faust and Kirstin Greene
FROM: Stephanie Soden and Scott Robinson
RE: Metro FOTA Historic Data

Metropolitan Exposition and Recreation Commission (MERC) venues, which include the Portland Expo Center, Portland's Centers for the Arts, and the Oregon Convention Center, utilize First Opportunity and Target Area (FOTA) vendors for a variety of goods and services, including venue operational support, repairs and maintenance, and new capital projects. In addition, Metro has engaged hundreds of FOTA job applicants providing opportunities for those within certain income thresholds to pursue living-wage careers at Metro. The following summary, including the data tables below the narrative, highlights key FOTA data, and provides a snapshot of Metro procurement with FOTA vendors and FOTA job applicants in recent years. This summary is not meant to cast analytical insights or judgments.

FOTA Contracts

FOTA procurement data is readily available for fiscal years 2013 and through April 2014, excluding two months of FY 2014 data from this summary. Accessing additional data for prior years is possible if there is interest. Existing data provides insight into recent FOTA spending compared to total MERC spending.

In FY 2013 the MERC venues spent \$942,000 with FOTA vendors, comprising 6% of total non-personnel MERC spending utilizing 13% of total MERC vendors. In FY 2014 through April, the MERC venues spent \$852,900 with FOTA vendors, comprising 6% of total spending utilizing 15% of total MERC vendors. Though there is only data for the first ten months of FY 2014, a slight increase in FOTA spending is projected with \$85,290 spent per month year to date compared to \$78,520 spent per month in FY 2013. Additionally, in FY 2013 there were 263 FOTA contracts with 80 unique vendors compared to 248 FOTA contracts with 85 unique vendors through April 2014.

FOTA Employment

FOTA employment data garnered through MERC application statistics over four fiscal years (2010 – 2014), indicate there have been 364 FOTA applicants, less than 1% of total MERC applications. It should be noted, however, that these statistics are based on those applicants confirmed to live within the FOTA geographic boundary and being within the FOTA income threshold. As a result, additional FOTA eligible applicants have not been tracked. In the past four fiscal years, Metro has hired thirteen FOTA applicants. In each of these fiscal years, FOTA applicants comprise less than one percent of total Metro applicants with the highest recorded number of FOTA applicants at 116 in FY 2014. In FY 2013 six FOTA applicants were hired out of 100 that applied. Of the thirteen total FOTA applicants hired in the past four fiscal years, seven remain employed by Metro.

MERC CONTRACTS

Contract Totals	FY 2012-2013	FY 2013 - April 2014
Total MERC spending	\$15,393,496	\$14,695,504
Total FOTA spending	\$942,257	\$852,900
% FOTA of total MERC spending	6%	6%
Total MWESB	\$1,028,672 (7%)	\$1,004,982 (7%)
Average FOTA spending per contract	\$3,582	\$3,439
Average Non-FOTA spending per contract	\$6,749	\$7,281
Average FOTA spending per month	\$78,521	\$85,290
Total unique MERC vendors	626	595
Total unique FOTA vendors	80	85
% FOTA of MERC unique vendors	13%	14%

MERC EMPLOYMENT

Fiscal Year	Total MERC Applicants	Total FOTA Applicants	Total FOTA Hired
FY 2010-2011	8,885	67	3
FY 2011-2012	13,848	81	3
FY 2012-2013	16,528	100	6
FY 2013-2014	14,810	116	1

MERC First Opportunity Target Area Project

Best Practices Research

Greg Schrock, PSU Toulon School of Urban Studies and Planning, gschrock@pdx.edu
June 2014

Summary

In support of Metro's efforts to revise and update their First Opportunity Target Area (FOTA) policy, this research examines "best practices" in opportunity targeting initiatives. The project team identified four elements of effective opportunity targeting policies and programs:

- 1) Well-specified, legally-robust social and racial equity goals and objectives, defined through direct negotiation with the impacted communities;
- 2) Administrative procedures that are workable and generate clear expectations and buy-in from program staff about goals and objectives, and successfully institutionalize processes for achieving those goals;
- 3) Effective use of intermediaries to engage and connect with targeted populations for hiring and contracting; and
- 4) Strong accountability mechanisms, both internal to the programs/agencies through dedicated staff resources, data collection, continuous improvement, as well as externally through ongoing engagement and transparency regarding outcomes with relevant stakeholders and the broader public.

Case studies were conducted of three recent examples of opportunity targeting initiatives:

- Clean Energy Works Oregon's "High Road Standards";
- Nashville Music City Center's Diversity Business Enterprise; and
- LA Live Community Benefits Agreement, South LA Community Jobs Coalition.

These cases were chosen from a nation-wide scan of opportunity targeting initiatives. The three were selected based on their potential relevance to the FOTA context (e.g., convention- and hospitality-related employment and contracting), but also to reflect a diversity of local contexts and approaches to opportunity targeting.

The table below summarizes the lessons from these three cases, organized by the four best practice elements described above. Following the summary table, the lessons are discussed in detail, using examples from the three cases studied. The appendix includes a summary of each case and contact information for individuals involved with those initiatives.

Best Practice Element	Lessons From Our Case Studies
1. Well-specified equity goals and objectives.	<ul style="list-style-type: none">• Have a quantitative target; good faith efforts are not enough.• Supplement broad diversity targeting language with results broken out by specific target populations.
2. Workable administrative procedures that institutionalize processes for achieving equity goals.	<ul style="list-style-type: none">• Make sure there is leadership from above to set expectations for results, especially elected officials and governing boards.• Establish an internal point person responsible for implementing equity goals and procedures.

3. Effective use of intermediaries.	<ul style="list-style-type: none"> • Leverage and support existing intermediaries rather than creating your own. • Develop high-quality intermediaries who cultivate trusted relationships with employers.
4. Strong accountability mechanisms.	<ul style="list-style-type: none"> • Promote transparency about results through regular, real-time public reporting. • Establish an external stakeholder advisory group to facilitate feedback, dialogue, and continuous improvement.

Findings

(1) Well-specified, legally-robust social and racial equity goals and objectives, defined through direct negotiation with the impacted communities.

- *Have a quantitative target; good faith efforts are not enough.*

Each of the three cases examined had some form of quantitative goal or target for diversity in hiring and contracting, and individuals involved with those cases felt strongly that having such a goal was important for driving results. Broad, process-based language such as “good faith effort” makes it difficult for agency staff and officials, elected officials – and importantly, community members – to know whether results are being achieved. For program officials, having a target provides a strong basis for accountability, in part because it exposes them to criticism if they fail to meet those goals, as Clean Energy Works Oregon (CEWO) has experienced with its diversity contracting goals. A quantitative target also can serve as a tool for holding contractors accountable. In the case of Nashville’s Music City Center (NMCC), agency officials established numerical diversity contracting targets for prime construction contractors and operations vendors, which allowed them to ensure that overall numerical targets were achieved.

- *Supplement broad diversity targeting language with results broken out by specific target populations.*

The broad category of “MWESB” (Minority, Women and Emerging Small Business), designed to address legal challenges to minority contracting programs, can unfortunately obscure more than it reveals. Consequently, desired outcomes need to be designed and reported in a more fine-grained, disaggregated way to get below the top-level goal. For example, while the CEWO program has achieved its workforce diversity goal (30% of hours worked by “underrepresented” and “economically disadvantaged” populations), the overall figures mask the fact that African-Americans remain highly underrepresented, and persons of color and women tend to be clustered in the lowest-paid, entry-level positions. This requires program officials to develop tracking and reporting systems that are granular enough to address multiple dimensions of contractor and workforce diversity.

(2) Administrative procedures that are workable and generate clear expectations and buy-in from program staff about goals and objectives, and successfully institutionalize processes for achieving those goals.

- *Make sure there is leadership from above, to set expectations for results, especially elected officials and governing boards.*

One of the most important ways to ensure that targeting goals are given priority is for individuals in leadership positions to take ownership those goals and make them a public priority. Elected officials are especially powerful advocates in this regard. In Nashville, Mayor Karl Dean made improving diversity in public works contracting an important part of his campaign, which empowered agency officials to implement that mandate in the form of a robust DBE program for the Music City Center, and at the same time meant that there was a clear expectation for results. As the Music City Center has moved into the operations phase, members of its governing board continue to make diversity outcomes an important priority, asking for quarterly reports from agency officials. In Los Angeles, City Council members representing the Figueroa Corridor community have become high-profile advocates ensuring that the City's community benefits policies are enforced and outcomes are monitored.

- *Establish an internal point person responsible for implementing equity goals and procedures.*

While it is critical that all members of the organization are aware of, and committed to, the targeting goals and procedures, having an internal point person who is responsible for monitoring and reporting results can help ensure that policies are fully implemented and ultimately institutionalized. CEWO has an Equity Strategies Manager who is responsible for regular reporting of progress toward "high road" goals. In other cases, such as the NMCC, reporting on diversity and equity goals has become part of the job of the Purchasing Manager; while not a separate position, responsibility has been clearly vested there. While having a dedicated staff person responsible for equity goals and procedures is preferred, it is most important that it be a key part of *someone's* position.

(3) Effective use of intermediaries to engage and connect with targeted populations for hiring and contracting.

- *Leverage and support existing intermediaries rather than creating your own.*

In each of the cases we examined, opportunity targeting efforts leveraged existing local capacity to (i) engage with, recruit from, and prepare individuals from targeted communities for employment opportunities; or (ii) engage with businesses and prospective contractors from within underrepresented populations. In doing so, the agencies were able to build upon the networks that those intermediaries possessed within the targeted communities, and extend the limited staff capacity to reach those populations. However, as the case of CEWO suggests, partnering with intermediaries to connect with MBEs cannot necessarily overcome structural hurdles built into programs that systematically disadvantage minority- and women-owned businesses.

Agencies also need to help support and sustain those intermediaries, either by providing funding directly or helping them access funding from other sources. CEWO and NMCC partnered with their local workforce investment boards to help direct public funding toward workforce development organizations serving the targeted populations. Rather than "recreating the wheel" by funding their own intermediaries, agencies should look to existing community capacity, or consider where it can co-invest with other public agencies pursuing similar opportunity targeting goals.

- *Develop high-quality intermediaries who cultivate trusted relationships with employers.*

Part of connecting targeted populations to jobs is ensuring that those intermediaries work effectively with employers making hiring decisions. In many cases this is a long-term process of relationship- and capacity-building. The South LA Community Jobs Coalition has developed a strong working relationship over time with AEG, the LA Live development operator, by which they communicate regularly about ongoing hiring needs and ways to improve the retention and advancement of workers

hired. The broader lesson for opportunity targeting initiatives is that the quality of the intermediary is vitally important, and the chances of achieving successful employment outcomes increases if employers come to view them as a trusted resource rather than simply an obligation to be fulfilled.

(4) Strong accountability mechanisms, both internal to the programs/agencies through dedicated staff resources, data collection, continuous improvement, as well as externally ongoing engagement and transparency regarding outcomes with relevant stakeholders and the broader public.

- *Promote transparency about results through regular, real-time public reporting.*

The most essential tool for accountability is transparency about results. In the cases of CEWO and NMCC, agency staff regularly produce public reports that document whether those initiatives are meeting their diversity goals. This means that agency staff need to develop systems to track contracting and hiring outcomes in “real time.” For CEWO, it means adding specific reporting modules for contractors to document the demographic characteristics of their workforce. Ideally, these “dashboard” indicators should be made available on an agency’s public website so that community stakeholders can access them directly.

- *Establish an external stakeholder advisory group to facilitate feedback, dialogue, and continuous improvement.*

In each of the three cases examined, an external stakeholder advisory group was established, at least initially, to help promote feedback and dialogue. In the pilot phase of the Clean Energy Works Portland program, a Stakeholder Evaluation and Implementation Committee with broad community representation helped to oversee the program’s implementation and make recommendations for the statewide scale-up that followed. Since that time, CEWO’s “High Road Committee” has served this function. In the NMCC, a Diversity Business Enterprise & Procurement Committee that included representatives from minority contracting and community organizations met monthly throughout the construction phase to review DBE results and make improvements. The South LA Community Jobs Coalition’s regular network meetings serve as a form of stakeholder advisory group, since it allows a space for the employer and community workforce providers to provide feedback to one another and improve processes for the future. In each case, these groups helped to promote accountability on the part of agency officials, as well as dialogue and trust-building with the community.

Appendix: Best practice case summaries

Clean Energy Works Oregon, High Road Standards

In 2009, the Clean Energy Works Portland program was created by the City of Portland with federal stimulus monies to expand the market for residential energy efficiency. As part of this pilot, an innovative Community Workforce Agreement was signed between the City of Portland, other public sector stakeholders, construction trade unions, and diverse community organizations. The agreement specified a series of “high road” standards, including livable wage and benefit standards as well as specific targets for workforce and contractor diversity. In 2011, the Clean Energy Works Oregon (CEWO) was established as a statewide 501(c)3 organization, and the High Road Standards were adopted. The standards state that “historically underrepresented and economically disadvantaged people will perform not less than 30% of total trades and technical project hours”, and that “businesses owned by historically underrepresented or underutilized people will make up not less than 20% of all dollars in CEWO projects.” Although both definitions are relatively expansive, in practice CEWO staff track closely the representation of people of color and women in hiring and contracting.

Several CEWO organizational procedures help to support these goals. First, potential contractors to CEWO are assessed in part based on their track record of workforce diversity, and intended efforts to engage diverse subcontractors. Second, contractors working on CEWO projects are required to utilize an approved set of training providers on a “first source” basis for making new hires until a specified share of the firm’s workers are from one of those providers, which draw heavily from underrepresented populations. Third, contractors are required to submit detailed reports to CEWO through an online data platform following each project regarding worker demographics and subcontractor MBE/WBE/ESB status, allowing CEWO staff to analyze progress toward diversity goals on an ongoing basis. Fourth, they have utilized intermediaries, including Worksystems Inc. and a variety of community-based training providers on the workforce side, and Metropolitan Contractor Improvement Program on the contractor side, in an effort to connect with, and build capacity in, diverse populations as potential workers and contractors. Finally, they established a specific Equity Strategies Manager staff position to be responsible for compiling data on progress toward opportunity targeting goals, and working with CEWO staff, contractors and stakeholders to ensure that established procedures are followed and/or revised where necessary.

To date, CEWO’s success on its diversity goals has been mixed. As of February 2014, they have exceeded their 30% workforce diversity goal by a wide margin (46% people of color, 10% women), although African-Americans remain underrepresented, especially in skilled trades (2.7% of total hours worked). On the contractor side, they have achieved only 11% women- and minority-owned business participation. There are concerns that CEWO’s operating model, which allows contractors to bring in their own customers and can involve a protracted wait for contractors to get paid on projects, systematically biases in favor of large, more-established contractors who tend not to be women-/minority-owned. This is an issue that has been raised through CEWO’s High Road Committee, which includes contractors and community stakeholders, and reviews a monthly “dashboard” of indicators. Whether additional steps will be taken to ensure achievement of the 20% goal remains to be seen. As a community stakeholder described it, although he was disappointed with CEWO’s failure on its contracting goals, he is glad that they have a specific numerical goal that he can point to as a way of holding CEWO staff accountable.

Contacts:

Kelly Haines, Equity Strategies Manager, CEWO, kelly@cleanenergyworksoregon.org

Tony Jones, Metropolitan Contractors Improvement Program

Nashville Music City Center, Diversity Business Enterprise Program

In 2009, the Metropolitan Government of Nashville and Davidson County, Tennessee, began work on the construction of the Nashville Music City Center (NMCC), a new convention center facility that cost \$623 million and added 350,000 square feet of exhibit space and a new hotel on the south edge of city's downtown, opening in September 2013. From the outset, Nashville Mayor Karl Dean made contractor diversity for the NMCC project a high priority, spurred in part by reports that showed significant disparities in diversity contracting on earlier large-scale civic construction projects. In creating a new Convention Center Authority (CCA) to oversee construction and operation of the NMCC, Mayor Dean helped push CCA to establish a target of 20% diverse business contracting, and create a Diversity Business Enterprise (DBE) initiative to achieve that target.

Three mechanisms were established to achieve the targeting goals. First, and most important, the CCA established a policy requiring that all prime contracts would be required to meet the 20% diversity target. Any bid that came in under the 20% target would be deemed "non-responsive." According to their DBE manager, contractors were not initially enthused about the 20% requirement, but they worked with interested contractors to help them meet the requirement. Out of 33 contract bids, only one was unsuccessful in meeting the 20% goal. Second, they created a Diversity Business Enterprise & Procurement Committee that met on a monthly basis from late 2009 until early 2013, and irregularly since then, to report back to project stakeholders on progress toward DBE goals. Finally, they established a Workforce Development Partnership with community-based organizations, training providers and city funding agencies to help connect community members to jobs, primarily on the construction side. Omni Hotel, which operates the hotel at NMCC, agreed to work with local workforce providers, and hire 20% of their workforce from within Davidson County.

NMCC achieved almost 30% DBE participation in the construction phase of the project (11% MBE; 8% WBE; 11% small business). As NMCC has shifted from construction into operations, NMCC staff are committed to continuing the 20% diversity contracting target for operations, including food service. However, rather than a uniform 20% target for each contract, the target is variable based upon staff assessment of the capacity for DBE participation within that particular market segment. For areas where potential DBE contractors and sub-contractors are limited, lower targets may be established and negotiated with vendors, who are then contractually bound by those targets. Where more qualified DBE contractors exist, they may contract directly with DBEs. In the first nine months of operation, MCC has exceeded 30% DBE participation, although MBE participation has been lower thus far than during the construction phase. Each quarter the Director of Purchasing reports DBE outcomes to CCA board meetings, helping to ensure accountability and transparency.

Contacts:

Roxianne Bethune, Senior Consultant – DBE & Special Projects, Roxianne.Bethune@Nashville.gov
Jasmine Quattlebaum, MCC Director of Purchasing, Jasmine.Quattlebaum@nashvillemcc.com

Los Angeles LA Live Community Benefits Agreement, Figueroa Corridor Community Jobs Coalition

In 2001, the Community Redevelopment Agency of Los Angeles (CRA/LA), with support from the Los Angeles Alliance for a New Economy (LAANE), brokered a Community Benefits Agreement (CBA) between the developer of the Los Angeles Sports and Entertainment District (otherwise known as “L.A. Live”), and a coalition of community groups within the Figueroa Corridor, a low-income neighborhood adjacent to the development site, led by the nonprofit organization Strategic Action for a Just Economy (SAJE). The CBA included a number of components, including park and open space, affordable housing, and employment opportunities. The CBA obligated Anschutz Entertainment Group (AEG), the developer of L.A. Live, to hire 30% of its workers from within the surrounding neighborhood, as defined by a set of ZIP codes. Within this, there was a “tier structure” whereby priority was given to residents closest to the development.

A community intermediary operated by SAJE, the Figueroa Corridor (now called South LA) Community Jobs Coalition, was created to work with AEG to help prepare and connect area residents to jobs within the LA Live development. SAJE’s approach to connecting residents to jobs has evolved over time. Although the CBA was signed in 2001, the first major hiring for “permanent” positions did not occur until 2007, at which point the \$100,000 from AEG for implementation of the local hire component had been spent. And while AEG followed the letter of the agreement by giving SAJE and its Figueroa Corridor partners notice of its mass hiring efforts, the lack of a strong working relationship between AEG and SAJE meant that community members were not well-prepared for the interview process, and relatively few were hired.

Since then, SAJE has adopted a more proactive role in working with AEG, and as an organizer for the network of more than 20 community-based organizations and workforce providers that comprise the South LA Community Jobs Coalition. As part of this process, SAJE’s role has become that of an intermediary and broker between AEG and Coalition partners. It holds regular Coalition network meetings, also attended by AEG human resources staff, to discuss upcoming LA Live hiring events, problems and concerns with past hiring processes, and retention issues with past hires. When hiring events do occur, SAJE organizes a process where Coalition partners conduct pre-screening and readiness training of prospective candidates, who then participate in a series of mock interviews that closely emulate AEG’s interview process. The top candidates from Coalition partners are subsequently referred on to AEG’s official hiring events, with those not selected given feedback for future improvement, and Coalition referrals given hiring decisions at the event. Although regular reporting of local hire outcomes ended in 2012 when AEG’s obligations under the CBA expired, SAJE and AEG estimate that about half of all new hires come through the Coalition.

One notable aspect of SAJE’s role is that unlike other Coalition partners, it does not work directly with job candidates, which staff feel allows them to serve as more of an “honest broker” between the employer and community partners. Over time, AEG has come to recognize the Coalition’s efforts as a value-added service, helping them streamline their hiring processes while meeting the needs of the communities in the Figueroa Corridor. As they look to develop partnerships with other employers, SAJE and the Coalition have developed a model Memorandum of Understanding that incorporates many of the effective practices that they have developed over time with AEG.

Contacts:

Joe Donlin, Interim Co-Director and Director of Equitable Development, SAJE, jdonlin@saje.net

Joe Herrera, VP of HR, Anschutz Entertainment Group (AEG), jherrera@aegworldwide.com

**Materials following this page are
attachments to the public record.**

First Opportunity Target Area Program

MERC Commission Work Session

July 9, 2014



METRO

Commission Program Study Schedule



Recent FOTA Data

MERC Contract Data Points	FY 2012-2013	FY 2013 - April 2014
Total MERC spending	\$15,393,496	\$14,695,504
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FY 2011-2012	13,848	81	3
FY 2012-2013	16,528	100	6
FY 2013-2014	14,810	116	1

Stakeholder Engagement

Objective – engage a broad spectrum of current and potential FOTA users

- **Frame: FOTA, communities of color, income**
- **Touch point: contracting, employment**

Which, if any, stakeholders should be added to the high priority list?

Best Practices

Best Practice Element	Lessons From Our Case Studies
1. Well-specified equity goals and objectives.	<ul style="list-style-type: none">▪ Have a quantitative target; good faith efforts are not enough.▪ Supplement broad diversity targeting language with results broken out by specific target populations.
2. Workable administrative procedures that institutionalize processes for achieving equity goals.	<ul style="list-style-type: none">▪ Make sure there is leadership from above to set expectations for results, especially elected officials and governing boards.▪ Establish an internal point person responsible for implementing equity goals and procedures.
3. Effective use of intermediaries.	<ul style="list-style-type: none">▪ Leverage and support existing intermediaries rather than creating your own.▪ Develop high-quality intermediaries who cultivate trusted relationships with employers.
4. Strong accountability mechanisms.	<ul style="list-style-type: none">▪ Promote transparency about results through regular, real-time public reporting.▪ Establish an external stakeholder advisory group to facilitate feedback, dialogue, and continuous improvement.

Priority	Organization/Individual	Primary Frame: FOTA; Communities of Color; Income	Touch Point with FOTA: Contracting; Employment	Contact
High	Coalition of Communities of Color	COC	Both	Julia Meier
High	Center for Intercultural Organizing (CIO)	COC	Employment	Kayse Jama
High	Asian Pacific American Network of Oregon (APANO) and API Leadership Institute	COC	Employment	Joseph Santos-Lyons
High	Immigrant and Refugee Community Organization (IRCO), Asian Family House and Africa House	COC	Employment	Lee Po Cha - IRCO & Asian Family House Jimmy Dogo - Africa House
High	Native American Youth and Family Center (NAYA), NAYA LEAD Academy, NAYA Portland Indian Leaders Roundtable	COC	Employment	Matt Morton
High	Latino Network	COC	Employment	Carmen Rubio or Linda Castillo
High	Carl Talton - United Family of Funds and Chair of Metro's Equity Advisory Committee	COC		Carl Talton
High	Ed Washington	COC		Ed Washington
High	Portland African American Leadership Forum (PAALF)	FOTA	Both	Cyreena Boston Ashby
High	National Association of Minority Contractors- Oregon chapter (NAMCO)	FOTA	Contracting	Andrew Colas
High	Portland Opportunities Industrialization Center (OIC)	FOTA	Employment	Joe McFadden
High	Portland Community Reinvestment Initiatives (PCRI)	FOTA	Employment	Maxine Fitzpatrick
High	Portland Urban League	FOTA	Employment	Michael Alexander
High	Self-Enhancement, Inc. (SEI) - (Sponsor of PAALF)	FOTA	Employment	Tony Hopson or Gerald Deloney
High	Black Parent Initiative	FOTA	Employment	Charles McGee, ED
High	Highland Christian Church	FOTA	Employment	Pastor Hardy
High	Albina Ministerial Alliance	FOTA	Employment	Reverend Leroy Haynes
High	Portland Community College (Margaret Carter Skills Center) N/NE Portland Workforce Network - Metro One Stop	FOTA	Employment	James Bowles, Director (Medical Leave) Lap Man Sin (Acting Director)
High	Avel Gordly	FOTA		Avel Gordly
High	Sharon Maxwell	FOTA		Sharon Maxwell
High	Lorenzo Poe	FOTA		Lorenzo Poe
	Asian Pacific American Chamber of Commerce	COC	Contracting	Ping Khaw-Sutherland (pingkhaw@comcast.net)
	Hispanic Metropolitan Chamber of Commerce	COC	Contracting	Jonath Colon; Rosa Martinez
	Oregon Native American Chamber	COC	Contracting	Eddie Shermann; Herb Fricke
	Joyce Harris	COC	Employment	Joyce Harris
	Somali Women Association	COC	Employment	
	Ken Berry	COC		Ken Berry

Priority	Organization/Individual	Primary Frame: FOTA; Communities of Color; Income	Touch Point with FOTA: Contracting; Employment	Contact
	Luther Strong	COC		Luther Strong
	Ron Herndon	COC		Ron Herndon
	Michael "Chappie" Grice	COC		Micahel "Chappie" Grice
	Verde	COC		Alan Hipolito
	Ecumenical Ministries of Oregon	COC/Income		David Leslie
	Oregon Tradeswomen, Inc. (OTI)	FOTA	Both	Connie Ashbrook
	Constructing Hope	FOTA	Both	
	Hacienda CDC	FOTA	Both	Victor Merced
	Oregon Association of Minority Entrepreneurs (OAME)	FOTA	Contracting	Sam Brooks
	North/Northeast Business Association	FOTA	Contracting	
	The Skanner newspaper	FOTA	Contracting	Bernie Foster
	African American Chamber of Commerce of Oregon	FOTA	Contracting	Roy Jay
	100 Black Men of America	FOTA	Employment	
	National Association for the Advancement of Colored People (NAACP) – Portland	FOTA	Employment	Audrey Terrell, Executive Committee President
	Metropolitan Contractors Improvement Partnership	FOTA	Contracting	Tony Jones
	Dr. Lisa Bates, PSU	FOTA		Dr. Lisa Bates
	Paul Knauls	FOTA		Paul Knauls
	Regina Flowers	FOTA		Regina Flowers
	Life Change Christian Center	FOTA		Pastor Mark Strong
	Mt. Olivet Baptist Church	FOTA		Pastor Martin
	Allen Temple Christian Methodist Episcopal	FOTA		Reverend Leroy Haynes
	Portland Alumni chapter of Delta Sigma Theta Sorority; June Key Delta Community Cntr	FOTA		Jean Loomis
	Metropolitan Alliance for Workforce Equality (Emerald Cities)	Income	Both	Casey Barnard
	UNITE HERE	Income	Employment	Shellea Allen, Jennifer Graham, Ben Marston, Laura Williams
	WorkSystems, Inc. (WSI)	Income	Employment	John Gardner - Business Services; Andrew McGough - ED
	Charles Bedford	COC		Charles Bedford
	Portland Development Commission	FOTA		Stephen Green
	Colas Construction	FOTA	Both	Aneshka Colas-Dickson
	SE Works		Employment	
	Pacific NW Regional Council of Carpenters		Both	

Metropolitan Exposition Recreation Commission

FOTA Work Session Minutes

July 9, 2014

Portland Expo Center, Room D202/203

Present:	Terry Goldman, Judie Hammerstad, Cynthia Haruyama, Ray Leary, Elisa Dozono, Karis Stoudamire-Phillips, Chris Erickson, Metro Councilor Shirley Craddick, Metro Councilor Sam Chase
	Chair Goldman opened the session at 1:35 p.m. at the Portland Expo Center
1.	<p>INTRODUCTIONS, PROJECT STATUS AND NEXT STEPS</p> <p>Metro Deputy COO Scott Robinson recapped the accomplishments made to date by the FOTA team along with consultant firm, Cogan Owens Cogan and introduced the meeting agenda.</p> <p>Stephanie Soden presented the timeline for the project and introduced Steve Faust of Cogan Owens Cogan and Dr. Greg Schrock of Portland State University. She noted that stakeholder outreach and engagement finalization was the main topic to be discussed at the session.</p>
2.	<p>STAKEHOLDER ENGAGEMENT</p> <p>Steve Faust noted that the reason for stakeholder outreach to was get a wide range of opinion on how the FOTA might be improved. He presented the stakeholder list and explained how it came to be adding that he hoped the commission could help identify those who should be added or deleted from the list and to prioritize it.</p> <ul style="list-style-type: none">• Commissioner Leary inquired whether the “employment” frame of the list was correct.• Faust replied that, in terms of the “touch point” in most cases the names Leary questioned serve as a conduit for employment information; that is why they are included.• Stephanie Soden added that there is some overlap.• Leary stated he just wanted it to be clear with those on the list that are framed as “employment” stakeholders know that they have been interpreted as being in that role.• Commissioner Dozono stated that MERC is under-employing people of color and she thought it was important that organizations such as IRCO and NAYA, whose contacts are not necessarily centered in North and Northeast Portland, would have valuable input on where the FOTA boundaries might be moved in order to reach the original spirit of FOTA.• Leary noted that it is important that no one has false expectations – that it is clear to the stakeholders what is being asked of them.• Faust responded that it will be up to the FOTA team to frame the questions adding that he feels it must be clear to those organizations that might interact with the FOTA in the future.• Chair Goldman asked if the commission could have more time to digest the list.• Soden responded that the team hopes to have the list complete before the end of the week.• Robinson noted that it was most important at this point to remove names. Other names can be added later.• Commissioners Goldman, Stoudamire-Phillips, Dozono and Leary then suggested consolidating or grouping alliances, recommended names that should be added to the “high importance” column and offered some names to add.• Councilor Craddick questioned whether geography was considered in making up the list since there are now more people of color on the east side of Portland. She also questioned whether the Slavic community was considered since they are a large community in east Portland.• Robinson responded that since there was an income factor considered for the list outside of the original FOTA boundary, east side residents including Slavic communities would be included.• Faust of COC made notes and stated that he will revise the list including changes suggested and will forward an updated list soon.
3.	Dr. Greg Schrock of Portland State University’s Toulon School of Urban Studies and Planning presented the

	<p>results of his best practices research looking beyond Portland to see what can be learned from other communities who have faced similar efforts.</p> <ul style="list-style-type: none"> • Commissioner Leary noted that it would be important to get other stakeholders such as the Portland Trailblazers and members of the Lloyd community who have participated in displacement and have a vested interest in the community to be involved on a possible advisory board. He added that he feels it is important to have Metro Council and specifically President Hughes embrace FOTA and sign on in a public way. • Schrock commented that it is important to state that even the best practices studies had their struggles adding that having a quantitative target opens the space for dialog and it is important to get to a place where there is continuous improvement and to recognize that first efforts may not be perfect. • Councilor Chase added that the best practices components are a good framework for FOTA goals adding that he would like to share the study with Metro's Equity committee. • Commissioner Erickson noted that, while it makes sense to have an employee charged with helping MERC achieve the FOTA goals, it might be necessary to hire more than one person to enforce them. • Councilor Craddick stated that it is important to focus on making sure we have a diverse workforce at Metro. • Commissioner Leary commented that it is important to make certain that employment for post construction of the OCC hotel is diverse and includes members of the FOTA community.
4.	<p>Scott Robinson offered this thanks to commissioners and councilors for their participation. Chair Goldman thanked Commissioners Stoudamire-Phillips, Leary, and Dozono for their participation as liaisons and to Commissioner Hammerstad for requesting the session.</p>
	<p>The session adjourned at 2:35 p.m.</p>