MERC Commission Meeting

September 2, 2015 12:45 pm

> Expo Center 2060 N. Marine Drive Rooms E101-102





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

Metro | Exposition Recreation Commission

Meeting: Metro Exposition Recreation Commission Meeting Date: Wednesday, September 2, 2015 Time: 12:45- 2:30 p.m. Place: Expo Center, Room E101-102 CALL TO ORDER 12:45 1. QUORUM CONFIRMED 2. 12:46 **OPPORTUNITY FOR PUBLIC COMMENT ON NON-AGENDA ITEMS** 12:50 3. COMMISSION/COUNCIL LIAISON COMMUNICATIONS **Terry Goldman** 12:55 4. METRO DEPUTY COO COMMUNICATIONS Scott Robinson 4.1 MERC Venue Business Reports, pages 4-9 5. 1:00 FINANCIAL REPORT/YEAR-END FINANCIAL UPDATE, pages 12-25 **Ben Rowe** 1:05 6. TRAVEL PORTLAND FOURTH QUARTER REPORT, pages 27-47 **Brian McCartin** 1:15 7. FOTA PROJECT UPDATE, pages 49-51 **Stephanie Soden Chip Lazenby** 1:30 8. EQUITY STRATEGY AND ACTION PLAN UPDATE, pages 53-61 **Patty Unfred** Juan Carlos Ocaña-Chiu **Scotty Ellis** 2:00 9. AFFIRMATIVE ACTION REPORT, pages 63-135 Mary Rowe Section A: minorities and women, pages 65-98 Section B: protected veterans, pages 99-113 Section C: individuals with disabilities, pages 115-128 Affirmative Action Policies, pages 129-135 2:20 10. **CONSENT AGENDA** 10.1 Ethics Form, Goldman attendance at Travel Portland Congressional Black Caucus events in Washington D.C., September, 2015, page 137 10.2 August 5, 2015 MERC Record of Actions, pages 138-139 2:25 11. **ACTION AGENDA Resolution 15-17** For the Purpose of Approving changes to the MERC Mary Rowe Personnel Policies, pages 141-152

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MERC Commission Meeting

September 2, 2015 12:45 pm

4.1 Venue Business Reports

PORTLAND'5 CENTERS FOR THE ARTS

MERC Monthly Business Report

September 2, 2015

P'5 TOP EVENTS	5	
• Тор	events for July 2015:	
	 Jim Gaffigan (2 shows) 	99%
	 Anthony Bourdain 	98%

P'5 OTHER UPDATES

- Music on Main Street set a 10 year record with Melao de Cuba. There were 780 attendees and approximately \$7000 in food and beverage sales.
- New summer menu was introduced at the Artbar and has been extremely popular with Music on Main attendees. Favorites include Belmont braised pork short ribs with wasabi mashed potatoes, NW Zenners bratwurst with warm potato bacon salad and pickled egg and the extremely popular green bean fries.
- P5 hosted Metro's Summer Works interns for theater tours, lunch and discussions about jobs in venue management as well as general advice on subjects such as networking.
- Hosted major tenants meeting. Presented next year's budget, discussed year-end financials, current and upcoming capital projects and customer service initiatives.
- Hosted staff barbeque to celebrate an extremely profitable year-end and thank staff for their hard work in giving P5 such a successful year.
- Hosted annual staff retreat at the Jupiter Hotel. Presented session on providing safe environments for transgender employees and customers. Also presented a session on creativity where drawing was used as a tool to show how to overcome fears associated with change.
- Pacific wild took client treats to the major tenants to thank them for a successful year end and to encourage future catering.
- Met with the P5 Foundation and a development consultant. The consultant is preparing a proposal on how to get the Foundation back up to functional full strength. This will go to the foundation for consideration at their Sept. meeting.

- Robyn presented a session on Ethics in the Venue Management field at Venue Today's RISE (Raising the Industry in Sports and Entertainment) Conference.
- Many capital projects underway during the slower summer months. These include renovation of the terrazzo floor at Hatfield Hall, HVAC control upgrades at the Schnitz and Hatfield Hall, Keller roof analysis, Newmark loading dock extension and installation of low flush/low flow toilets and urinals at the Schnitz.

MERC Commission Monthly Business Report

September 2, 2015



July & August Happenings

- Summer was great at the Portland Expo Center! We had several new events take place including the Cannabis Creative Conference and the National Model Railroad Association. As of this written report, we are trending above last year for attendance and food & beverage revenue. Please note that numbers for the National Model Railroad were not included in this report.
- In addition to our already busy calendar, the Expo Center successfully launched *the PDX Drive-in Movie Spectacular!* a two-weekend event that capitalized on an otherwise quiet timeframe for the facility in order to bring attendees and revenue to the month of August. The ticketed event featured six classic movies including American Graffiti and the Ghostbusters. We also screened classic cartoons every night prior to the feature film (Looney Toons and Tom & Jerry). The cartoons became a positive feature of the evening and were thoughtfully selected. *Overall attendance for the series was close to 1,500 people! Sponsorships for the event totaled \$15,000 with in-kind sponsorship totaling \$5,000.*
- Expo welcomed Christina Tuchman as a part time administrative assistant in the Operations department. Welcome Christina!
- Work is being finalized in Hall D Lobby new paint that reflects Expo's brand is complete and new carpeting will be installed the first week of September.



July & August Event Information

July Events:

- America's Largest Antique Show had a great show they were up in all categories expect West Delta.
- Collectors West Gun & Knife Show saw a 14% attendance increase over FY15's show.
- The Creative Cannabis Conference had better than expected attendance with over 1,200 attendees (projected at 450) plan to see more of these types of events enter the marketplace.



Future Bookings

Upcoming new events & rebookings to Expo:

- In October, the Portland Expo Center will welcome the Bravo! Live Tradeshow in addition to the American Rabbit Breeders Association. To date, there are only 2 days in October where the facility will be dark.
- For the month of April, the Nexstar National Talent Competition will host its first event at the Expo Center. We are also welcoming back past client, Performance Warehouse in April.
- The Expo Center has secured the United Methodist Regional Convention in 2017 and the Columbia Empire Volleyball Association's 2017, 2018 & 2019 tournaments.

expo

July:

• The Cannabis Creative Conference generated over \$24,000 in catering for the month of July. This event helped Expo's catering numbers to increase by \$6,000 over FY15.

August:

- The Vans Warped Tour generated almost \$80,000 in concessions revenue for the one day event. This puts Expo ahead by \$40,000 over FY15.
- Aramark/pacificwild experimented with presale food vouchers for *the PDX Drive-in Movie Spectacular!* to much success. Over 50 people purchased the date night deal when purchasing tickets on TicketsWest.



Capital Projects / Sustainability

- Expo's refresh of Hall D Lobby & meeting rooms will be finalized by early September. Upgrades will include new Metro Paint and carpeting in the lobby, meeting rooms and offices.
- Expo is in the final interviewing stages of solicitation for the electronic signage project for advertising, way finding and concessions stands. We will update the commission as soon as we have selected a vendor.
- Expo's final diversion report is not yet fully completed. All indications point towards a strong diversion rate similar to last year once some of the other items outside of standard reporting are noted aluminum cans, bottles, pallets and yard debris, etc. The small Ops team does an outstanding job here.
- The Expo has embarked on the Compost Only program by partnering with Aramark and the Sustainability team towards a positive solution.
- Wireless ticketing rolled out this summer with staff working with Metro IT to create a new advancement in ticket taking and tracking here at the Expo Center. New scanning capabilities were used during Collectors West Gun & Knife Show, Vans Warped Tour and *the PDX Drive-in Movie Spectacular!*
- The campus was reviewed for sidewalk hazards and obstructions. All areas were smoothed out for safe access for all patrons.



Community

The PDX Drive-In Spectacular featured six partnerships with varied non-profit organizations – the Community Transitional School, the Boys and Girls Clubs of New Columbia, the Oregon Humane Society, the Multnomah Hot Rod Council, the Columbia Slough Watershed Council and the Red Cross of Oregon and SW Washington. Each film highlighted a different non-profit organization and a portion of the proceeds from the "Date Night Deal" was donated to each charity. We are looking forward to carrying this tradition forward into next year!

Oregon Convention Center

MERC Commission Monthly Business Report

September 2, 2015

COMPLETED EVENTS

- Hyrdrovision International: This event highlights perspectives on the role of hydropower, exploring issues affecting hydro resources, and helping participants develop a vision to meet challenges and ensure the future sustainability of hydro.
 - o 3,800 attendees
 - Record attendance
 - \$510,957 in revenue
- Duncan Family Reunion
 - o 5,000 attendees
 - All attendees served their meal in under 45 minutes
 - \$209,708 in revenue
- International Association for Food Protection: Provides attendees with information on current and emerging food safety issues, the latest science, innovative solutions to new and recurring problems, and the opportunity to network with thousands of food safety professionals from around the globe.
 - o 3,270 attendees

Record attendance

- \$807,052 in revenue
- Oscon O'Reilly Open Source Convention: A technical conference covering the whole spectrum of open source, including Linux, MySQL, the LAMP stack, Perl, Python, Ruby on Rails, middleware, applications, cloud computing, and more.
 - 4,700 attendees
 - Record attendance
 - \$1,117,319 in revenues

CURRENT PROJECTS

- OCC's solar installation project officially begins on August 31 by Solar City. The installation is expected to complete by the end of October.
- OCC's Dragon Grill cooking hood and duct system replacement bid documents are complete and expected to bid in early September. This project solves an issue with smoke accumulation in the grill area during cooking.

• OCC Stir Annex remodel bid documents are complete. Project will be bid in early September and updates the furniture and finishes in the seating area adjacent to Stir Bistro and Lounge by tying the two areas together.

FACILITY WIDE

- On July 6, Scott C, Matt P and Cindy Wallace joined Travel Portland on a trip to Seattle to discuss their "citywide revenue manager" position. This person evaluates convention business opportunities and makes recommendations to the CVB, convention center and area hotels on value of business, best dates, rates and etc. Travel Portland and OCC are considering a similar position in Portland.
- On July 17, Scott C. attended Partners in the Diversity Breakfast of Champions event at the Oregon Zoo. Metro sponsored July's program and networking event.
- Rick Hodges joined OCC as the Sustainability Coordinator on August 17. Rick comes to OCC with a diverse background leading sustainability efforts to reduce waste, energy, water amongst other initiatives. He previously worked as a consultant for the St. Julien Hotel and Spa in Colorado, leading their sustainability efforts and worked with the Colorado Convention Center to achieve their LEED-EB certification. Most recently, Rick worked at Bonneville Power Administration in its commercial energy efficiency program developing new offerings and measures to reduce energy use. Rick is a graduate of University of Colorado at Boulder and holds a LEED-AP (Leadership in Energy & Environmental Design - Accredited Professional) and CEM (Certified Energy Manager) designation.
- OCC has entered a contract with LMN Architects for the Facility Master Plan. LMN will begin work in September on the initial phase of project scope. The project will eventually create a cohesive design approach to the implementation of projects over multiple years.
- OCC had a kickoff meeting with Green Building Services to begin work with OCC on its ongoing LEED-EB:OM re-certification efforts. Green Building Services will work with OCC to ensure achievement of milestones and appropriate documentation and tracking to meet requirements of recertification in spring of 2019.

MERC Commission Meeting

September 2, 2015 12:45 pm

5.0 Financial Report

JULY 2015

FINANCIAL INFORMATION

For Management Purposes only



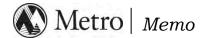


OREGN

Oregon Convention Center



A SERVICE OF METRO



Date:	September 2, 2015
То:	Commissioner Terry Goldman, Chair
	Commissioner Karis Stoudamire-Phillips, Vice Chair
	Commissioner Judie Hammerstad, Secretary-Treasurer
	Commissioner Elisa Dozono
	Commissioner Ray Leary
	Commissioner Deidra Krys-Rusoff
	Commissioner Vacant
From:	Ben Rowe – MERC Finance Manager
Re:	MERC preliminary annual financial information for Fiscal Year 2014-15 (2 nd close) and for the month of July, Fiscal Year 2015-16

Fiscal Year 2014-15 2nd Financial Close Summary

Through the 2nd FY 2014-15 financial close, total MERC event related revenue (charges for services and food & beverage) performed 22% (\$7.7 million) above the prior year, 18% (\$6.4 million) above budget projections and 23% (\$7.9 million) above the three-year historical average. Total MERC Food & Beverage ended with \$3.67 million in net returns, which is a 21% margin, and 5.7% above the three-year historical average. Net operations were \$7.2 million for the year, more than twice the three-year historical average. After capital expenses, the venues added more than \$4.7 million to fund balances, a 15% increase to existing reserves. MERC has received \$1.8 million in TLT Pooled Capital revenues to date and will receive one more payment in September. Finance forecasts approximately \$3.7 million in total TLT Pooled Capital receipts at the close of FY 2015, bringing its forecasted fund balance to \$5.3 million. Only a few individual transactions remain for the third and final financial close including the final TLT payment from Multnomah County and the qualitative incentive for Aramark.

MERC Venues Events & Attendance

Total MERC venues July events and attendance are (9%) above and (-10%) below the three-year historical July average respectively.

		2014	2	2015	Change from Prior Year		
Total MERC Venues	Events	Attendance	Events	Attendance	Events	Attendance	
July	79	111,423	88	78,276	9, 13%	(33,147), (-58%)	

MERC Venues Revenues & Expense

The venues are off to a great year so far with event revenues (rent and food and beverage) 11% above prior year, 4% above YTD budget projections, and 33% above the three-year historical monthly average. Total venue expenses are 7% above the prior year, 0.5% below YTD budget projections, and 12% above the three-year historical monthly actual average.

Food & Beverage

The total MERC venues food and beverage margin for July is 35%, 5% higher than the prior July, 25% higher than YTD budget projections and 10% higher than the three-year historical monthly average.

Net Operations

Total MERC YTD net operations are \$100,000 (36%) greater than the prior year.

Historical Actual Comparison FY 2013-2015 to FY 2016

Fiscal Year: Revenues	2013 YTD	2014 YTD	2015 YTD	2016 YTD	2012-14 Average	% Diff. Average	% Diff. 2014
Food & Beverage	1,115,420	1,685,909	1,721,300	2,209,910	1,507,543	46.6%	28%
Charges for Services	1,330,437	1,058,312	1,694,696	1,595,899	1,361,148	17.2%	-6%
Lodging Tax	-	-	-	-	-	-	-
Other	63,743	37,496	59,977	47,688	53,738	-11.3%	-20%
Total Revenue	2,509,600	2,781,718	3,475,973	3,853,498	2,922,430	31.9%	11%
Expenses							
Food & Beverage	869,503	1,282,001	1,207,579	1,430,291	1,119,694	27.7%	18%
Personnel Services	1,335,047	1,275,000	1,419,331	1,466,847	1,343,126	9.2%	3%
Materials & Services	662,665	598,639	719,101	656,314	660,135	-0.6%	-9%
Other	528,206	500,644	413,188	482,004	480,679	0.3%	17%
Total Expense	3,395,422	3,656,284	3,759,199	4,035,456	3,603,635	12.0%	7%
Net Operations	(885,822)	(874,566)	(283,226)	(181,958)	(681,205)	-73.3%	-36%
Food & Beverage Margin	22.0%	24.0%	29.8%	35.3%	25.7%	9.6%	5%

Oregon Convention Center

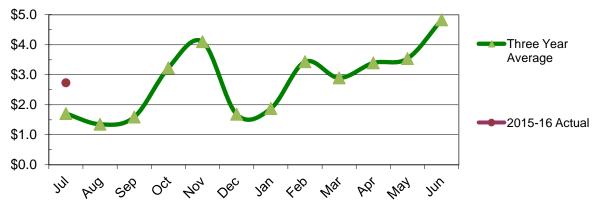
OCC managed the best July ever! Revenues are 45% (\$847,000) more than the prior year, 45% greater than July budget projections, and 60% (\$1 million) above the three-year historical monthly average. OCC July events and attendance are (58%) and (18%) higher respectively compared to the three-year historical monthly average. Expenses are 16% higher than the prior year, 8% above July budget projections, and 22% higher than the three-year historical July average. OCC's YTD food and beverage margin is 39%.

Highest Grossing Events

Event	Gross Event Revenue	% of July Event Revenue
OSCON	\$1,018,369	38%
International Association for Food Protection	750,596	28%
HydroVision International	473,973	18%
Duncan Family Reunion	194,532	7%
All other Events	253,597	9%
Total	\$2,691,068	100%

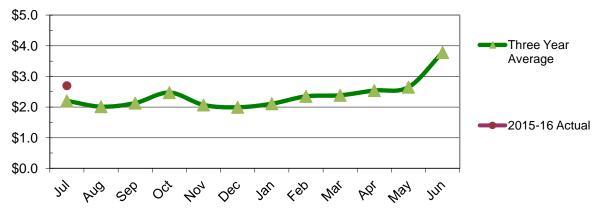
OCC Program Revenues by Month

Shown in Millions



OCC Program Expense by Month

Shown in Millions



Portland'5 Centers for the Arts

Portland'5 July revenues are 25% below budget projections and 13% below the three-year historical average, however 18% above the historical average excluding July 2014. Portland'5 managed a tremendous July last year, which was two times the three-year historical average, skewing the average and comparison to the current year. There were 11 (-21%) fewer performances, and 39,000 (-56%) fewer attendees compared to the prior year. July performances and attendance are (-17%) and (-34%) respectively below the three-year historical monthly average. July expenses are 4% below the prior year, 7% below budget projections, and 15% above the three-year historical monthly average margin is 8%.

Highest Grossing Events

		Gross	% of July
Event		Event Revenue	Event Revenue
Wicked		\$87,876	15%
World Domination Summit		78,481	13%
John Mellencamp		65,237	11%
Jim Gaffigan		51,218	8%
All other Events		322,846	53%
	Total	\$605,658	100%

P5CA Program Revenue by Month



P5CA Program Expense by Month

Shown in Millions \$2.0 \$1.5 \$1.0 \$0.5 \$0.0 \$1.0 \$0.5 \$0.0 \$1.0 \$0.5 \$0.0 \$1.0 \$0.5 \$0.0 \$1.0 \$0.5 \$0.0 \$1.0 \$0.5 \$0.0 \$1.0 \$0.5 \$0.0 \$1.0 \$0.5 \$0.0 \$1.0 \$0.5 \$0.0 \$1.0 \$0.5 \$0.0 \$1.0 \$0.5 \$0.0 \$1.0 \$0.5 \$0.0 \$1.0 \$0.0 \$1.0 \$0.0 \$1.0 \$0.5 \$0.0 \$1.0 \$0.0 \$1.0 \$0.0 \$1.0 \$0.0 \$1.0 \$0.5 \$0.0 \$1.0 \$0.5 \$0.0 \$1.0 \$0.5 \$0.0 \$1.0 \$0.5 \$0.0 \$1.0 \$0.5 \$0.0 \$0.5 \$0.5 \$0.5 \$0.0 \$0.5 \$0.5 \$0.5 \$0.5 \$0.5 \$0.5 \$0.5 \$0.5 \$0.5 \$0.0 \$0.5\$

Portland Expo Center

Expo's July revenues are 2% below prior year, 4% above the three-year historical average, however 5% below budget projections. Expo hosted 2 (25%) more events and 1,800 (8%) more attendees in July than the prior year. July events were 26% and attendance 19% above the three-year historical monthly average. Expo's July expenses are 13% below the prior year, 7% below the three-year historical average, and 34% below budget projections. Expo's food & beverage margin is 16%.

Highest Grossing Events

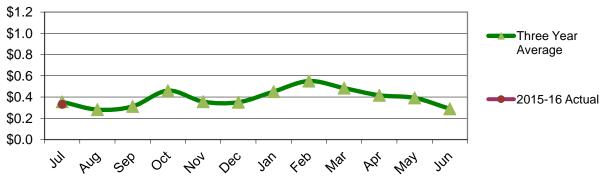
Event	Gross Event Revenue	% of July Event Revenue
America's Largest Antique & Collectable Show	\$153,356	44%
Portland Kennel Club Dog Show	94,200	27%
Cannabis Creative Conference	52,205	15%
Collector's West Gun & Knife Show	36,711	11%
All other Events	11,640	3%
Total	\$348,113	100%

Expo Program Revenue by Month

Shown in Millions \$1.2 \$1.0 Three Year \$0.8 Average \$0.6 \$0.4 2015-16 Actual \$0.2 \$0.0 m AND 0[¢] Ser 404 $O_{e_{C}}$ Jy Jar May 20 ૮ઌ૾

Expo Program Expense by Month

Shown in Millions



MERC Fund FY 2014-15 2nd Fiscal Close Summary

	2014	2015	Actual Diffe	rence	2015	Budget Variance	
	Actual	Actual	\$	%	Budget	\$	%
- Dperations		-		-			
Charges for Services	20,873,669	25,318,151	4,444,482	21%	21,098,321	4,219,830	20%
Contributions from Governments	814,794	1,234,675	419,881	52%	831,905	402,770	48%
Enhanced Marketing VDF	450,000	462,694	12,694	3%	463,702	(1,008)	0%
Food and Beverage Revenue	14,052,840	17,352,352	3,299,512	23%	15,202,929	2,149,423	14%
Grants	32,422	12,873	(19,550)	-60%	-	12,873	
Interest Earnings	173,347	211,752	38,405	22%	57,750	154,002	267%
Interfund Loans	1,919,916	-	(1,919,916)	-100%	-	-	
Lodging Tax	10,904,188	10,830,714	(73 <i>,</i> 474)	-1%	11,131,163	(300,449)	-3%
Miscellaneous Revenue	106,187	151,784	45,597	43%	84,542	67,242	80%
Transfers-R	418,633	1,138,263	719,630	172%	1,137,263	1,000	0%
Visitor Development Fund Alloc	2,471,052	1,948,457	(522,595)	-21%	1,931,633	16,824	1%
Total Revenues	52,217,048	58,661,714	6,444,666	12%	51,939,208	6,722,506	13%
Capital Outlay	12,796	-	(12,796)	-100%	25,000	(25,000)	-100%
Food & Beverage Services	12,298,206	13,682,716	1,384,510	11%	12,871,802	810,914	6%
Materials and Services	14,255,752	14,187,916	(67,836)	0%	13,425,476	762,440	6%
Personnel Services	16,296,492	17,696,716	1,400,224	9%	18,432,052	(735,336)	-4%
Transfers-E	5,088,997	5,426,267	337,270	7%	5,680,018	(253,751)	-4%
Visitor Development Marketing	450,000	462,694	12,694	3%	463,702	(1,008)	0%
Total Expenditures	48,402,241	51,456,308	3,054,067	6%	50,898,050	558,258	1%
Net Operations	3,814,807	7,205,406	3,390,599	89%	1,041,158	6,164,248	592%
apital							
Contributions from Private Sources	85,000	200,000	115,000	135%	-	200,000	
Grants	422,333	237,874	(184,459)	-44%	70,000	167,874	240%
Lodging Tax	1,923,700	1,405,053	(518,646)	-27%	-	1,405,053	
Miscellaneous Revenue	-	14,633	14,633		-	14,633	
Other Financing Sources	5,190	3,125	(2 <i>,</i> 065)	-40%	-	3,125	
Transfers-R	-	-	-		-	-	
Total Revenues	2,436,223	1,860,685	(575,537)	-24%	70,000	1,790,685	2558%
Capital Outlay	4,605,435	4,334,822	(270,612)	-6%	7,219,300	(2,884,478)	-40%
Materials and Services	-	-			-		
Total Expenditures	4,605,435	4,334,822	(270,612)	-6%	7,219,300	(2,884,478)	-40%
Net Capital	(2,169,212)	(2,474,137)	(304,925)	14%	(7,149,300)	4,675,163	-65%
12 Month Fund Balance Increase	1,645,594	4,731,269	3,085,674	188%	(6,108,142)	10,839,411	-177%

Metropolitan Exposition-Recreation Commission

All Departments

	Current Month Actual	Prior Year Month Actual	Current Year to Date Actual	Prior Year to Date Actual	Current Year Budget	% of Prior Year	% of Annual Budget
Operations							
Charges for Services	1,595,899	1,694,696	1,595,899	1,694,696	24,711,900	94.17%	6.46%
Contributions from Governments	-	-	-	-	853,950	0.00%	0.00%
Contributions from Private Sources	-	-	-	-	15,000	0.00%	0.00%
Enhanced Marketing VDF	-	-	-	-	472,781	0.00%	0.00%
Food and Beverage Revenue	2,209,910	1,721,300	2,209,910	1,721,300	16,325,143	128.39%	13.54%
Interest Earnings	35,175	50,219	35,175	50,219	91,000	70.04%	38.65%
Lodging Tax	-	-	-	-	11,443,458	0.00%	0.00%
Miscellaneous Revenue	12,513	9,758	12,513	9,758	95,477	128.23%	13.11%
Transfers-R	-	-	-	-	1,015,132	0.00%	0.00%
Visitor Development Fund Alloc		-	-	-	2,215,901	0.00%	0.00%
Total Revenues	3,853,498	3,475,973	3,853,498	3,475,973	57,239,742	110.86%	6.73%
Food & Beverage Services	1,430,291	1,207,579	1,430,291	1,207,579	13,694,997	118.44%	10.44%
Materials and Services	656,314	719,101	656,314	719,101	15,484,426	91.27%	4.24%
Personnel Services	1,466,847	1,419,331	1,466,847	1,419,331	19,860,619	103.35%	7.39%
Transfers-E	482,004	413,188	482,004	413,188	9,001,335	116.65%	5.35%
Visitor Development Marketing	-	-	-	-	472,781	0.00%	0.00%
Total Expenditures	4,035,456	3,759,199	4,035,456	3,759,199	58,514,158	107.35%	6.90%
Net Operations	(181,958)	(283,226)	(181,958)	(283,226)	(1,274,416)		
Capital							
Contributions from Private Sources	-	-	-	-	372,501	0.00%	0.00%
Grants	5,275	-	5,275	-	-	0.00%	0.00%
Transfers-R	-	-	-	-	110,000		0.00%
Total Revenues	5,275	-	5,275	-	482,501	0.00%	1.09%
Capital Outlay	1,001	789,390	1,001	789,390	8,393,800	0.13%	0.01%
Total Expenditures	1,001	789,390	1,001	789,390	8,393,800	0.13%	0.01%
Net Capital	4,274	(789,390)	4,274	(789,390)	(7,911,299)		
12 Month Fund Balance Increase	e (177,684)	(1,072,616)	(177,684)	(1,072,616)	(9,185,715)		

Metropolitan Exposition-Recreation Commission

Convention Center Operating Fund

	Current Month Actual	Prior Year Month Actual	Current Year to Date Actuals	Prior Year to Date Actual	Current Year Budget	% of Prior Year to Date	% of Annual Budget
Operations	Wonth Actual	WOITH Actual	Date Actuals	Date Actual	Buuget	real to Date	Buuget
Charges for Services	824,636	750,692	824,636	750,692	10,236,686	109.9%	8.1%
Enhanced Marketing VDF	- ,	-	-		472,781	0.0%	0.0%
Food and Beverage Revenue	1,940,944	1,173,136	5 1,940,944	1,173,136	11,750,000	165.4%	16.5%
Interest Earnings	15,764	17,511	15,764	17,511	30,000	90.0%	52.5%
Lodging Tax	-	-	-	-	10,097,485	0.0%	0.0%
Miscellaneous Revenue	8,675	1,389	8,675	1,389	16,000	624.5%	54.2%
Transfers-R	(58,987)	(58,987)	(58,987)	(58,987)	(66,242)	100.0%	89.0%
Visitor Development Fund Alloc	-	-	-	-	1,548,281	0.0%	0.0%
Total Revenues	2,731,031	1,883,742	2,731,031	1,883,742	34,084,991	145.0%	8.0%
Food & Beverage Services	1,192,380	849,964	1,192,380	849,964	9,815,867	140.3%	12.1%
Materials and Services	395,941	469,960	395,941	469,960	9,153,855	84.2%	4.3%
Personnel Services	821,594	752,503	821,594	752,503	10,737,796	109.2%	7.7%
Transfers-E	287,255	260,332	287,255	260,332	6,040,444	110.3%	4.8%
Visitor Development Marketing	-	-	-	-	472,781	0.0%	0.0%
Total Expenditures	2,697,171	2,332,760	2,697,171	2,332,760	36,220,743	115.6%	7.4%
Net Operations	33,861	(449,018)	33,861	(449,018)	(2,135,752)		
Capital							
Contributions from Private Sources	-	-	-	-	242,188	0.0%	0.0%
Grants	-	-	-	-	-	0.0%	0.0%
Transfers-R	-	-	-	-	650,000	0.0%	0.0%
Total Revenues	-	-	-	-	892,188	0.0%	0.0%
Capital Outlay		773,498		773,498	3,913,900	0.0%	0.0%
Total Expenditures	-	773,498	-	773,498	3,913,900	0.0%	0.0%
Net Capital	-	(773,498)	-	(773,498)	(3,021,712)		
12 Month Fund Balance Increase	e 33,861	(1,222,516)	33,861	(1,222,516)	(5,157,464)		

Metropolitan Exposition-Recreation Commission

Portland'5 Centers for the Arts Fund

	Current Month Actual	Prior Year Month Actual	Current Year to Date Actuals	Prior Year to Date Actual	Current Year Budget	% of Prior Year to Date	% of Annual Budget
Operations			Date Actuals		Duugei		Duuget
Charges for Services	525,578	681,767	525,578	681,767	10,091,678	77.1%	5.2%
Contributions from Governments	-	, -	-	-	853,950	0.0%	0.0%
Food and Beverage Revenue	144,047	432,737	144,047	432,737	2,663,978	33.3%	5.4%
Interest Earnings	13,008	24,364	13,008	24,364	31,000	53.4%	42.0%
Lodging Tax	-	-	-	-	1,345,973	0.0%	0.0%
Miscellaneous Revenue	3,124	8,119	3,124	8,119	56,227	38.5%	5.6%
Transfers-R	(35,701)	(35,701)	(35,701)	(35,701)	(382,213)	100.0%	9.3%
Visitor Development Fund Alloc	-	-	-	-	667,620	0.0%	0.0%
Total Revenues	650,056	1,111,286	650,056	1,111,286	15,328,213	58.5%	4.2%
Food & Beverage Services	133,093	218,027	133,093	218,027	2,243,543	61.0%	5.9%
Materials and Services	241,507	180,121	241,507	180,121	4,368,968	134.1%	5.5%
Personnel Services	428,929	471,245	428,929	471,245	6,494,395	91.0%	6.6%
Transfers-E	120,254	95,152	120,254	95,152	1,219,558	126.4%	9.9%
Total Expenditures	923,782	964,546	923,782	964,546	14,326,464	95.8%	6.4%
Net Operations	(273,727)	146,740	(273,727)	146,740	1,001,749		
Capital							
Contributions from Private Sources	-	-	-	-	58,125	0.0%	0.0%
Grants	5,275	-	5,275	-	-	0.0%	0.0%
Total Revenues	5,275	-	5,275	-	58,125	0.0%	9.1%
Capital Outlay	1,001	15,590	1,001	15,590	3,156,100	6.4%	0.0%
Total Expenditures	1,001	15,590	1,001	15,590	3,156,100	6.4%	0.0%
Net Capital	4,274	(15,590)	4,274	(15,590)	(3,097,975)		
12 Month Fund Balance Increase	e (269,452)	131,150	(269,452)	131,150	(2,096,226)		

Metropolitan Exposition-Recreation Commission

Expo Fund

	Current	Prior Year	Current Year to	Prior Year to	Current Year	% of Prior	% of Annual
	Month Actual	Month Actual	Date Actuals	Date Actual	Budget	Year to Date	Budget
Operations							
Charges for Services	245,686	262,236	245,686	262,236	4,383,536	93.7%	5.6%
Contributions from Private Sources	-	-	-	-	15,000	0.0%	0.0%
Food and Beverage Revenue	124,920	115,427	124,920	115,427	1,911,165	108.2%	6.5%
Interest Earnings	3,275	4,542	3,275	4,542	18,000	72.1%	18.2%
Miscellaneous Revenue	714	251	714	251	23,250	284.9%	3.1%
Transfers-R	(10,278)	(10,278)	(10,278)	(10,278)	203,997	100.0%	-5.0%
Total Revenues	364,316	372,178	364,316	372,178	6,554,948	97.9%	5.6%
Food & Beverage Services	104,818	139,588	104,818	139,588	1,635,587	75.1%	6.4%
Materials and Services	8,853	56,480	8,853	56,480	1,482,018	15.7%	0.6%
Personnel Services	143,588	128,743	143,588	128,743	1,797,467	111.5%	8.0%
Transfers-E	74,495	57,704	74,495	57,704	1,741,333	129.1%	4.3%
Total Expenditures	331,754	382,515	331,754	382,515	6,656,405	86.7%	5.0%
Net Operations	32,562	(10,337)	32,562	(10,337)	(101,457)		
Capital							
Contributions from Private Sources	-	-	-	-	72,188	0.0%	0.0%
Grants	-	-	-	-	-	0.0%	0.0%
Transfers-R	-	-	-	-	280,000	0.0%	0.0%
Total Revenues	-	-	-	-	352,188	0.0%	0.0%
Capital Outlay		302		302	1,323,800	0.0%	0.0%
Total Expenditures	-	302	-	302	1,323,800	0.0%	0.0%
Net Capital	-	(302)	-	(302)	(971,612)		
12 Month Fund Balance Increase	32,562	(10,639)	32,562	(10,639)	(1,073,069)		

Metropolitan Exposition-Recreation Commission

MERC Admin Sub Fund

		Current	Prior Year	Current Year to	Prior Year to	Current Year	% of Prior	% of Annual
		Month Actual	Month Actual	Date Actuals	Date Actual	Budget	Year to Date	Budget
Operations								
Interest Earnings		3,128	3,801	3,128	3,801	12,000	82.3%	26.1%
Transfers-R		104,966	104,966	104,966	104,966	1,259,590	100.0%	8.3%
	Total Revenues	108,094	108,767	108,094	108,767	1,271,590	99.4%	8.5%
Materials and Services		10,013	12,538	10,013	12,538	479,585	79.9%	2.1%
Personnel Services		72,736	66,840	72,736	66,840	830,961	108.8%	8.8%
Transfers-E		-	-	-	-	-	0.0%	0.0%
	Total Expenditures	82,749	79,379	82,749	79,379	1,310,546	104.2%	6.3%
	Net Operations	25,346	29,389	25,346	29,389	(38,956)		
Capital								
Transfers-R		-	-	-	-	(820,000)	0.0%	0.0%
	Total Revenues	-	-	-	-	(820,000)	0.0%	0.0%
	Net Capital	-	-	-	-	(820,000)		
12 Month	n Fund Balance Increase	25,346	29,389	25,346	29,389	(858,956)		

MERC Visitor Venues

Events-Performances-Attendance FY 2015-16

	July 2014		July 2015		Net Change from Prior Year		July 2015	
000	Events	Attendance	Events	Attendance	Events	Attendance	Revenue	% of Rev.
Tradeshows/Conventions	4	7,765	4	12,210	-	4,445	2,286,784	85%
Consumer Public Shows	6	6,856	4	2,923	(2)	(3,933)	60,377	2%
Miscellaneous					-	-	14,500	1%
Miscellaneous -In-House	5	192	13	334	8	142	8,307	0%
Meetings	2	370	11	2,087	9	1,717	97,322	4%
Catering	1	4,589	6	5,315	5	726	223,778	8%
Totals	18	19,772	38	22,869	20	3,097	\$ 2,691,068	100%

	July 2014		July 2015		Net Change from Prior Year		July 2014	
Expo Center	Events	Attendance	Events	Attendance	Events	Attendance	Revenue	% of Rev.
Consumer Public Shows	3	17,768	3	18,582	-	814	284,924	82%
Cirque Du Soleil	-	-	-	-	-	-		0%
Miscellaneous	3	4,115	2	4,520	(1)	405	8,745	3%
Meetings	1	25	1	26	-	1	350	0%
Catering	1	52	1	37	-	(15)	1,890	1%
Tradeshows/Conventions	-	-	1	1,483	1	1,483	52,205	15%
Totals	8	21,960	8	24,648	-	2,688	\$ 348,114	100%
Totals w/Cirque du Soleil	8	21,960	8	24,648	-	2,688	\$ 348,114	100%

	July 2014		July 2015		Net Change from Prior Year		July 2014	
Portland '5	Performances	Attendance	Performances	Attendance	Performances	Attendance	Revenue	% of Rev.
Commercial (Non-Broadway)	10	15,321	13	22,791	3	7,470	546,953	90%
Broadway	17	46,603	-	-	(17)	(46,603)		0%
Resident Company	1	1,550	7	3,429	6	1,879		0%
Non-Profit	4	1,510	-	-	(4)	(1,510)	44,000	7%
Promoted/Co-Promoted			4	1,955	4	1,955	2127	0%
Student	16	2,210	17	2,541	1	331	1043	0%
Miscellaneous	5	2,497	1	43	(4)	(2,454)	11,536	2%
Totals	53	69,691	42	30,759	(11)	(38,932)	\$ 605,659	100%

MERC Food and Beverage Margins

	Current	Prior Year	Current Year to	Prior Year to	
	Month Actual	Month Actual	Date Actual	Date Actual	Annual Budget
Convention Center Operating Fund					
Food and Beverage Revenue	1,940,944	1,173,136	1,940,944	1,173,136	11,750,000
Food & Beverage Services	1,192,380	849,964	1,192,380	849,964	9,815,867
Food and Beverage Gross Margin	748,564	323,172	748,564	323,172	1,934,133
Food and Beverage Gross Margin %	38.57%	27.55%	38.57%	27.55%	16.46%
Portland'5 Centers for the Arts Fund					
Food and Beverage Revenue	144,047	432,737	144,047	432,737	2,663,978
Food & Beverage Services	133,093	218,027	133,093	218,027	2,243,543
Food and Beverage Gross Margin	10,954	214,710	10,954	214,710	420,435
Food and Beverage Gross Margin %	7.60%	49.62%	7.60%	49.62%	15.78%
Expo Fund					
Food and Beverage Revenue	124,920	115,427	124,920	115,427	1,911,165
Food & Beverage Services	104,818	139,588	104,818	139,588	1,635,587
Food and Beverage Gross Margin	20,102	(24,161)	20,102	(24,161)	275,578
Food and Beverage Gross Margin %	16.09%	-20.93%	16.09%	-20.93%	14.42%
MERC Fund Total					
Food and Beverage Revenue	2,209,910	1,721,300	2,209,910	1,721,300	16,325,143
Food & Beverage Services	1,430,291	1,207,579	1,430,291	1,207,579	13,694,997
Food and Beverage Gross Margin	779,619	513,721	779,619	513,721	2,630,146
Food and Beverage Gross Margin %	35.28%	29.84%	35.28%	29.84%	16.11%

MERC Statement of Fund Balances and Reserves

July 2015					
		FY 2016	FY 2015	FY 2015	FY 2016
		Through	Through	Through	Annual
	_	July	July	June	Budget
Oregon Convention Cente	<u>r</u>	40 722 700	4 4 7 7 4 7 7 4		4 4 7 4 7 7 4
Beginning Fund Balance		18,733,700	14,734,771	14,734,771	14,174,771
Fund Balance Inc (Dec)	Ending Fund Dalance	33,861	(1,222,516)	3,998,929	(3,553,564)
	Ending Fund Balance	18,767,561	13,512,255	18,733,700	10,621,207
Contingency - Operating					1,500,000
Contingency - New Capital	-Business Strategy				1,274,078
Contingency - Renewal & R	Replacement				7,847,129
	Ending Fund Balance				10,621,207
Portland'5 Centers for the	Arts				
Beginning Fund Balance	AILS	10,697,918	9,838,652	9,838,652	8,789,652
Fund Balance Inc (Dec)		(269,452)	131,150	859,266	(1,380,726)
Tunu balance inc (bec)	Ending Fund Balance	10,428,466	9,969,802	10,697,918	7,408,926
	Linding Fund Bulance	10,420,400	5,505,002	10,037,510	7,400,520
Contingency - Operating					600,000
Contingency - New Capital	-Business Strategy				1,957,300
Contingency - Renewal & R	Replacement				4,851,626
	Ending Fund Balance				7,408,926
Expo					
Beginning Fund Balance		3,213,068	3,402,144	3,402,144	3,039,644
Fund Balance Inc (Dec)		32,562	(10,639)	(189,076)	(610,969)
	Ending Fund Balance	3,245,630	3,391,505	3,213,068	2,428,675
Contingency - Operating					350,000
Contingency - New Capital	-Business Strategy				2,078,675
Contingency - Renewal & R					-
	Ending Fund Balance				2,428,675
MERC Administration					
Beginning Fund Balance		4,146,543	4,084,393	4,084,393	4,349,393
Fund Balance Inc (Dec)		25,346	29,389	62,150	(858,956)
	Ending Fund Balance	4,171,889	4,113,782	4,146,543	3,490,437
Contingency - Operating					65,000
Contingency - Renewal & R	Replacement				811,772
Contingency - TLT Pooled C	-				2,613,665
	Ending Fund Balance				3,490,437
MEDC Fund					
<u>MERC Fund</u> Beginning Fund Balance		36,791,229	32,059,960	32,059,960	30,353,460
Fund Balance Inc (Dec)		(177,682)	(1,072,615)	4,731,269	(6,404,215)
	Ending Fund Balance	36,613,547	30,987,345	36,791,229	23,949,245
	Linuing Fully Datalice	30,013,347	30,307,343	30,731,223	23,343,243

MERC Commission Meeting

September 2, 2015 12:45 pm

> 6.0 Travel Portland Fourth Quarter Report



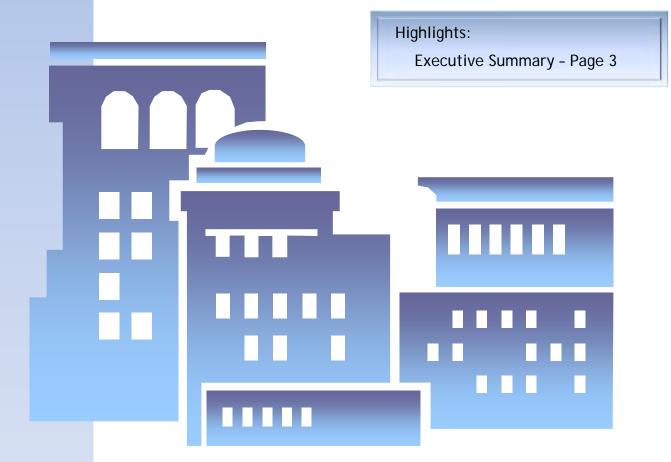


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Jeff Miller.....President and CEO Brian DoranPresident of Finance and Administration Brian McCartinExecutive Vice President of Convention and Tourism Sales Greg NewlandExecutive Vice President of Marketing and Public Relations

1000 SW Broadway	
Suite 2300	
Portland, OR 97205	
503.275.9750	

Executive Summary

ACCOMPLISHMENTS

- In this year OCC realized \$13.9 million in revenue from Travel Portland booked business. Community impact ROI from all future bookings was 39.4 to 1.
- Forty-seven new and nine repeat OCC conventions were booked for future year's worth \$11.3 million in OCC revenue. Community economic impact was \$84.8 million.
- Travel Portland bookings, including single hotel, will result in over \$140 million of economic impact.
- Travel Portland booked twenty-two minority meetings for the year with an EEI of \$3.4 million and 6,004 room nights.
- Travel Portland generated fifty-two articles worth almost \$3.6 million for the OCC and visitor venues for 2014-15.
- Travel Portland exceeded the \$2.25 million goal for domestic and international tour operator bookings by actually realizing \$42.6 million in economic impact.

	Number of tour	Number of
	operators	published
		itineraries
	2014-15	2014-15
Asia	6	139
Canada	30	33
Domestic (U.S.)	75	83
Europe	101	197
Oceania	34	50
Total	246	502

TRENDS, SUCCESSES, OBSTACLES

- Fiscal YTD room tax collection from the City is +20.7% compared to 2013-14.
- Travel Portland tracked lost business during fiscal year 2014-15. Fifty-five groups worth 325,825 room nights declined to come to Portland due to lack of a headquarter hotel or the inability to get all their delegates in a single hotel. Lost OCC revenue and lost Community Economic Impact was \$34M and over \$240 million respectively for future years.
- Portland Market hotel revenue June YTD is up 14.5% compared to 2014.
- Central City occupancy rose to 77.8% for YTD through June; ADR +13.6%, room revenue +13.7%.

Executive Summary

MERC CONTRACT TARGETS

JEIS		
TARGET DESCRIPTION	YEAR TO DATE ACTUAL	ANNUAL TARGET
OCC revenue goal	\$13,909,624	\$8.0 Million
ROI on future OCC business	3.2	2.8
Lead conversion	41%	35%
Services performance survey	3.8	3.6
ROI on public relations/media	31.1	20.0
Community economic impact	39.4	30.0
	TARGET DESCRIPTIONOCC revenue goalROI on future OCC businessLead conversionServices performance surveyROI on public relations/media	TARGET DESCRIPTIONYEAR TO DATE ACTUALOCC revenue goal\$13,909,624ROI on future OCC business3.2Lead conversion41%Services performance survey3.8ROI on public relations/media31.1

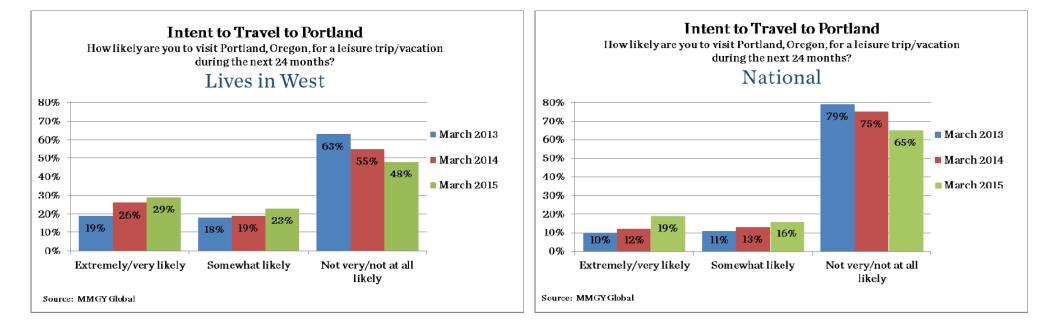
CITY CONTRACT GOALS

OBJECTIVE #	GOAL DESCRIPTION	YEAR TO DATE ACTUAL	ANNUAL GOAL
	Travel Portland Convention		
1	Sales and Marketing	34.9	25.0
2		-	

Market Performance: Hotel Demand			TID Hotels: Monthly Demand			
Market	January – March 2014 January – March 2015		Month	Demand: forecast	Demand: actual	
	vs. PYTD	vs. PYTD	November 2014	+2.7%	+7.1%	
Vancouver, BC	+8.6%	+6.5%	December 2014	-0.6%	+6.0%	
Portland*	+5.7%	+5.6%	January 2015	+1.4%	+6.3%	
Seattle	+5.5%	+4.2%	February 2015	+1.0%	+1.7%	
San Francisco	+4.7%	+2.9%	March 2015	-2.1%	+2.2%	
*Includes TID and non-TID hotels			Total	+0.4%	+4.5%	
Source: STR (Smith Travel Research)			Source: STR Analytics and STR (Smith Travel Research)			

Executive Summary

CITY CONTRACT GOALS - OBJECTIVE #2 CONTINUED



Ad Accountability –						
Incremental Visitor Spending Generated by Advertising						
Months Last Winter This Winter						
November through March \$64.7M \$70.1M						
November through October \$78.4M Available in December						
Source: Longwoods International						

	OREGON	OREGON CONVENTION CENTER REVENUE FROM TRAVEL PORTLAND BOOKINGS						
				Total Potential Future				
Convention	Convention Year	OCC Revenue	Annuals	Business				
convention	FY 14/15	\$ 13,909,624	\$ -	\$ 13,909,624				
Sales	FY 15/16	\$ 11,286,171	\$ 38,665	\$ 11,324,836				
Juies	FY 16/17	\$ 6,250,605	\$ 1,611,025	\$ 7,861,630				
	FY 17/18	\$ 3,110,144	\$ 1,096,311	\$ 4,206,455				
	FY 18/19	\$ 2,265,817	\$ 1,611,025	\$ 3,876,842				
	FY 19/20	\$ 1,059,118	\$ 1,096,311	\$ 2,155,429				
	FY 20/21	\$ 1,691,430	\$ 1,611,025	\$ 3,302,455				
	FY 21/22	\$ 4,345,636	\$ 1,096,311	\$ 5,441,947				
	FY 22/23	\$-	\$ 1,611,025	\$ 1,611,025				
	FY 23/24	\$-	\$ 1,096,311	\$ 1,096,311				
	Total	\$ 43,918,545	\$10,868,009	\$ 54,786,554				

Oregon Convention Center Projected Future Revenue							
Total Travel Portland Contract:	l Portland Contract: Quarter YTD						
New OCC Bookings		6	47				
Repeat OCC Bookings		4	9				
Total OCC Bookings		10	56				
Room Nights from OCC Bookings		18,441	128,441				
Future OCC Revenue Booked during FY 2014/15	\$	1,897,616	\$ 11,323,078				
ROI OCC Bookings	\$	1.9	\$ 3.2	2.8 to 1			
Community Economic Impact from OCC Bookings	\$	13,249,702	\$ 84,757,526				
Total Room Nights Booked		62,104	262,574				
Total Community Economic Impact from Bookings	\$	31,624,239	\$140,233,513				
ROI on Total Community Economic Impact	\$	31.5	\$ 39.4	30 to 1			
OCC Revenue Realized During FY 2014/15	\$	5,399,918	\$13,909,624	\$8.0 Million			

Definite room night total of 262,574 does not reflect 480 room nights for International Association of Wildland Fires (April 2016), for which a contract arrived after the system had been closed for Quarter 4. IAWF's room nights will be included in Quarter 1 totals for FY 15/16. OCC Revenue Realized quarter four includes Association of College and Research Libraries that occurred during quarter three at OCC. Group had not settled in EBMS at the time of reporting quarter three. Therefore this group was included in quarter four OCC revenue realized.

OREGON CONVENTION CENTER FUTURE GROUP BOOKINGS AS OF JULY 1, 2015 FY 2014-15 FY 2015-16 FY 2016-17 FY 2018-19 and beyc FY 2017-18 62 45 21 11 16 Current 4 Year Average Beyond 3 yrs. l yr. out 2 yrs. out 3 yrs. out Current (FY 11/12 – FY 14/15) 48 39 21 14 15

4TH QUARTER - ROOM NIGHTS FROM OREGON CONVENTION CENTER BOOKINGS							
		Total Room				Community	
Year	Groups	Nights	Attendees		OCC Revenue	Economic Impact	
FY 14/15	0	474	-	\$	-	\$-	
FY 15/16	8	15,907	33,200	\$	1,714,830	\$ 11,870,246	
FY 16/17	1	560	300	\$	54,458	\$ 340,674	
FY 17/18	1	1,500	1,200	\$	128,328	\$ 1,038,782	
Total OCC Booking	10	18,441	34,700	\$	1,897,616	\$ 13,249,702	

4TH QUARTER - ROOM NIGHTS FROM SINGLE HOTEL BOOKINGS							
		Total Room		Room Tax		Community	
Year	Groups	Nights		Generated	F	Economic Impact	
FY 14/15	39	10,671	\$	168,668	\$	4,423,700	
FY 15/16	36	21,637	\$	342,000	\$	8,565,296	
FY 16/17	10	7,905	\$	124,948	\$	3,763,951	
FY 17/18	2	1,470	\$	23,235	\$	714,861	
FY 18/19	1	635	\$	10,037	\$	241,319	
FY 19/20	1	1,345	\$	21,259	\$	665,410	
Total Other Booking	89	43,663	\$	690,148	\$	18,374,537	

LEAD CONVERSION								
	Travel Por	tland Office	Chicage	o Office	Washington, DC Office			
	Quarter	YTD	Quarter	YTD	Quarter	YTD		
OCC Leads	38	236	7	48	15	90		
OCC Lost Leads due to OCC space & availability	7	46	3	14	3	20		
OCC Lost Leads due to HQ hotel & hotel package	13	55	2	14	5	24		
Lead Conversion Percentage	56%	41%	0%	10%	14%	28%		
	Annua	l Target –35%						

4TH QUARTER - OREGON CONVENTION CENTER LOST BUSINESS									
			Total Room		Lost OCC	Community			
Account	Groups	Reason	Nights	Attendees	Revenue	Economic Impact			
Subtotal	6	Hotel - HQ	20,690	11,600	\$ 1,715,686	\$ 12,867,088			
Subtotal	7	Date Availability - OCC	32,649	17,000	\$ 3,025,114	\$ 22,128,416			
Subtotal	5	Geographic	15,080	10,800	\$ 1,430,176	\$ 10,779,183			
		Hotel Package - Number Hotels							
Subtotal	5	Needed	39,319	24,500	\$ 6,519,425	\$ 32,181,932			
Subtotal	2	Hotel - Under One Roof	13,960	4,200	\$ 1,039,525	\$ 7,626,662			
Subtotal	2	Perceived Destination Draw	5,053	2,300	\$ 355,647	\$ 3,105,718			
		Perceived Destination Draw - 1st							
Subtotal	2	Tier City Opportunity	5,260	2,500	\$ 319,098	\$ 3,003,000			
Subtotal	2	Selected Another Year	10,543	12,900	\$ 866,366	\$ 6,877,188			
Subtotal	1	Board Decision	1,220	1,500	\$ 100,468	\$ 955,974			
Subtotal	1	Client Postponed Search	6,144	2,000	\$ 508,153	\$ 3,861,389			
Subtotal	1	Date Availability - Hotel	1,615	0	\$-	\$-			
Subtotal	1	Rates/Cost - Hotel	9,000	5,000	\$ 2,214,257	\$ 7,719,693			
Subtotal	1	Rates/Cost - OCC	6,300	2,500	\$ 287,301	\$ 2,637,767			
Subtotal	1	Weak Local Support	2,750	1,100	\$ 119,118	\$ 1,110,587			
Total	37		169,583	97,900	\$18,500,334	\$ 114,854,597			

4TH QUARTER - OREGON CONVENTION CENTER CANCELLATIONS							
Total Room Lost OCC Lost Community Arrival							
Account Name	Groups	Reason	Nights	Attendees	Revenue	Economic Impact	Date
Total OCC Cancellations 0 N/A 0 0 \$ - N/A							

4TH QUARTER INDUSTRY TRADE SHOWS AND EVENTS					
Trade Show/Event	Location				
ASAE Springtime	Washington, D.C.				
Chicago Destination Reps Road Trip	Kansas City, MO				
Simpleview Summit	Tucson, AZ				
ConferenceDirect	Dallas, TX				
Society of Government Meeting Professionals	Minneapolis, MN				
National Association of Sports Commissions	Milwaukee, WI				
Chicago Sales Mission	Chicago, IL				
Washington D.C. Sales Mission	Washington, D.C.				
HelmsBriscoe	Las Vegas, NV				
Citywide Sales Training	Portland, OR				
Spring 2015 Familiarization Trip	Portland, OR				
AIBTM	Chicago, IL				
Collaborate	Orlando, FL				
Collaborate Sports	Orlando, FL				
PCMA Education Conference	Fort Lauderdale, FL				
Green Meetings Industry Council	Atlanta, GA				
3-City U2 Client Event	Chicago, IL				

MINORITY PROJECTED FUTURE REVENUE								
Total Travel Portland Contract:4th QuarterYTD								
New Minority Bookings	5	22						
Total Minority Bookings	5	22						
Room Nights from Minority Bookings	2,085	6,004						
Minority Leads	14	46						
Minority Lost Leads	7	25						
Minority Lost Leads due to hotel package & availability	2	4						

For the fourth quarter of FY 2014/15, minority bookings created an estimated economic impact to the greater metro Portland community of approximately \$750,000. Booked groups included the following:

Alpha Kappa Alpha Sorority, Inc.	\$ 552,162
LGBT Sports	\$ 74,171
Sigma Alpha Sorority	\$ 100,989
SourceAmerica	\$ 10,412
SourceAmerica	\$ 14,032

Convention Services ACT

ACTIVITY DESCRIPTION	4TH QUARTER	YTD
Distribution of promotional pieces	32,350	123,396
Meeting planning assistance - Services leads	260	1,549
Pre-convention attendance building - Site tours	14	37
Pre-convention attendance building -Promo trips, e-newsletters and materials	6	27
Housing-convention room nights	7,613	33,520

4TH QUARTER INDUSTRY SITE TOURS, TRADE SHOWS AND PROMO TRIPS							
		Promotional	Site				
Organization	Organization Location	Trip	Visit	OCC	Non-OCC		
Python Software Foundation	Beaverton, OR	X		X			
American Baptist Churches U.S.A.	Valley Forge, PA	X		X			
General Council on Finance & Administration, The United Methodist Church	Nashville, TN		X	X			
National Indian Education Association	Washington, DC		X	X			
USA/Canada Lions	Black Hawk, SD		X	X			
Wild Birds Unlimited	Carmel, IN		X	X			
IEEE Nuclear & Space Radiation Effects Conference (IEEE NSREC)	Castle Rock, CO		X	X			
National Forum for Black Public Administrators	Washington, DC		X	X			
National Science Teachers Association	Arlington, VA		X	X			
American Association of State Highway Transportation Officials	Washington, DC		X		X		
Association of Collegiate Conference & Events Directors-International	Fort Collins, CO		X		Х		
HI-TEC	Waco, TX		X		Х		
American Association of Medical Society Executives	St. Paul, MN		X		Х		
National Sports Forum	San Diego, CA		X		Х		
All State Insurance	Roanoke, VA		X		Х		
White Pages	Seattle, WA		X		Х		



Answer Options	Excellent =	Good =	Average =	Poor =	N/A	Rating	Response
	4	3	2	1		Average	Count
Travel Portland sales staff	2	0	0	0	0	4.00	2
Travel Portland convention services staff	2	0	0	0	0	4.00	2
Travel Portland housing services (if utilized)	0	0	0	0	2	0.00	2
Travel Portland collateral/promotional materials	1	1	0	0	0	3.50	2
Quality and user-friendliness of the Travel Portland	1	1	0	0	0	3.50	2
			Ave	erage rating fo	or the quarter	3.8	
				Averag	e rating YTD	3.8	
Is there anything Travel Portland could have done to	enhance vour	experience?					

Communications

& PR

	4th Quarter			YTD	
MERC					
Value	\$	107,093	\$	2,565,963	
Number of Placements		5	\$	48	
OCC					
Value	\$	18,450	\$	1,703,057	
Number of Placements	_	2	\$	22	
Chicago/DC PR effort (counted separately from MERC)					
Value	\$	-	\$	1,015,371	
Number of Placements		0	\$	4	
Total Value = MERC + Chicago/DC	\$	107,093	\$	3,581,333	
Total Number of Placements = MERC + Chicago/DC	•		\$	52	
Total Value = City/Regional PR (Non-MERC/OCC/Chicago/DC)	\$	140,403,336.87	\$	174,793,554.30	
Total Number of Placements = City/Regional PR (Non-MERC/OCC/Chicago/DC)		70		562	
	•		•	170 100 0 (0	
Travel Portland Grand Total - Print and Online Value - Domestic	\$	138,984,465		172,198,963	
Travel Portland Grand Total - Print and Online Value - International	\$	1,525,966	\$	6,175,925	
Travel Portland Grand Total - Print and Online Circulation - Domestic	_	77,617,034		1,084,954,219	
Travel Portland Grand Total - Print and Online Circulation - International	_	17,411,535		178,963,423	
Travel Portland Grand Total - Number of Placements - Domestic	_	36		420	
Travel Portland Grand Total - Number of Placements - International		39		194	
MERC		4th Quarter		YTD	
Total Value = MERC + Chicago/DC	\$	107,093	\$	3,581,333	
Direct Costs	\$	17,386	\$	115,000	
ROI		6.2		31.1	
Annual Goal - 20.0 to 1					
City of Portland				YTD	
Total Value			\$	178,374,888	
Direct Costs			\$	475,000	
ROI				376	
Annual Goal - 7.00 to 1					

• No multipliers are used to calculate media values.

• MERC Value - Counts all media placements that mention any MERC facility: Oregon Convention Center, Portland Center for the Performing Arts, Portland Metropolitan Exposition Center and Oregon Zoo

• OCC Value - Counts only those media placements that feature the Oregon Convention Center.

Communications & PR

		MERC		OCC			Chicago/DC			
Publication/Air Date	Outlet / Headline	Value	Circulation	Placements	Value	Circulation	Placements	Value	Circulation	Placements
	America (The Netherlands)									
4/1/15	"Top 10 Portland"	\$ 8,643.45	15,500	1						
	Association News Magazine / Association News Online									
4/1/15	"Portland and Surrounds: Easy Being Green"	\$ 80,000.00	80,000	1						
	Meetings Focus West Magazine / meetingsfocus.com									
5/1/15	"Portland, Oregon is full of fresh finds"	\$ 18,450.00	183,907	2	\$ 18,450.00	183,907	2			
	Vacationidea.com									
6/9/15	"15 Best Things to do in Portland, Oregon with Kids"	\$-	227,201	1						
Total		\$ 107,093.45	506,608	5	\$ 18,450.00	183,907	2	\$-	0	0

KEY MESSAGES/CONTENT						
Circulation To	tals - 2014-15					
Top 10 of 28 k	key messages					
	Total					
food	966,050,064					
drink	740,601,572					
character	552,657,506					
designers & makers	532,433,053					
bike-friendly	348,277,174					
rcmp	261,897,457					
events	236,742,314					
outdoor recreation	229,915,530					
northeast	204,568,626					
quirky	200,934,182					



MARKETING					
	4th Quarter	YTD			
Room nights booked via travelportland.com	334	1,740			
Travelportland.com (Website Visits)	991,555	3,511,986			
Referrals from travelportland.com	314,233	1,076,483			
Average monthly Facebook reach	1,410,862	5,694,133			

TOURISM SALES		
	Quarterly Total	YTD Total
Client Contacts		
Trade Shows, Events, Inquiries and Sales Calls	260	8,491
Leads/Referrals Sent	252	647
FAMS/Research & Site Visits		
# of Fams	42	88
# of Companies	91	230
# of Attendees	196	408
Published Itineraries	154	502
Number of Room Nights by County - Receptive & Tour Operators & Hotels report Room Nights at fiscal year end.		
Clackamas County	945	3,384
Columbia County	0	0
Multnomah County	19,976	75,555
Washington County	1,104	3,571
Mt. Hood/Gorge	0	0



AFFIRMATIVE ACTION GOALS 2014-15								
TRAVEL PORT	LAND GOALS A	ND OBJECTI	VES BY JO	B CATERGO	RIES			
	June 30,	2015		2014-15				
			Actual	Goal				
Job Category	Category Number	Total	Percentage	Percentage	Objective			
	Number of	Number of						
	Females	Staff						
Office/Clerical	20	22	91%	65%	Monitor			
Officials/Administration	3	8	38%	50%	Improve			
Professionals	11	15	73%	50%	Monitor			
Sales	14	15	93%	50%	Monitor			
Technicians	2	4	50%	10%	Monitor			
Total	50	64	78%	45%	Monitor			
	Number of	Number of						
	Minorities	Staff						
Office/Clerical	3	22	14%	15%	Improve			
Officials/Administration	0	8	0%	10%	Improve			
Professionals	1	15	7%	10%	Improve			
Sales	3	15	20%	10%	Monitor			
Technicians	0	4	0%	10%	Improve			
Total	7	64	11%	11%	Monitor			
T	his report is based o	n current full a	nd part-time s	staff.				

Operations

FIRST OPPORTUNITY TARGET AREA (FOTA)

<u>HIRING</u>

Travel Portland hired five new employees in the fourth quarter. Recruiting and special considerations are always made for applicants in the MERC FOTA. Travel Portland currently has nine employees who reside in the MERC FOTA. Job openings were posted to the following: Mac's List, El Hispanic News, The Skanner, The Asian Reporter, Mosaic Metier, Travel Portland website, Craigslist, Indeed, Public Relations Society of America, and Simply Hired.

PURCHASING

Travel Portland expended a total of \$225,270 with businesses in the FOTA area for ending FY quarter June 2015.

PARTNERSHIP

Travel Portland currently has 92 member businesses within FOTA and 54 minority and 100 women-owned businesses as its partners.

MBE/DBE/WBE PURCHASING PARTICIPATION

For the last 26 years Travel Portland has implemented a voluntary MBE/DBE/WBE purchasing program that strives to ensure a high level of participation with certified minority-owned, disadvantaged or women-owned businesses when securing services and supplies that are purchased using lodging tax dollars.

For fiscal year 2014-15, Travel Portland expended \$808,272 of lodging tax dollars in the purchasing of services and supplies where it had the discretion to purchase from outside vendors. Of this amount, \$250,401 or 31% percent was spent with minority/women-owned or emerging small business enterprises.

OCC SALES AND MARKETING BUDGET

Expenses

Expenses				
		QTR Ending	Sum of YTD	
Direct Sales:	Annual Budget	06-30-15	06/30/2015	Percent
Portland office:				
Professional services	911,754	242,696	945,611	
Direct expenses	113,456	26,445	111,180	
Total Portland office	1,025,210	269,141	1,056,790	103%
Washington DC office:				
Professional services	240,240	67,410	264,124	
DC client events	13,000	-	18,342	
Direct expenses	56,141	17,361	70,033	
Total DC office	309,381	84,771	352,499	114%
	,	- ,	,	
Chicago office:				
Professional services	113,256	25,220	118,856	
Chicago client events	12,000		3,807	
Direct expenses	18,359	6,117	23,895	
Total Chicago expenses	143,615	31,337	146,558	102%
	,	01,001		101/0
Fall & Spring Fam	58,000	76,762	76,762	
Site Visits	72,500	29,471	103,876	
Bid/Sales Trips	30,000	13,643	44,109	
Local Promotions	6,000	1,145	11,871	
Tradeshows	258,233	75,417	230,154	
Road Shows/Client Events-Chicago & Washingt		60,021	77,521	
Research/Lead Generation	39,000	3,751	20,187	
Three City Alliance	55,000	38,375	63,358	
Advisory Council	50,000	26,642	72,377	
, Sub-Total	633,733	325,226	700,216	
Total Direct Sales	2,111,940	710,475	2,256,063	107%
Marketing:				
Total Marketing	593,693	84,394	648,712	109%
Publication Relations:				
Total PR	264,110	45,611	287,601	109%
Convertion Convision				
Convention Services:				4000/
Total Convention Services	362,000	105,440	389,887	108%
Contract Administration:				
Professional Services	231,959	56,750	211 592	
Total Contract Admin	231,959	<u>56,750</u>	214,582 214,582	93%
	231,939	50,750	214,302	9370
Total Budget for FY 2014-15	\$ 3,563,702	\$ 1,002,670	\$ 3,796,845	107%
	\$ 3,563,702	φ1,002,070	ψ 3,730,043	10770

Travel Portland

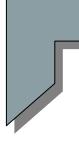
Income Statement

(Statement of Financial Activities)

	Actual (Prior Year) YTD 6/30/2014 Column A	Actual YTD 6/30/2015 Column B	Budget YTD 6/30/2015 Column C	Actual (Prior Year) Full Year 6/30/2014 Column D	Budget Full Year 6/30/2015 Column E
Revenue					
City/County Lodging Tax (1%)	4,193,151	5,061,295	4,444,740	4,193,151	4,444,740
Tourism Improvement District (TID) (2%)	8,296,047	9,518,404	8,792,856	8,296,047	8,792,856
MERC (OCC contract)	3,418,128	3,561,250	3,561,250	3,418,128	3,561,250
Partnership Dues	461,203	469,442	470,000	461,203	470,000
Fees earned	208,478	205,468	167,570	208,478	167,570
Other Income	4,297	33,918	4,000	4,297	4,000
Tradeout/In-Kind	21,265	0	0	21,265	0
Cooperative programs	175,280	241,497	130,501	175,280	130,501
Regional RCMP (from Travel Oregon)	541,648	665,793	665,793	541,648	665,793
Cultural Tourism	320,931	338,212	300,000	320,931	300,000
Downtown Marketing Initiative (DMI)	828,309	0	0	828,309	0
Visitor Development Fund (VDF)	841,525	291,676	232,933	841,525	232,933
Total Revenue	19,310,261	20,386,952	18,769,643	19,310,261	18,769,643
Expenses					
Convention Sales	3,904,706	3,453,608	3,765,515	3,904,706	3,765,515
Tourism Sales	1,562,314	1,754,220	1,864,703	1,562,314	1,864,703
Marketing & Communications	7,472,918	7,673,570	7,733,623	7,472,918	7,733,623
Regional RCMP (from Travel Oregon)	0	659,858	775,000	0	775,000
Downtown Marketing Initiative (DMI)	732,371	84,345	84,345	732,371	84,345
Convention & Housing Services	651,118	791,842	842,500	651,118	842,500
Partnership Services & Events	544,118	651,553	640,563	544,118	640,563
Visitor Services (Fulfillment & VIC)	320,512	321,560	335,000	320,512	335,000
Program Support	1,773,945	2,375,023	2,495,435	1,773,945	2,495,435
Total Expenses	16,962,001	17,765,579	18,536,685		18,536,685
NET SURPLUS/(DEFICIT)	2,348,261	2,621,373	232,958	2,348,261	232,958

Travel Portland Balance Sheet (Statement of Financial Position)

		Actual 6/30/2015	Actual as of 6/30/2014	Increase (Decrease)
		Column A	Column B	Column C
Assets				
	Cash and Cash Equivalents	\$7,159,589.82	\$4,834,080.16	48%
	Accounts Receivable	\$1,390,723.52	\$1,032,842.44	35%
	Prepaid Assets	\$1,017,609.97	\$827,682.52	23%
	Fixed Assets, net	\$492,485.25	\$547,031.39	-10%
	Other Assets	(\$2,929.03)	\$0.00	0%
	Total Assets	\$10,057,479.53	\$7,241,636.51	39%
Liabilities and Net Assets				
Liabilities				
	Accounts Payable & Accrued Expenses	\$1,133,927.66	\$1,129,902.40	0%
	Accrued Personnel	\$1,507,291.55	\$1,289,761.58	17%
	Deferred Revenue	\$218,989.14	\$246,074.48	-11%
	Other Fiduciary Liabilities - RCMP	\$166,269.85	\$160,335.41	4%
	Total Liabilities	\$3,026,478.20	\$2,826,073.87	7%
Net Assets				
	Temporarily Restricted Net Assets	\$0.00	\$84,344.54	-100%
1-10-3000	Undesignated Net Assets- (Target \$3.1M)	\$5,712,227.99	\$3,205,872.71	78%
1-10-3004	Board Designated-(Mkting & PPE Reserve)	\$826,288.09	\$578,314.00	43%
1-10-3005	Board Designated-Net Property and Equipment	\$492,485.25	\$547,031.39	-10%
	Total Net Assets	\$7,031,001.33	\$4,415,562.64	59%
	Total Liabilities and Net Assets	\$10,057,479.53	\$7,241,636.51	39%



Board of Directors

Last Name	First Name	Company	Officers	Committee Chair
Ackman	Tim	Alaska Airlines/Horizon Air	Chair	
Burkett	Sandy	Hotel Vintage Plaza		Community Action Committee
Craddick	Shirley	Metro		
Dodson	Jim	Embassy Suites Portland Airport	Chair-elect	TID Committee
Faulstick	Steve	the Nines		Convention Sales Steering Committee
Frey	Victoria	Portland Institute for Contemporary Art		
Hanley	Terry	Hotel Rose		
Hasan	Naim	Naim Hasan Photography @ N2H Media Group		
Johnson	Samuel	Oxford Suites, Jantzen Beach		
LeBlanc	Gregg	Marketing Karma LLC		
Marks	Tracy	Hilton Portland & Executive Tower		
McKeel	Diane	Multnomah County		
Patel	Jatin	Lodging Mgmt NW, LLC		
Penilton	David	America's Hub World Travel	Vice Chair	Partner Services Committee
Ponzi	Maria	Ponzi Vineyards		
Porter	David	Aloft Portland Airport at Cascade Station		
Pyne	Tim	Portland Marriott Downtown Waterfront		
Rokovitz	Sabrina	Enterprise Rent A Car		
Rosenbarger	Wanda	Lloyd Center Mall		
Saltzman	Dan	City of Portland		
Shelby	E. Allen	Langley Investment Properties	Treasurer	Budget and Finance Committee
Shelly	Ruth	Portland Children's Museum		
Tullis	Jon	Timberline Lodge		
Wali	Bashar	Provenance Hotels		
Watson	Lisa	Cupcake Jones		
Welch	David	Lincoln Restaurant and Sunshine Tavern		
Weston	Linda	Oregon Entrepreneurs Network		

MERC Commission Meeting

September 2, 2015 12:45 pm

7.0 FOTA Project Update

DRAFT FOTA Task Force Report - Executive Summary

Background:

In 2013, Metro and the Metropolitan Exposition Recreation Commission (MERC) commissioned a review and update of the First Opportunity Target Area (FOTA) program. Created in 1989 by the Oregon Legislature, FOTA was designed to provide "first opportunity for available jobs to economically disadvantaged residents living in economically distressed neighborhoods in the immediate vicinity of the Convention Center site."

The purpose of FOTA is to offer early employment opportunities at the Oregon Convention Center for people who were in danger of being adversely impacted or displaced by construction of the facility. Over the years the program has been expanded to include other MERC venues: Portland Expo Center and Portland'5 Centers for the Arts.

A community-based task force developed the original geographic boundaries for the target area and income eligibility guidelines as described below:

- I-84 as the south boundary
- Willamette River as the west boundary
- N/NE Columbia Boulevard as the north boundary
- NE 42nd Avenue as the east boundary

The original income limits were set at \$24,000 for an individual seeking employment and \$40,000 for a household of four. These limits have not been updated since the program's inception in 1989.

In 2013, local consultants firm Cogan Owens Greene was selected to evaluate the FOTA program's overall effectiveness, research best practices, engage stakeholders and solicit community feedback and provide recommendations for program improvement. A final report detailing findings and recommendations was presented to and accepted by the MERC Commission and Metro Council in February 2015.

Among many findings, the study concluded that, although FOTA was required by the 1989 legislature as a condition of state lottery support for the Oregon Convention Center's construction, subsequent program changes do not require approval by the Oregon Legislature. In addition, demographic research and data proved that over the past 25 years, low income residents and communities of color for whom the program was intended to benefit have moved outside of the FOTA boundaries to other areas of the city and region. To address these findings, the consultant team recommended that Metro appoint a community-based task force to review and recommend new boundaries and income eligibility requirements for the FOTA program.

Charge of the FOTA Task Force:

The Task Force was charged with two tasks:

1. Recommend specific changes to the geographic boundaries; and

2. Recommend new income eligibility thresholds.

FOTA Task Force members:

- Rukaiyah Adams, chief investment officer, Meyer Memorial Trust
- Hon. Margaret Carter, former state senator and community activist
- Elisa Dozono, MERC Commissioner and partner at Miller Nash law firm
- John Gardner, director of business services, Worksystems, Inc.
- Nkenge Harmon-Johnson, President and CEO, Urban League of Portland
- Ray Leary, MERC Commissioner and community and business leader
- Karis Stoudamire-Phillips, MERC Commissioner
- Jeana Woolley, community and business leader

It should be noted that then Rep. Margaret Carter chaired the 1989 legislative committee that put the original FOTA language into the budget bill that allocated lottery funds to support construction of the Oregon Convention Center. Further, Ms. Woolley was a member of the original community group that drew the first FOTA boundaries.

Process:

The Task Force met four times over the course of two months. Information presented to the Task Force included demographic maps and data supplied by Metro's Data Resource Center, various methodologies for evaluating and identifying low income households and hiring and recruitment processes and data for the MERC venues. Wages and types of venue positions and classifications were also discussed.

Recommendations:

The FOTA Task Force presents the following recommendations:

- 1. Increase the income eligibility threshold for the FOTA program from \$40,000 for a family of four to \$47,000 for a household of up to two ;
- 2. For households of two and greater, raise the annual income threshold to \$65,000;
- 3. Update the income thresholds on an annual basis based upon the University of Washington (UW) Self-Sufficiency Index;
- 4. Expand the geographic boundaries north and east to include households that formerly lived within the original boundaries that have moved due to gentrification and other socio-economic factors, as well as traditionally underserved populations and communities (Exhibit E); and
- 5. Evaluate and adjust the geographic boundaries every five years.

<u>Next steps:</u>

The Task Force requested to hold two additional meetings to discuss issues and ideas surrounding how to improve Metro's general contracting and employment practices and policies and contracting and hiring procedures regarding the Oregon Convention Center hotel. Those meetings are scheduled for August 24 and September 23.

A summary of these discussions and additional recommendations will be included in the full and final FOTA Task Force Report.

MERC Commission Meeting

September 2, 2015 12:45 pm

7.0 FOTA Project Update Supplemental Recommendation

Supplemental Recommendation

Metro appointed the community-based task force with a limited mandate: to review and recommend new boundaries and income eligibility requirements for the FOTA program. The task force began its work with one important assumption: that updating the physical boundaries and income thresholds would be the main drivers of improved outcomes in the FOTA program. Thus, although the *written mandate* of the task force was limited in scope, this shared assumption speaks to the *spirit of the civic mandate* from Metro to an informed and engaged group of citizens.

In the course of learning about the FOTA program and analyzing data summarizing recent outcomes, four things became clear:

First, merely updating boundaries and thresholds would not lead to success for the FOTA program. The task force learned through engaging with Metro staff that there were other, more significant, drivers of success.

Second, even though the task force could complete work solely related to the written mandate without addressing those other issues, none of the task force members could support that approach as it would not adequately respond to the spirit of the mandate.

Third, the task force learned that success in recruiting and retention for the FOTA program was deeply enmeshed with enterprise-wide human resource efforts at Metro. Success for FOTA can only be achieved in the context of a broader effort within Metro.

Finally, the original connection of the FOTA program to construction funding for the Convention Center, underscored the importance of the FOTA framework to workforce efforts *within* Metro (i.e. the internal opportunity) as well as workforce opportunities *connected to* Metro through its contracting practices (i.e. the external opportunity).

Thus, in addition to the five recommendations related to physical boundaries and income thresholds, the task force offers the following recommendation.

For both Metro recruitment and retention <u>and</u> Metro contracting, provide enough funding during the next fiscal year to: (1) obtain supplemental information and data that are critical to success (e.g. labor force demographics for targeted employment outreach and more accurate identification of MWBE contractor population for targeted outreach) and (2) contract with community-based organizations to effect targeted outreach to job candidates and prospective contractors.

The task force believes that it is a board-level, strategic imperative to provide adequate funding resources in order to achieve the original FOTA program objective of hiring and retaining more people from lower income households and from communities of color.

MERC Commission Meeting

September 2, 2015 12:45 pm

8.0 Equity Strategy and Action Plan Update

Date:	Thursday, July 23, 2015
То:	Metro Councilors
From:	Martha Bennett, COO
	Patty Unfred, DEI Program Director
	Juan Carlos Ocaña-Chíu, Equity Program Manager
Subject:	Equity strategy discussion at Council Retreat July 30

Our future depends on the success of all, but avoidable inequities in the utilization of resources and opportunities prevent us from realizing our full potential. – from Metro Equity Definition

Equity is not a new concept at Metro or in the Portland metropolitan region. We have long recognized both the reality that the most prosperous regions are those that reduce barriers to economic and social opportunity for all *and* that disparities exist – and continue to grow. Metro has been and remains committed to becoming a more diverse, equitable and inclusive steward for the public good. What has changed is a new commitment to developing an agency-wide strategy to achieve and measure equitable outcomes.

As we prepare to engage the Metro Council in discussion about the Equity Strategy at the Council retreat on July 30 and then start to develop the draft strategy and action plan, we'd like to share recommendations that have developed out of research, review of best practices, and community and expert feedback. The two areas of focus proposed for Council discussion at the retreat are:

- Which policy areas and programs are most likely to impact equitable outcomes?
- How should Metro focus its equity strategy for the most effective and measurable impact?

Policy areas – Staff will be developing a two-tiered approach: The Equity Strategy will focus on longer-term policies and programs that have the potential to achieve the most measurable gains for underserved communities and will likely require collaboration with other jurisdictions and organizations. The Equity Action Plan will include short and mid-term actions that will provide more immediate results and are within Metro's authority and service area. At the retreat, we would like the Council discussion to focus primarily on the Equity Strategy. We've received input from a joint discussion of SLT and Metro's Equity Strategy Advisory Committee, Metro staff, the Equity Framework Report and the series of stakeholder interviews and community discussion groups that have just been completed. We'll share those results and ask the Council to weigh in on where you see the most potential and feasibility and also to assess the risks and benefits of each priority area identified. This information will help us begin to shape the draft Equity Strategy.

Focus of Equity Strategy and Action Plan – Our charge is to create an effective and measurable strategy and action plan that achieve equitable outcomes for residents of the region who currently experience disparate social conditions. To accomplish that, we are committed to developing a strategy and action plan with the greatest community impact, applying local and national best practices and using a targeted approach.

Data consistently shows two things: 1) Across every social determinant of health, communities of color in the region experience significantly worse outcomes than white residents. 2) The whole country is becoming more diverse and by 2040, communities of color are projected to be the majority of the nation's residents.

Members of communities of color typically experience greater systemic barriers to success than their white counterparts. Research shows that addressing the barriers of these communities will benefit all people of low income, regardless of race, gender or ability. For those reasons, every local and national example of an equity strategy known to staff is centered on achieving racial equity as the foundational core value.

Metro's equity program staff recommendation is to focus the equity strategy and action plan initially on outcomes for communities of color as the most effective, targeted approach with the potential for the most significant improvement for all people living in our region. This approach will allow Metro to develop a clear and focused strategy with tangible and measurable outcomes. This approach still ensures that Metro includes and provides services to all residents of the region, including the unique needs of low-income residents, youth, the elderly, people with disabilities, and people across the gender spectrum. This avoids the twin pitfalls of casting the net too broadly to be effective and setting up a false "choice" between race and income. Put another way, to achieve the desired goal of improving outcomes for all residents of the region, we recommend the strategy of addressing the barriers faced by communities of color as the most effective place to start. Attached are some materials that provide a data snapshot of regional outcomes by race and income as well as a risks/benefits assessment of the proposal to begin the strategy by focusing on outcomes for communities of color.

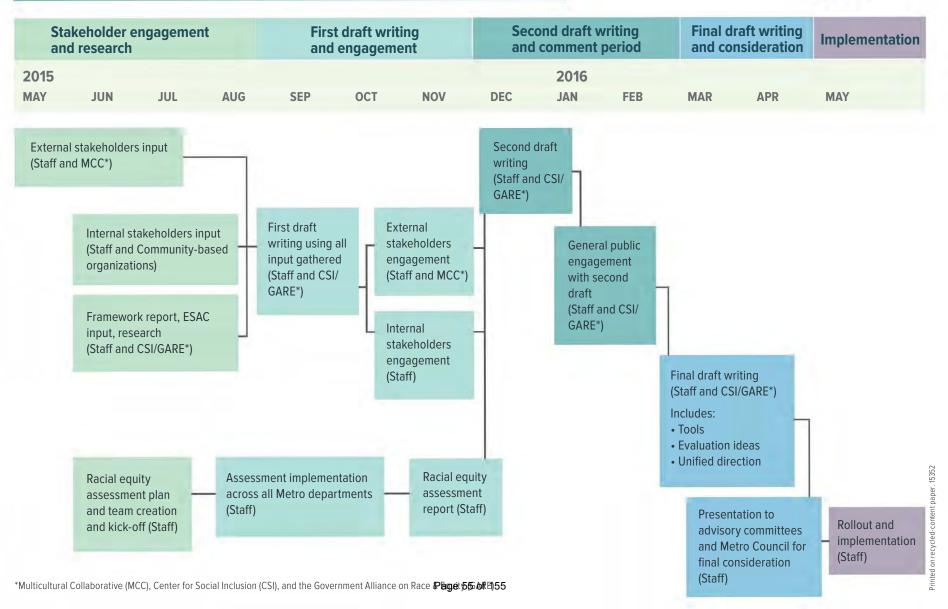
We look forward to a robust discussion at the Council retreat. We have scheduled meetings with each of you prior to the retreat in case you have questions or would like more information.

Thank you for your leadership in diversity, equity and inclusion.

Equity Strategy and Action Plan Development TIMELINE May 2015 – May 2016

June / 2015 **Draft**





oregonmetro.gov DRAFT

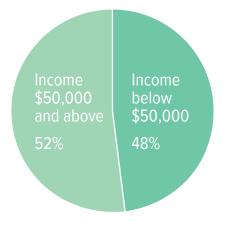


RACIAL DISPARITIES SNAPSHOT Portland Metropolitan Region

How does race impact the way communities experience regional desired outcomes?

This document combines regional data and community insight to highlight the racial disparities occurring in the Portland metropolitan region. Organized by the region's six desired outcomes, each section begins with a related excerpt from the Equity Framework Report, followed by a set of data to show the correlation between the disparities and the region's vision.

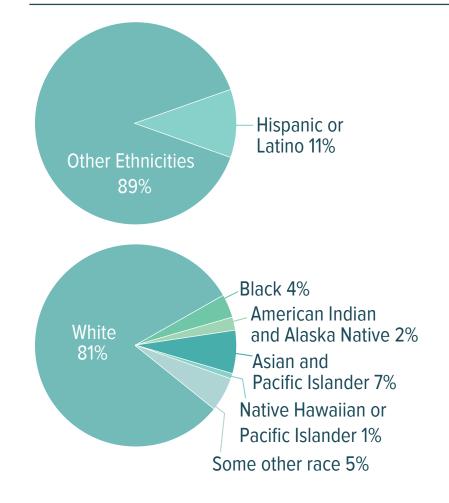
INCOME COMPOSITION



As the Portland metropolitan region's population continues to grow and change, its future success depends on the success of everyone. Unfortunately, avoidable inequities rooted in historical burdens continue to prevent communities of color from realizing their full potential and limits the region's progress.

Median Income for a family in the Portland MSA is estimated at \$71,000

RACIAL AND ETHNIC COMPOSITION



ECONOMIC PROSPERITY

"In our region, many have lost their jobs and homes during the Great Recession. While unemployment rates have recovered to pre-recession levels, wages have not. Many communities are falling increasingly behind and no longer have the financial ability to



choose where they are able to live, work, and socialize. Communities of color face employment discrimination that prevent them from tapping into their full economic potential. Lack of support for new entrepreneurs, inadequate job training, and insufficient wages are barriers to wealth

MEAN PER CAPITA INCOME

American Indian or Alaskan Native	\$19,232
Black or African American	\$19,264
Native Hawaiian or Pacific Islander	\$16,663
Asian	\$29,054
Hispanic or Latino	\$14,591
White	\$33,510
Two or more races	\$16,021

accumulation that entrench inequity."

PERCENT BELOW POVERTY LEVEL

American Indian or Alaskan Native	27 %
Black or African American	34.1%
Native Hawaiian or Pacific Islander	23.4%
Asian	12.5 %
Hispanic	27.6%
White	10.9%
Some other race	31.7%

Poverty is detrimental to community vibrancy. The inability of a family to afford goods and services to meet their potential well being, or afford rising rents to remain in a community, create unhealthy, unstable conditions.

These two graphs display the racial economic disparities that the region faces, highlighting that concentration of poverty is focused primarily in communities of color.

LEADERSHIP ON CLIMATE CHANGE

"Our region is facing an affordable housing crisis. As housing in or near the urban core becomes increasingly expensive, many individuals of color are unable to afford the rising costs and are having to relocate to more suburban areas further away from



their jobs, schools, and community. The result has seen an increase in travel distance that our communities of color face when accessing key resources."

NOTE: The term "Poor residents" in this data set is defined as those households at 100% Poverty * Typical commute distance within the Portland Metropolitan Region is 7.1 miles

PROXIMITY TO JOBS WITHIN TYPICAL COMMUTE DISTANCE

Percent change from 2000 to 2012

Black or African American	-12%
Asian	-5%
Hispanic	-3%
White	0%
Poor residents	-4%

VIBRANT COMMUNITIES

"Home ownership remains one of the most important sources of durable wealth in our country, and it is often key to creating mixed-income, ethnically diverse communities that are essential to achieving Vibrant Communities across our region."



HOMEOWNERSHIP BY RACE AND INCOME

American Indian or Alaskan Native	39.2%
Black or African American	33.1%
Native Hawaiian or Pacific Islander	27 %
Asian	62.6%
Hispanic or Latino	34.8%
White	64.2%
Some other race	31.6%
Low-income Households	39.4%

NOTE: In this document, unless stated, a Low-Income Household is defined as a household making 70% Median Family Income for the region (approximately less than \$50,000 for a 4 person household).

CLEAN AIR AND WATER

"Health research throughout the United States continues to illustrate that the areas with the highest health disparities, highest incidence of chronic disease, and lowest life expectancy are consistently those with high poverty and concentrations of



nonwhite residents. This highlights the fact that, not only do low-income communities and communities of color tend to have the least access to neighborhoods that encourage healthy living, their neighborhoods have historically been the lowest priority for public investment."

ASTHMA RATES

In census tracts with above regional average percent for each race and low-income households

American Indian or Alaskan Native	15%
Black or African American	14.9%
Native Hawaiian	14.7%
Asian	14.1%
White	13.6%
Low-income White	14.9%
Region average	14.1%

TRANSPORTATION CHOICES

"In Portland, like other metropolitan areas around the country, people of color are more likely to lack access to a car and are thus disproportionately impacted by transportation decisions that privilege private automobile use. People of color are



also more likely to depend on buses as opposed to rail transit, and are more likely to use transit to make short trips and/or transfer more to get to their destination."

USE OF PUBLIC TRANSPORTATION AS A MAIN MEANS OF TRANSPORTATION TO WORK

American Indian or Alaskan Native	11.3%
Black or African American	14%
Native Hawaiian or Pacific Islander	4.6%
Asian	7.1%
Hispanic or Latino	8.4%
White	5.3%
Some other race	9.7%
Low-income Households	7.7%

Asthma is a chronic disease that can be attributed to poor air quality. The graph above displays the mean rate of asthma for the census tracts where more than the regional average percent for each race reside. As can be seen, communities with higher concentrations of people of color face higher rates of asthma.

The graph to the right highlights the greater dependence that populations of color in the region have on public transit. National research is finding that greater dependence on public transit leads to greater exposure to pedestrian crashes.

Centering on Racial Equity: RISKS AND BENEFITS

Draft Date: 7/23/15

BENEFITS

1

BEINEFITS						
BE	NEFIT OVERVIEW	BENEFIT DETAILS	ASS	OCIATED BENEFITS		
1.	community impact	Individuals and communities experience multiple oppressions and privileges simultaneously. A racial equity strategy can achieve equity for all. Policies and practices that improve outcomes for communities of color also reduce disparities experienced by low-income whites, LGBTQ, people with disabilities, seniors, and other marginalized populations. Racial disparities are deep and pervasive; their elimination will benefit everyone collectively. By addressing racial disparities, people and communities across the region benefit. Therefore, Metro would be advancing with the most effective and		 Effective: Most effective approach in reaching the region's desired outcomes. Focus on the barriers that will have the broadest community impact. Evidence-based approach with strong economic impact. Target individuals with the greatest disparities. 		
		impactful Equity Strategy approach based on available evidence.				
2.	Utilizes and improves upon national best practices	Many governmental agencies (e.g. City of Minneapolis, City of Madison, Boston Public Health Commission, and the Minneapolis regional government) and philanthropy groups (United Way, Meyer Memorial Trust and Surdna Foundation) have implemented racial equity strategies. Their experience has created a set of best practices and tools to implement an effective and efficient racial equity strategy. By adopting and building upon existing best practice tools, the DEI program staff can use proven measures and not dedicate capacity to designing new, untested tools and approaches. This would increase efficiency and speed up the Equity Strategy development process.	•	 Following national best practices. Efficient: Building on tested best practice tools and measures for quicker creation of Equity Strategy approaches, bringing time and financial savings. Effective: Building on years of best practice tools is more likely to lead to desired outcomes. New partnerships: Provides opportunities to collaborate with and learn from jurisdictions and philanthropy groups that have implemented racial equity strategies. 		
3.	Is an economic imperative	Research shows that by focusing specifically on racial equity, the region's economy will experience a minimum increase of 7 percent GDP. ¹ The costs of not addressing racial inequities are growing in terms of lost productivity.	•	 Effective: Would address economic productivity in the region as well as other critical disparities. 		
4.	Proactively addresses increasing racial diversity in the region	As the Portland metropolitan region's population continues to grow, populations of color are an increasingly significant percentage of the region's population. Unlike historical trends where demographic shifts are concentrated in urban areas, data shows that the suburban and central cities are experiencing similar rates of diversification.	•	 Forward looking Equity Strategy: Advances with an Equity Strategy approach that is proactive in addressing the growing racial diversity of the region. 		
5.	Creates a more strategic and targeted approach	A racial equity strategy would prevent internal confusion regarding target populations. This would lead to more consistency across Metro related to equity approaches. A Racial Equity strategy would also allow for the development of targeted equity performance measures that would be simpler to track and analyze.	•	 Effective: Prevents the creation of unfocused equity approaches and measures. Will ensure a strategy is focused on addressing the region's greatest disparities. More feasible to establish performance measures and other analytical metrics to track impact of the strategy over time. Efficient: Centering on racial equity creates agencywide consistency in language and approach. Clear Intentions: An approach with a clear and unambiguous intention is easy to message and for outside stakeholders to comprehend. 		
6.	Improves relations and credibility with community-based organizations and communities of color	DEI staff has hosted several culturally specific discussions regarding the future of the Equity Strategy and it has been made clear that communities want Metro to adopt a strategy that centers on racial equity. To quote one of the groups directly, "leading with race would signify a serious commitment to equity by Metro. Further, a shift from race-neutral policies would foster early buy-in of impacted communities, provided tangible, material, equitable outcomes were to follow." Therefore, centering on racial equity will increase Metro credibility and build political capital among many community-based organizations and communities of color.		 Increased community credibility and political capital: Broad community support. Supported by the Equity Strategy Advisory Committee. Moving forward with a community-supported strategy. 		
7.	Advances Metro Title VI efforts	Advancing with a race and ethnicity-based approach, a racial equity strategy would help integrate the Equity Strategy into Metro's Title VI efforts.	•	 Efficient/Effective: Provides a platform to help streamline and improve Title VI and regional equity efforts. 		
8.	Eliminates historical use of "color blind" policies	By centering on racial equity, Metro will address equity in a different manner than it has historically, allowing the region to move away from the status quo and make greater advancements toward reaching the region's desired outcomes.	•	Addresses historical practices that have resulted in equity challenges that the region faces.		

¹ Treuhaft, S., Scoggins, J., and Tran, J. (October 22, 2014) The Equity Solution: Racial Inclusion Is Key to Growing a Strong New Economy. Policy Link. Accessed: http://www.policylink.org/sites/default/files/Equity_Solution_Brief.pdf

Centering on Racial Equity: RISKS AND BENEFITS

Draft Date: 7/23/15

RISKS

2

R	RISKS				
R	ISK OVERVIEW	RISK DETAILS	ASSOCIATED RISKS		
1	. Pressure from groups who disagree with centering on racial equity	Groups could frame Metro's approach to equity as one that does not include low-income white individuals.	 Active Participation: Likely to require Council to be an active and vocal supporter of the approach. Political capital: May require Council to spend political capital to help individuals understand and support the direction. Communications support: May require additional communications support to assist Council in clarifying the benefits of centering on racial equity. 		
2	2. A perception that the approach will not have the largest impact	In absolute numbers, the Portland metropolitan region is home to fewer individuals of color than low-income individuals. Although centering on racial equity would address the disparities that will have the broadest community impact, it may be perceived as an approach that would impact a smaller percentage of the general population. As the Portland metropolitan region's population continues to grow, populations of color are an increasingly significant percentage of the region's population. Unlike historical trends where demographic shifts are concentrated in urban areas, data shows that the suburban and central cities are experiencing similar rates of diversification.	 Active Participation: Likely to require Council to be an active and vocal supporter of the approach. Communications: May require additional communications support to assist Council in clarifying that by focusing on racial equity, it would cast the largest net and have the biggest impact region-wide 		
3	8. This approach may be perceived as deepening the urban / suburban split	In absolute numbers, there are currently more individuals of color living in Portland and in Multnomah County than in other jurisdictions in the Metro region. Therefore, even though centering on racial equity would address the greatest disparities, a racial equity strategy may be perceived as an approach that would benefit only some parts of the region.	 Active Participation Likely to require Council to be an active and vocal supporter of the approach. Political capital: May require Council to spend political capital with suburban jurisdictions to understand and support the direction. Communications: May require additional communications support to assist Council in clarifying that by focusing on racial equity, it would cast the largest net and have the biggest impact region-wide. 		

Centering on Racial Equity (CORE) talking points

Three points:

- **1.** Centering on racial equity (CORE) further advances Metro's goal to achieve equity and can make the most positive impact for all residents in the region.
- **2.** CORE is a well-researched and proven approach that uses and improves upon strategies that have worked in other regions and organizations like ours. A few examples of other organizations and other jurisdictions using this approach include United Way of the Columbia Willamette; Dubuque, Iowa; Madison, Wisconsin; King County, Washington; Gresham, Oregon.
- **3.** Across the region, communities of color experience higher unemployment rates, poorer health, lower educational achievement and more housing instability. We have a chance to make a difference in the lives of individuals and families of color while having a real impact on the region's overall economic health.

Four more:

- **4.** Community leaders and Metro's Equity Strategy Advisory Committee support the CORE approach as a way to advance equity in the region.
- **5.** Reducing racial and ethnic disparities would greatly increase the overall economic well-being of the region.
- **<u>6.</u>** As the greater Portland region continues to grow and diversify, the CORE approach will help ensure everyone benefits from a thriving region.
- **7.** The well-being of our communities of color would become the barometer of how well our region serves underserved residents.

<u>Pivot:</u>

Won't this leave out others?

No. Communities of color in the region have historically faced significant disparities in health, education and income outcomes and they are worsening. By addressing the barriers that keep communities of color from thriving, we are removing those same barriers that affect other groups such as all people with low incomes, young people, seniors, and people with disabilities. What's important is that by addressing the barriers that more profoundly affect communities of color, Metro will also address the needs of all communities that experience disparities in the region.

Why not focus on poverty?

Since at least the 1960s, government in the US has created color-blind policies and programs to address the needs of people with low income and living in poverty. Despite those programs' certain level of success, they have been unsuccessful in addressing the grave disparities that continue to affect people of color across the nation, and in our region. Confronting race-based disparities head-on, on the other hand, is showing promising results in the jurisdictions that have started to use their own version of the recommended CORE approach.

What does this mean?

As we further develop the equity strategy, the CORE approach will be a recommendation for Metro Council to consider that would apply a racial equity lens to look at how what we do impacts people's lives. At the same time, we will continue to serve, welcome, and engage all communities in the region.

VERSION 3 – August 4, 2015

Background:

- Metro is **more than halfway through the process** of developing an Equity Strategy and Action Plan to achieve more equitable outcomes across Metro programs, policies and services.
- In January 2015, community based organizations identified **10 areas that are important to advance and measure to address disparities** – things like transportation, housing and health equity – and recommended applying a **racial and economic justice lens** to analysis of initiatives. (See Equity Framework Report on <u>www.oregonmetro.gov/equity</u>)
- In April 2015, the **Equity Strategy Equity Committee (ESAC) provided recommendations and endorsement** of most of the report's recommendations to Metro's COO, who then issued direction to staff. (See ESAC's memo on <u>http://www.oregonmetro.gov/sites/default/files/ESAC-Memo-</u> <u>EquityFramework20150320.pdf</u>).
- Now, **Metro staff are beginning the work of developing the draft Equity Strategy and Action Plan**, which will include feedback gathered during community engagement and a detailed look at Metro's roles and responsibilities. Working with community leaders and organizations, and members of ESAC, Metro staff will develop a draft for public review and comment in January 2016, leading up to a final Equity Strategy and Action Plan in spring 2016.
- The plan will likely **combine short-, mid- and long-term actions** in Metro programs, policies and services to allow everyone to enjoy the benefits of making this a great place today and for generations to come.

MERC Commission Meeting

September 2, 2015 12:45 pm

9.0 Affirmative Action Report

www.oregonmetro.gov



Affirmative Action Program

01/01/15 - 12/31/15 plan year

Section A: minorities and womenSection B: protected veteransSection C: individuals with disabilities

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

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 Brian Evans

www.oregonmetro.gov



Section A

Affirmative Action Program for Minorities and Women

01/01/15 - 12/31/15 plan year

METRO AFFIRMATIVE ACTION PROGRAM FOR MINORITIES AND WOMEN

1/1/2015 - 12/31/2015

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APPENDIX AEQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION POLICYAPPENDIX BDISCRIMINATION AND HARASSMENT POLICY

Introduction

Metro is a regional governmental entity that provides a forum by which cities, counties and citizens can resolve issues related to growth and transportation planning, protecting streams and open spaces, land-use choices and regional environmental management such as increasing recycling efforts.

Metro serves 1.3 million people who live in Clackamas, Multnomah, and Washington Counties, and the 25 cities in the Portland Metropolitan Area. Metro manages the Regional Parks & Greenspaces and the Oregon Zoo. Through the Metropolitan Exposition-Recreation Commission, Metro oversees the operations of the Oregon Convention Center, Portland'5 Centers for the Arts, and the Portland Metropolitan Exposition Center.

It is the policy of Metro to ensure that equal employment opportunities and affirmative action practices exist for all applicants and employees without regard to race, color, religion, sex, national origin, age, marital status, familial status, gender identity, sexual orientation, disability for which a reasonable accommodation can be made, or any other status protected by law.

The policies, practices and procedures established by this program apply to all Metro departments and project areas. They are intended to be an integral part of personnel policy and practice of Metro.

"Affirmative Action" is defined as a set of specific and result-oriented procedures to which Metro commits itself to apply every good faith effort.

This program has been adopted in order to voluntarily comply with requirements of the Office of Federal Contract Compliance Programs (OFCCP) and Executive Order 11246, as amended. Certain terminology, such as "underutilization" is used only because of those requirements. The adoption of the Affirmative Action Program (AAP) and the setting of goals and timetables is not to be interpreted as an admission that Metro has discriminated against any person or individuals at any time.

This Affirmative Action Program is not intended to create contract rights between Metro and its employees or any other third party, including applicants, by which any employee or applicant is entitled to any beneficial interest.

Metro is not currently a Federal contractor; however, Metro has prepared this Affirmative Action Program (AAP) for the period of 1/1/2015 - 12/31/2015, reaffirming its voluntary commitment to the spirit and letter of affirmative action law, including those administered by the U. S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP). Through the implementation of this AAP Metro continues its efforts to voluntarily comply with appropriate government regulations and to make the best possible use of personnel while contributing to the betterment of society and the community.

In developing this AAP Metro recognizes its duty to ensure equal employment opportunity. The following statement of policy reinforces that belief.

Reaffirming Commitment to Equal Employment Opportunity

In setting forth this AAP Metro reaffirms its belief in equal employment opportunity for all employees and applicants for employment in all terms and conditions of employment.

Through the affirmative action program, Metro:

- Expresses its strong commitment to provide equal employment opportunities and to take affirmative action to ensure nondiscrimination in employment practices;
- Informs all Metro elected officials and employees, governmental agencies and the general public of its intent to implement this policy statement; and
- Assures voluntary conformity with applicable federal regulations as they exist or may be amended.

See Appendix A for the Equal Opportunity Policy.

Metro Council President designated the Human Resources Director as the Equal Employment Opportunity Administrator (EEO Administrator). The EEO Administrator oversees the AAP development, modification, implementation, and reporting requirements and conducts management updates. The EEO Administrator also analyzes Metro's selection process in order to further the principles of equal employment opportunity.

As part of Metro's commitment to this overall process, it will seek to ensure affirmative action to provide equality of opportunity in all aspects of employment, and that all personnel activities, such as the recruitment, selection, training, compensation, benefits, discipline, promotion, transfer, layoff and termination processes remain free of illegal discrimination and harassment based upon race, color, religion, sex, sexual orientation, gender identity, and national origin. Regular review by Metro, as described in this AAP, helps to ensure compliance with this policy.

Definitions

For the purposes of this program, the following definitions shall apply:

- (a) Affirmative Action a set of specific and result-oriented procedures to which Metro commits itself to apply every good faith effort to remove identified barriers and to ensure equal employment opportunity and nondiscriminatory practices and compliance.
- (b) Discrimination act or failure to act, intentional or unintentional, the effect of which is that a person, because of their race, color, religion, sex, national origin, age, marital status, familial status, gender identity, sexual orientation, disability for which a reasonable accommodation can be made, or any other status protected by law, has been excluded from participation in, denied the benefits of, or has been otherwise subjected to unequal treatment.
- (c) Equal Employment Opportunity employment activities conducted on an equal opportunity basis without discrimination as to race, color, religion, sex, national origin, age, marital status, familial status, gender identity, sexual orientation, disability for which a reasonable accommodation can be made, or any other status protected by law.
- (d) Goals the establishment of good faith efforts such as expanded outreach, recruitment, training and other activities to increase the pool of qualified minorities and females.
- (e) Minority or Minority-Groups means:
 - a. Black, (not of Hispanic origin), which includes persons having origins in any of the black racial groups of Africa;
 - b. Hispanic, which includes all persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race;
 - c. Asian or Pacific Islanders, which includes persons of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands, and Samoa;
 - d. American Indian or Alaskan Native, which includes persons having origins in any of the original peoples of North America and who maintain cultural identification through tribal affiliation or community recognition.
- (f) Protected groups or protected class status women, persons with a disability for which a reasonable accommodation can be made, and those persons cited in "(c)" above.
- (g) Utilization Analysis current incumbency within a departmental job group as compared to projected availability. Under utilization exists when there is a statistical adverse impact. Metro utilizes the 80% rule to determine under utilization.
- (h) 80% rule a selection rate for any race, sex, or ethnic group which is less than four-fifths (or 80%) of the rate for the group with the highest rate.

Internal Dissemination of EEO Policy 41 C.F.R. § 60-1.42

Metro posts copies of the equal employment opportunity notices that comply with 41 C.F.R. § 60-1.42(a) in conspicuous places (including, where applicable, electronic websites) available to employees, applicants for employment representatives of each labor union or other organization representing its employees with which Metro has a collective-bargaining agreement or other contract or understanding. The following exemplify the methods and locations Metro may use in its ongoing efforts to ensure continuing dissemination of its policy and AAP, although Metro may not always use each or any of the below methods, and it may use other methods not listed below:

- 1. Internal employee manuals contain the policy statement.
- 2. The policy statement is posted on bulletin boards accessible to employees.
- 3. Metro references the policy and progress in its annual report, newspaper, magazine and other publications.
- 4. Orientation meetings for new employees and in-house employment-related training include references to Metro's policy.
- 5. Metro publications, if any, including those with photographs, generally feature individuals of diverse gender, race, color, and national origin, where feasible.
- 6. Pertinent portions of Metro's Affirmative Action Program are available during regular business hours for inspection by employees and applicants for employment.

External Dissemination of EEO Policy 41 C.F.R. § 60-1.41; 41 C.F.R. § 60-1.5

- 1. In solicitations or advertisements for employees placed by or on its behalf, Metro complies with at least one of the following methods regarding the dissemination of its equal employment opportunity clause:
 - a. Metro states expressly in the solicitations or advertising that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin. 41 C.F.R. § 1.41(a).

Equal employment opportunity: All qualified persons will be considered for employment without regard to race, color, religion, sex, national origin, age, marital status, familial status, gender identity, sexual orientation, disability for which a reasonable accommodation can be made or any other status protected by law. Assistance will be gladly provided upon request for any applicant with sensory or non-sensory disabilities.

- b. Metro uses display or other advertising that includes an appropriate insignia prescribed by the Deputy Assistant Secretary, subject to the provisions of 18 U.S.C. § 701. 41 §C.F.R. § 1.41(b).
- c. Metro uses a single advertisement, and the advertisement is grouped with other advertisements under a caption which clearly states that all employers in the group assure all qualified applicants equal consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin. 41 C.F.R. § 1.41(c).
- d. Metro uses a single advertisement in which appears in clearly-distinguishable type the phrase "an equal employment opportunity employer." 41 C.F.R. § 1.41(d). When pictures are included in these media, where feasible, efforts will be made to include pictures of individuals of diverse gender, race, and national origin.
- 2. The following exemplify the methods and locations Metro may use in its ongoing efforts to ensure continuing dissemination of its policy and AAP, although Metro may not always use all of the below methods, and it may use other methods not listed below:
 - a. Metro notifies subcontractors, suppliers and vendors of the policy about both its obligations to equal employment opportunity and about Metro's AAP.
 - b. Metro advises recruitment sources, minority and female organizations, community agencies, leaders, secondary schools and colleges annually in writing of its commitment to this policy and AAP. Metro informs these sources that job applicants will be treated fairly without regard to their race, color, religion, sex, sexual orientation, gender identity, and national origin.
 - c. Metro communicates with the state employment security office in writing regarding the policy.
 - d. Metro advises prospective employees of the existence of the AAP and makes pertinent portions of it available upon request, during regular business hours.
- 3. In addition, Metro incorporates by reference the equal employment opportunity and affirmative action clauses into each of its covered Government contracts and subcontracts, including Government bills of lading, transportation requests, contracts for deposit of Government funds, and contracts for issuing and paying U.S. savings bonds and notes and such other contracts and subcontracts as required by law, purchase orders, lease agreements, Government contracts, and other covered contracts (and modifications thereof if not included in the original contract) in accordance with 41. C.F.R. § 60-1.4 (a) (c) (unless exempted under 41 C.F.R. § 60-1.5).

Establishment of Responsibility for Implementation of the AAP 41 C.F.R. § 60-2.17(a)

1. Identification and Responsibilities of EEO Administrator

Overall responsibility for Metro's AAP rests with the EEO Administrator, The Human Resources Director. The Human Resources Director ensures that the AAP complies with all applicable laws, orders and regulations, including but not limited to, Executive Orders 11246, 13496, and their progeny. Specifically, The Human Resources Director or the designated representative's duties include:

- a. Developing, maintaining and, where appropriate, modifying Metro's AAP to ensure compliance with the EEO/AA law.
- b. Developing and, where appropriate, modifying procedures for effectively communicating the AAP and its elements both internally and externally.
- c. Advising management on EEO/AA progress, reporting potential EEO/AA problem areas, and assisting management in finding equitable solutions, where feasible, to any identifiable EEO/AA problem areas.
- d. Evaluating the effectiveness of Metro's AAP on a regular basis, and reporting to management.
- e. Designing, implementing, and overseeing audit and reporting systems that periodically measures the effectiveness of the total affirmative action program. 41 C.F.R. § 2.17 (d) (1)-(4), identifying need for remedial action, and determining the degree to which objectives have been achieved.
- f. Acting as organization representative and liaison with any government agencies regarding this AAP.
- g. Monitoring organization policies and procedures with regard to terms and conditions of employment to attempt to ensure compliance with affirmative action obligations.
- h. Auditing the content of Metro's bulletin board and electronic policies, as appropriate, to ensure compliance information is posted and up to date.
- i. Keeping management up to date on the latest developments in the areas of EEO and affirmative action.
- j. Serving as a liaison between Metro and organizations, such as minority organizations and women's organizations.
- k. When necessary, developing sales and management training programs to increase protectedgroup participation.
- I. Assisting in the investigation, handling and disposition of employee harassment and discrimination complaints.

- m. Discussing EEO/AA policies with all personnel, including management, to ensure that Metro's policies and the need for their support are understood at all levels.
- n. Reviewing Metro's AAP for qualified women and minorities with all managers and supervisors to ensure the policy is understood and followed in all personnel actions.
- o. Conducting periodic reviews of offices to ensure compliance in the areas of proper display of posters and notices, comparable facilities for both sexes, and opportunity for participation in Metro-sponsored recreational, educational and social activities.
- p. Auditing training programs, hiring, and promotion patterns.

2. Management Responsibilities

Line and upper management share responsibility for the AAP, including but not limited to the following:

- a. Assisting in auditing AAP progress, including identifying problem areas, formulating solutions, establishing appropriate goals, and developing necessary training programs.
- b. Reviewing the qualifications of applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner in hiring, promotion, transfers, and termination actions.
- c. Making available career counseling, when appropriate.
- d. Reviewing the job performance of each employee to assess whether personnel actions are justified based on the employee and his or her duties.
- e. Reviewing position descriptions of the jobs in the manager's area or department to see that they adequately reflect the job to be performed.
- f. Assisting subordinates and upper management in the prevention of harassment.

Identification of Areas for Discussion 41 C.F.R. § 60-2.17(b)

Metro's commitment to fully implement this policy and AAP include periodic reviews of processes, including performing an analysis of its total employment process to determine whether and where impediments to equal employment opportunity exist. These analyses include:

- 1. The workforce by organizational unit and job group of minority or female utilization and distribution;
- 2. Personnel activity to determine whether there are selection disparities;
- 3. Compensation systems to determine if there are gender or race based disparities;
- 4. Selection, recruitment, referral, and other personnel procedures to determine whether they result in employment or placement disparities of minorities or women; and,
- Any other areas that might impact the success of the affirmative action program. 41 C.F.R. §
 2.17 (b) (1)-(5), including, for example, Metro's review of:
 - a. The workforce composition by race and gender to compare it to the availability of these groups;
 - b. Metro's applicant flow compared to the availability for the protected groups;
 - c. A comparison of hires to applicants pertaining to minorities and females;
 - d. Selection forms, such as applications for employment, to ensure they comply with federal and state employment laws;
 - e. Processes to ensure there are no artificially-created barriers or restrictive seniority provisions; and
 - f. Training opportunities to ensure they are available to minorities and women.

Identification of problem areas are discussed in the next section titled Narrative Discussion of Goals.

Narrative Discussion of Goals

The Metro plan has 1580 employees including regular, variable hour and temporary employees, including 243 minorities and 829 females. The following goals exist for minorities and/or women:

- 1. Officials and Administrators This group consists of 188 employees, of whom 19 (10.1%) are minorities and 82 (43.6%) are females. There is no underutilization present at this time for minorities or females.
- Professionals This group consists of 258 employees, of whom 28 (10.9%) are minorities and 145 (56.2%) are females. There is a goal of 13.9% for minorities, but there is no underutilization present at this time for females.
- 3. Technicians This group consists of 134 employees, of whom 17 (12.7%) are minorities and 47 (35.1%) are females. There is no underutilization present at this time for minorities or females.
- 4. Protective Service This group consists of 64 employees, of whom 17 (26.6%) are minorities and 15 (23.4%) are females. There is no underutilization present at this time for minorities, but there is a goal of 46.4% for females.
- 5. Paraprofessionals This group consists of 104 employees, of whom 21 (20.2%) are minorities and 70 (67.3%) are females. There is no underutilization present at this time for minorities or females.
- 6. Office/Clerical This group consists of 162 employees, of whom 23 (14.2%) are minorities and 142 (87.7%) are females. There is no underutilization present at this time for minorities or females.
- 7. Skilled Craft This group consists of 72 employees, of whom 7 (9.7%) are minorities and 5 (6.9%) are females. There is a goal of 16.0% for minorities and a goal of 25.2% for females.
- 8. Service Maintenance This group consists of 598 employees, of whom 111 (18.6%) are minorities and 323 (54.0%) are females. There is no underutilization present at this time for minorities or females.

Metro will use alternate recruitment sources when necessary to attract qualified external applicants to achieve our target goals. In those instances where statistical adverse impact is indicated when applying the 80% rule, Metro will take action steps to address the underutilization.

Development & Execution of Action-Oriented Programs 41 C.F.R. § 60-2.17(c)

Metro intends to comply with § 60-2.17(b), by instituting action- oriented programs designing to eliminate problem areas should they exist. Metro also makes a good- faith effort to remove identified barriers, expand employment opportunities, and produce measurable results. An additional detailed list of action items is contained in Metro's Diversity Action Plan. These programs may include items such as:

- 1. Conducting periodic reviews of job descriptions attempting to ensure they accurately reflect job- related duties and responsibilities.
- 2. Making job descriptions and qualifications available to recruiting sources and to all members of management involved in the recruiting, screening, selection, and promotion processes.
- 3. Making good-faith efforts to select the most qualified candidates. Metro recognizes the duty, should the need arise, to make good faith efforts to remedy any statistically significant underutilization of minorities and women. Accordingly, Metro commits to evaluating the total selection process to ensure selections are made in a nondiscriminatory manner through:
 - a. Reviewing the job applications and other pre-employment forms to ensure information requested is job-related;
 - b. Evaluating selection methods to ensure that there is not disparate impact and that they are job-related and consistent with business necessity;
 - c. Providing assistance, such as training and guidance on proper interviewing techniques and EEO training, to employees, management, and supervisory staff, including, but not limited to, those who are involved in the recruitment, selection, discipline and other related processes, so that personnel actions are made in a nondiscriminatory manner; and
 - d. Reviewing selection techniques and employment standards.
 - e. As outlined in Metro's Diversity Action Plan 2.1.4 Include diversity language in classifications, job announcements and hiring panel questions as appropriate.
- 4. Metro employs appropriate methods to attempt to improve recruitment and increase the flow of qualified minorities and women applicants in its recruiting process, including a number of the following actions:
 - a. Including the phrase, "Equal Opportunity/Affirmative Action Employer" in printed employment advertisements;
 - b. Placing help-wanted advertisements, when appropriate, in local minority news media and women's interest media;

- c. Disseminating information on job opportunities to organizations representing minorities, women, and employment development agencies when job opportunities occur;
- d. Encouraging all employees to refer qualified applicants;
- e. Actively recruiting in secondary schools, junior colleges, colleges and universities with predominantly minority or female enrollments where underutilization exists in such areas; and
- f. Requesting employment agencies to refer qualified minorities and women.
- g. Metro considers using special employment programs designed to deal with underutilization. Business conditions and other feasibility matters remain the key factor in any decision to develop/implement such programs.
- h. Whenever feasible and appropriate, Metro participates in job fairs, career days, youth- motivation programs and other programs that foster exposure for qualified minorities and women consistent with the Diversity Action Plan item 2.1.5: Attend a variety of job fair and ensure diverse employee representation at the events.
- i. Metro encourages minorities and women to participate in Metro-sponsored activities and programs.
- j. Metro utilizes various community organizations and schools as referral sources.
- 5. Metro reviews promotion criteria and procedures so that job qualifications form the basis for the promotional decisions. Metro may employ one or more of the following procedures:
 - a. Providing job training, job-related courses or certificate programs.
 - b. Reviewing work specifications and job qualifications to ensure job-relatedness.
 - c. Reviewing promotion decisions for possible impact on women or minorities.
 - d. Conducting career coaching, where appropriate, during performance evaluations.
 - e. Informing employees about educational programs and other opportunities available to improve their employment prospects.
 - f. Reviewing Metro -sponsored social and recreational activities to ensure nondiscriminatory participation and availability.
 - g. Ensuring that all employees are given equal opportunity for promotion. This is achieved by:

- 1. Generally posting or otherwise announcing most promotional opportunities,
- 2. Offering counseling to assist employees in identifying promotional opportunities, training and educational programs to enhance promotions and opportunities for job rotation or transfer; and
- 3. Evaluating job requirements for promotion.

Internal Audit and Reporting System 41 C.F.R. § 60-2.17(d)

- 1. The Human Resources Director, Metro's EEO Administrator, maintains an internal audit system to attempt to oversee Metro's Affirmative Action Program and assess progress. The EEO Administrator is responsible for ensuring that the formal AAP documents are developed and prepared and for the effective AAP implementation; however, responsibility is likewise vested with each department manager and supervisor, depending upon the specific responsibility. The audit system is designed and implemented to measure the effectiveness of the total affirmative action program [41 C.F.R. § 2.17 (d) (1)-(4)], including:
 - a. Monitoring records of all personnel activity, including: referrals, placements, transfers, promotions, terminations, and compensation, at all levels, to ensure the nondiscriminatory policy is carried out consistent with Metro's Diversity Action Plan item 2.2.1;
 - b. Requiring internal reporting on a scheduled basis as to the degree to which equal employment opportunity and organizational objectives are attained;
 - c. Reviewing reports at all levels of management; and
 - Advising top management of the program's effectiveness and submitting recommendations to improve unsatisfactory performance. 41 C.F.R. § 2.17 (d) (1)-(4).
- 2. Metro reviews various employment decisions, such as job referrals, hiring decisions, transfers, promotions, and terminations. Metro maintains summary data where necessary and feasible, and conducts regular reviews at least annually.
- 3. There is no "de facto" (in practice without being officially established) segregation. Further, Metro ensures that facilities, as broadly defined in 41 C.F.R. § 60-1.8, provided for employees are provided in such a manner that segregation on the basis of race, color, religion, sex, sexual orientation, gender identity, or national origin cannot result, provided that separate or single-user restrooms and necessary dressing or sleeping areas shall be provided to ensure privacy between the sexes.

- 4. Metro complies with required records retention provisions set forth in 41 C.F.R.§60-1.12 and elsewhere in the applicable OFCCP regulations, and maintains a) employment applications (generally for two years); b) summary data of applicant flow by identifying, at least, total applicants, total minority applicants, and total female applicants, where necessary and feasible and conducts regular reviews at least annually; c) applicant flow showing the name, race, sex, date of application, job title, interview status, and the action taken for all individuals applying for job opportunities, and the relevant applicant/hire decisions; d) summary data of external job offers and hires, promotions, resignations, terminations, and layoffs by job group and by sex and minority group identification; e) and records pertaining to its compensation system.
- 5. Metro provides needed reports to managers and supervisors regarding the results of the audit as well as Metro's overall progress in the area of EEO/AA and any recommended actions. Reports shall be made to senior management on at least an annual basis.

Guidelines for Prevention of Sex Discrimination 41 C.F.R. § 60-20.1 et seq.

Metro promotes and ensures equal employment opportunity of its employees and applicants without regard to sex, and endorses and complies with the following policy statements.

- 1. Metro employment advertisements do not express a sex preference nor does Metro place advertisements in columns designated "males" or "females", unless sex is a bona fide occupation obligation. 41 C.F.R. §60-20.2(a).
- 2. Employees of both sexes at Metro shall have an equal opportunity to any available job that he or she is qualified to perform, unless sex is a bona fide occupation obligation. 41 C.F.R. §60-20.2.
- 3. Metro maintains gender-neutral personnel policies that expressly indicate that there shall be no gender discrimination against employees. The terms and conditions of any written collective bargaining agreements shall not be inconsistent with these guidelines. 41 C.F.R. §60-20.3(a).
- 4. Metro makes no distinction based upon sex in employment opportunities, wages, hours, or other conditions of employment. 41 C.F.R §60-20.3(c).
- 5. Metro will not make any distinction between married and unmarried persons of one sex that is not made between married and unmarried persons of the opposite sex, or deny employment to women with young children unless it has the same exclusionary policies for men, or terminate the employment of an employee of one sex in a job classification upon reaching a certain age unless the same rule is applicable to members of the opposite sex. 41 C.F.R. § 60.20.3(d).

- 6. Metro has policies and practices to ensure appropriate physical facilities to both sexes. 41 C.F.R. § 60-20.3(e).
- 7. Metro will not deny a female employee the right to any job she is qualified to perform in reliance on a State "protective" law regarding, for example, prohibiting women from performing work such as a bartender, or for working at jobs requiring more than a certain number of hours or lifting above a certain weight. 41 C.F.R. § 60-20.3(f).
- 8. Metro endorses and complies with the 1978 Pregnancy Discrimination Act, as it amended Title VII of the Civil Rights Act of 1964. Metro applies any leave of absence policy uniformly, regardless of sex. 41 C.F.R. § 60-20.3(g).
- 9. Metro does not specify any differences for male and female employees on the basis of sex in either mandatory or optional retirement age. 41 C.F.R. § 60-20.3(h).
- 10. Metro's seniority lines and lists are not based on sex. 41 C.F.R. § 60-20.4.
- 11. Metro's wage schedules are not related to or based on the sex of an employee. 41 C.F.R. § 60-20.5(a). Further, Metro does not discriminatorily restrict one sex to certain job classifications, and instead takes steps to make jobs available to all qualified employees in all classifications without regard to sex. 41 C.F.R. § 60-20.5(b).
- 12. When appropriate, Metro makes affirmative efforts to increase the number and percentage of women in the workforce, including, but not limited to the following:
 - a. Metro recruits women and encourages existing women employees to apply for positions historically labeled by society as "traditionally male".
 - b. Metro guarantees equal, gender-neutral access to training and tuition reimbursement programs, including management training, and other types of workplace training programs.
 - Metro informs management of its affirmative action responsibilities.
 41 C.F.R § 60-20.6.

See Appendix B for Discrimination and Harassment Policy.

Policy with Respect to Religion/National Origin 41 C.F.R. § 60-50.1 et seq.

Pursuant to the guidelines prohibiting discrimination on the basis of religion or national origin, 41 C.F.R. § 60-50.1, et seq., Metro hereby reaffirms that it does not discriminate against employees, or applicants for employment, because of religion or national origin. Metro takes affirmative action to seek to ensure that employees or applicants for employment are treated without regard to their religion or national origin in all aspects of the terms and conditions of employment, such as upgrading, demotion, transfer, recruitment, recruitment advertising, layoff, termination, rates of pay (or other forms of compensation), and selection for training.

Metro has reviewed its employment practices and determined that its employees, including those who belong to religious or ethnic groups, have received fair consideration for job opportunities. Based upon its review, and depending upon the circumstances, Metro will undertake appropriate actions, which may include one or more of the following activities:

- 1. Issuing a policy directive to employees reaffirming Metro's obligation to provide equal employment opportunity without regard to religion or national origin. This policy will be communicated in such a manner as to foster understanding, acceptance, and support among executives, managers, supervisors, and other employees, and to encourage such persons to take the necessary action to aid Metro in meeting its obligations.
- 2. Developing internal procedures to seek to ensure that Metro's obligation to provide equal employment opportunity, without regard to religion or national origin, is being fully implemented. Specifically, employment activities are reviewed by the EEO Administrator.
- 3. Informing management annually of its commitment to equal employment opportunity, without regard to religion or national origin.
- 4. Enlisting the assistance and support of recruitment sources for this commitment.

Metro acknowledges its responsibility to make reasonable accommodations for the religious observances and practices of its existing or prospective employees under the terms of Title VII of the Civil Rights Act of 1964. An accommodation for religious purposes will be denied should Metro determine that it would have to suffer undue hardship. During this accommodation evaluation, the following factors will continue to be considered by Metro:

- 1. Business necessity;
- 2. Financial costs and expenses; and
- 3. Resulting personnel problems.

Utilization Analysis

Plan Date 01/01/2015

Group Employment Availability Underutilization Annual Goal Job Group size Minority Female Minority Female Minority Female Minority Female 1 - Officials and Administrators 1 1 188 10.1 43.6 10.7 43.1 No No Yes ¹ 2 - Professionals 1 258 10.9 56.2 13.9 54.8 No 13.9 1 1 3 - Technicians No No 134 12.7 35.1 14.6 43.5 1 Yes ¹ 4 - Protective Service 64 23.4 No 46.4 26.6 18.4 46.4 5 - Paraprofessionals 1 1 104 20.2 67.3 13.2 61.9 No No 1 1 6 - Office/Clerical No No 162 14.2 87.7 16.5 59.7 Yes ¹ Yes ¹ 7 - Skilled Craft 72 9.7 25.2 16.0 25.2 6.9 16.0 1 1 8 - Service Maintenance 598 49.5 No No 54.0 18.6 21.8

1 - 80% Rule

Voluntary AAP

Metro

Plan Date 01/01/2015

Metro

Emplo Minority 40.0	Female 60.0	Availa Minority 10.7	Female	Minorit		tilizatior Fema		Annua Minority	l Goal Female
					ÿ	Fema	le	Minority	Female
40.0	60.0	10.7	42.4						remaie
		10.7	43.1	No	1	No	1		
23.8	76.2	13.9	54.8	No	1	No	1		
100.0	100.0	13.2	61.9	No	1	No	1		
0.0	100.0	16.5	59.7	Yes	1	No	1	16.5	
	100.0 0.0							100.0 100.0 13.2 01.9 100 100	100.0 100.0 13.2 01.9 100 100

Plan Date 01/01/2015

Metro

Council Office									
		Emplo	yment	Availa	ability	Underut	ilization	Annu	al Goal
Job Group	Size	Minority	Female	Minority	Female	Minority	Female	Minority	Female
1 - Officials and Administrators	17	0.0	47.1	10.7	43.1	Yes 1	No 1	10.7	
2 - Professionals	12	25.0	58.3	13.9	54.8	No ¹	No 1		
5 - Paraprofessionals	5	40.0	40.0	13.2	61.9	No 1	Yes 1		61.9
6 - Office/Clerical	3	0.0	66.7	16.5	59.7	Yes 1	No 1	16.5	
			1			1 000	/ Dula		[

Plan Date 01/01/2015

Finance & Regulatory Services

	Emplo	yment	Availa	bility	Underut	ilization	Annua	l Goal
Size	Minority	Female	Minority	Female	Minority	Female	Minority	Female
14	7.1	35.7	10.7	43.1	Yes 1	No 1	10.7	
27	22.2	55.6	13.9	54.8	No 1	No 1		
4	0.0	75.0	13.2	61.9	Yes 1	No 1	13.2	
8	12.5	100.0	16.5	59.7	Yes ¹	No ¹	16.5	
	14 27	Size Minority 14 7.1 27 22.2 4 0.0	14 7.1 35.7 27 22.2 55.6 4 0.0 75.0	Size Minority Female Minority 14 7.1 35.7 10.7 27 22.2 55.6 13.9 4 0.0 75.0 13.2	Size Minority Female Minority Female 14 7.1 35.7 10.7 43.1 27 22.2 55.6 13.9 54.8 4 0.0 75.0 13.2 61.9	Size Minority Female Minority Female Minority 14 7.1 35.7 10.7 43.1 Yes 1 27 22.2 55.6 13.9 54.8 No 1 4 0.0 75.0 13.2 61.9 Yes 1	Size Minority Female Minority I Minority Minority Minority Min	Size Minority Female Minority Female Minority Female Minority 14 7.1 35.7 10.7 43.1 Yes ¹ No ¹ 10.7 27 22.2 55.6 13.9 54.8 No ¹ No ¹ 13.2 4 0.0 75.0 13.2 61.9 Yes ¹ No ¹ 13.2

1-80% Rule

Metro

Plan Date 01/01/2015

Metro

Human Resources									
		Emplo	oyment	Availa	ability	Underuti	ilization	Annu	al Goal
Job Group	Size	Minority	Female	Minority	Female	Minority	Female	Minority	Female
1 - Officials and Administrators	3	0.0	100.0	10.7	43.1	Yes 1	No 1	10.7	
2 - Professionals	8	25.0	87.5	13.9	54.8	No 1	No 1		
5 - Paraprofessionals	4	25.0	100.0	13.2	61.9	No 1	No 1		
6 - Office/Clerical	3	33.3	100.0	16.5	59.7	No ¹	No 1		
						1 0 0 0	/ Dula		

Plan Date 01/01/2015

Information Services

		Emplo	yment	Availa	bility	Underut	ilization	Annua	l Goal
Job Group	Size	Minority	Female	Minority	Female	Minority	Female	Minority	Female
1 - Officials and Administrators	5	20.0	40.0	10.7	43.1	No ¹	No ¹		
2 - Professionals	17	0.0	58.8	13.9	54.8	Yes ¹	No 1	13.9	
3-Technicians	4	50.0	25.0	14.6	43.5	No ¹	Yes ¹		43.5
6 - Office/Clerical	2	0.0	100.0	16.5	59.7	Yes ¹	No 1	16.5	

1-80% Rule

Metro

Plan Date 01/01/2015

Metro

Office of Metro Attorney

		Emplo	yment	Availa	ability	Underut	ilization	Annua	l Goal
Job Group	Size	Minority	Female	Minority	Female	Minority	Female	Minority	Female
1 - Officials and Administrators	2	0.0	50.0	10.7	43.1	Yes 1	No 1	10.7	
2 - Professionals	8	12.5	50.0	13.9	54.8	No 1	No 1		
5 - Paraprofessionals	2	0.0	100.0	13.2	61.9	Yes 1	No 1	13.2	
6 - Office/Clerical	4	25.0	100.0	16.5	59.7	No 1	No ¹		

Plan Date 01/01/2015

Metro

Office of the Auditor									
		Emplo	oyment	Availa	ability	Underut	tilization	Annua	al Goal
Job Group	Size	Minority	Female	Minority	Female	Minority	Female	Minority	Female
1 - Officials and Administrators	1	0.0	100.0	10.7	43.1	Yes 1	No ¹	10.7	
2 - Professionals	2	0.0	50.0	13.9	54.8	Yes 1	No ¹	13.9	
6 - Office/Clerical	1	0.0	100.0	16.5	59.7	Yes 1	No 1	16.5	

Plan Date 01/01/2015

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Metro

Oregon Convention Center									
		Employment		Availa	Availability		Underutilization		I Goal
Job Group	Size	Minority	Female	Minority	Female	Minority	Female	Minority	Female
1 - Officials and Administrators	33	15.2	30.3	10.7	43.1	No ¹	Yes ¹		43.1
2 - Professionals	5	0.0	80.0	13.9	54.8	Yes ¹	No ¹	13.9	
3- Technicians	30	13.3	13.3	14.6	43.5	No 1	Yes 1		43.5
4 - Protective Service	20	45.0	10.0	18.4	46.4	No 1	Yes 1		46.4
5 - Paraprofessionals	1	0.0	100.0	13.2	61.9	Yes 1	No 1	13.2	
6 - Office/Clerical	25	16.0	76.0	16.5	59.7	No 1	No 1		
7 - Skilled Craft	15	13.3	0.0	16.0	25.2	No 1	Yes 1		25.2
8 - Service Maintenance	51	35.3	33.3	21.8	49.5	No 1	Yes 1		49.5

Plan Date 01/01/2015

Metro

Oregon Zoo									
		Employment		Availability		Underu	itilization	Annual Goal	
Job Group	Size	Minority	Female	Minority	Female	Minority	Female	Minority	Female
1 - Officials and Administrators	33	3.0	39.4	10.7	43.1	Yes 1	No 1	10.7	
2 - Professionals	54	7.4	64.8	13.9	54.8	Yes 1	No 1	13.9	
3-Technicians	26	7.7	76.9	14.6	43.5	Yes 1	No 1	14.6	
4 - Protective Service	28	10.7	32.1	18.4	46.4	Yes 1	Yes 1	18.4	46.4
5 - Paraprofessionals	75	21.3	62.7	13.2	61.9	No 1	No 1		
6 - Office/Clerical	32	3.1	93.8	16.5	59.7	Yes 1	No 1	16.5	
7 - Skilled Craft	20	5.0	0.0	16.0	25.2	Yes 1	Yes 1	16.0	25.2
8 - Service Maintenance	376	14.1	56.1	21.8	49.5	Yes 1	No 1	21.8	

Plan Date 01/01/2015

Metro

Parks	and	Environmental	Services

		Emplo	yment	Availa	ability	Underut	tilization	Annua	al Goal
Job Group	Size	Minority	Female	Minority	Female	Minority	Female	Minority	Female
1 - Officials and Administrators	18	16.7	44.4	10.7	43.1	No ¹	No ¹		
2 - Professionals	17	11.8	41.2	13.9	54.8	No 1	Yes 1		54.8
3- Technicians	63	12.7	28.6	14.6	43.5	No 1	Yes 1		43.5
4 - Protective Service	2	50.0	50.0	18.4	46.4	No 1	No 1		
5 - Paraprofessionals	5	0.0	80.0	13.2	61.9	Yes 1	No 1	13.2	
6 - Office/Clerical	23	26.1	87.0	16.5	59.7	No 1	No 1		
7 - Skilled Craft	3	0.0	0.0	16.0	25.2	Yes 1	Yes 1	16.0	25.2
8 - Service Maintenance	22	27.3	45.5	21.8	49.5	No 1	No 1		

Plan Date 01/01/2015

Metro

Planning	and	Development
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		Employment		Availability		Underutilization		Annual Goal	
Job Group	Size	Minority	Female	Minority	Female	Minority	Female	Minority	Female
1 - Officials and Administrators	6	0.0	50.0	10.7	43.1	Yes 1	No ¹	10.7	
2 - Professionals	26	3.8	46.2	13.9	54.8	Yes 1	No ¹	13.9	
5 - Paraprofessionals	7	14.3	85.7	13.2	61.9	No 1	No ¹		
6 - Office/Clerical	5	20.0	100.0	16.5	59.7	No 1	No ¹		

Plan Date 01/01/2015

Metro

Portland EXPO Center

		Employment		Availability		Underutilization		Annual Goal	
Job Group	Size	Minority	Female	Minority	Female	Minority	Female	Minority	Female
1 - Officials and Administrators	7	14.3	28.6	10.7	43.1	No ¹	Yes 1		43.1
2 - Professionals	2	0.0	0.0	13.9	54.8	Yes 1	Yes 1	13.9	54.8
6 - Office/Clerical	13	23.1	100.0	16.5	59.7	No 1	No 1		
7 - Skilled Craft	6	16.7	16.7	16.0	25.2	No 1	Yes 1		25.2
8 - Service Maintenance	7	0.0	14.3	21.8	49.5	Yes ¹	Yes 1	21.8	49.5

Plan Date 01/01/2015

Portland'5 Centers for the Arts

		Employment		Availability		Underutilization		Annual Goal	
Job Group	Size	Minority	Female	Minority	Female	Minority	Female	Minority	Female
1 - Officials and Administrators	28	14.3	53.6	10.7	43.1	No 1	No 1		
2 - Professionals	4	0.0	75.0	13.9	54.8	Yes 1	No 1	13.9	
4 - Protective Service	14	28.6	21.4	18.4	46.4	No 1	Yes 1		46.4
6 - Office/Clerical	22	18.2	77.3	16.5	59.7	No 1	No 1		
7 - Skilled Craft	28	10.7	14.3	16.0	25.2	Yes 1	Yes ¹	16.0	25.2
8 - Service Maintenance	132	25.0	61.4	21.8	49.5	No ¹	No 1		

1-80% Rule

Metro

Plan Date 01/01/2015

6 - Office/Clerical

Metro

Female

54.8

43.5

Annual Goal

10.7

13.9

16.5

Female Minority

1

1

No

Research Center								
		Emplo	yment	Availa	ability Unde		erutilization	
Job Group	Size	Minority	Female	Minority	Female	Minority	Female	
1 - Officials and Administrators	4	0.0	50.0	10.7	43.1	Yes 1	No 1	
2 - Professionals	16	6.3	12.5	13.9	54.8	Yes 1	Yes 1	
3-Technicians	8	12.5	25.0	14.6	43.5	No 1	Yes 1	

1

0.0

100.0

16.5

1-80% Rule

1

Yes

59.7

Plan Date 01/01/2015

Metro

Sustainability Center

		Employment		Availability		Underutilization		Annual Goal	
Job Group	Size	Minority	Female	Minority	Female	Minority	Female	Minority	Female
1 - Officials and Administrators	12	8.3	50.0	10.7	43.1	Yes 1	No 1	10.7	
2 - Professionals	39	7.7	56.4	13.9	54.8	Yes 1	No 1	13.9	
3- Technicians	3	0.0	66.7	14.6	43.5	Yes 1	No 1	14.6	
6 - Office/Clerical	19	5.3	84.2	16.5	59.7	Yes 1	No 1	16.5	
8 - Service Maintenance	10	10.0	30.0	21.8	49.5	Yes 1	Yes ¹	21.8	49.5

Section B

Affirmative Action Program for Protected Veterans

01/01/15 - 12/31/15 plan year

METRO AFFIRMATIVE ACTION PROGRAM FOR PROTECTED VETERANS 1/1/2015 - 12/31/2015

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Introduction

Metro is not currently a Federal contractor; however, Metro sets forth this affirmative action program ("AAP") for the year from 1/1/2015-12/31/2015, reaffirming its voluntary commitment to the spirit and letter of affirmative action law. Through the implementation of this plan Metro continues its efforts to voluntarily comply with appropriate government regulations and to make the best possible use of personnel while contributing to the betterment of society and the community.

In developing this AAP, Metro recognizes the importance of ensuring equal employment opportunity. The following statement of policy reinforces that belief.

Equal Employment Opportunity Policy Statement 41 C.F.R. § 60-300.44(a)

In setting forth this plan Metro reaffirms its belief and commitment in equal employment opportunity for all employees and applicants for employment in all terms and conditions of employment. The Human Resources Director, as the EEO Administrator, oversees the plan development, modification, implementation, and reporting requirements and conducts management updates. Metro's leadership supports Metro's AAP.

Metro provides for an audit and reporting system regarding Metro's affirmative action responsibilities under the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended ("VEVRAA") regulations, and assigns overall responsibility for the implementation of affirmative action responsibilities under these regulations and applicable State regulations.

Metro recruits, hires, trains and promotes persons in all job titles, and ensures that all personnel actions are administered without regard to protected veteran status; and ensures that all employment actions are based only on valid job requirements. Metro's employees and applicants are not subjected to harassment, intimidation, threats, coercion, or discrimination because they have engaged in or may engage in any of the following activities:

- 1. filing a complaint with Metro or with Federal, State, or local agencies regarding the status covered under this AAP;
- 2. assisting or participating in any investigation, compliance review, hearing, or any other activity related to the administration of any Federal, State, or local law requiring equal employment opportunity for protected veterans;
- 3. opposing any act or practice made unlawful by VEVRAA or its implementing regulations, or any other Federal, State or local law requiring equal opportunity for protected veterans; or
- 4. exercising any other right protected by VEVRAA or its implementing regulations.

Metro's full AAP, absent the data metrics required by 41 CFR § 60-300.44(k), is available for inspection upon request at the location and during the hours that are posted.

Definitions

For the purposes of this AAP, the term "Protected Veteran" shall be defined as follows, according to the VEVRAA regulations:

<u>Active Duty Wartime or Campaign Badge Veteran</u> means a veteran who served on active duty in the U.S. military, ground, naval, or air service during a war or in a campaign or expedition for which a campaign badge has been authorized, under the laws administered by the U.S. Department of Defense.

<u>Armed Forces Service Medal Veteran</u> means any veteran who, while serving on active duty in the U.S. military, ground, naval, or air service, participated in a United States military operation to which an Armed Forces service medal was awarded pursuant to Executive Order 12985.

Disabled Veteran means:

- 1. A veteran of the U.S. military, ground, naval, or air service who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs, or
- 2. A person who was discharged or released from active duty because of a serviceconnected disability.

<u>Protected Veteran</u> means a veteran who is protected under the non-discrimination and affirmative action provisions of VEVRAA; specifically, a veteran who may be classified as a "disabled veteran," "recently-separated veteran," "active duty wartime or campaign badge veteran," and/or an "Armed Forces Service Medal Veteran" as defined by this AAP and VEVRAA.

<u>Recently-Separated Veteran</u> means any veteran during the three-year period beginning on the date of such veteran's discharge or release from active duty in the U.S. military, ground, naval, or air service.

Pre-JVA veterans are those who would be protected by 41 C.F.R. Part 250 if it were not rescinded, but would not be protected under 41 C.F.R. Part 300.

Review of Personnel Processes 41 C.F.R. § 300.44(b)

Please also refer to Metro's Diversity Action Plan for additional steps Metro takes to ensure equal opportunity in the employment process.

- 1. Metro ensures its personnel processes provide for careful, thorough, and systematic consideration of the job qualifications of applicants and employees who are known protected veterans for job vacancies filled either by hiring or promotion, and for all training opportunities offered or available. Please also refer to Metro's Diversity Action Plan for additional steps Metro uses to ensure equal opportunity in the employment process.
- 2. Metro also ensure that when a protected veteran is considered for employment opportunities, Metro complies with all applicable State and Federal regulations.
- 3. Metro ensures that its personnel processes do not stereotype protected veterans in a manner which limits their access to all jobs for which they are qualified.
- 4. Metro periodically reviews such processes and makes any necessary modifications to ensure that these obligations are carried out. A description of the review and any necessary modifications to personnel processes or development of new processes is included in this AAP.
- 5. Metro designs procedures that facilitate a review of the implementation of this requirement by Metro and the Government. The procedures Metro uses are as follows:
 - a. The application or personnel form of each known applicant who is a protected veteran is annotated to identify each vacancy for which the applicant was considered, and the form will be quickly retrievable for review by the Department of Labor and Metro's personnel officials for use in investigations and internal compliance activities.
 - b. The personnel or application records of each known protected veteran includes
 (i) the identification of each promotion for which the protected veteran was considered, and (ii) the identification of each training program for which the protected veteran was considered.
 - c. In each case where an employee or applicant who is a protected veteran is rejected for employment, promotion, or training, Metro prepares a statement of the reason as well as a description of the accommodations considered (for a rejected disabled veteran). The statement of the reason for rejection (if the reason is medically related), and the description of the accommodations considered, is treated as confidential medical records in accordance with § 60-300.23(d). These materials are available to the applicant or employee concerned upon request.

d. Where applicants or employees are selected for hire, promotion, or training and Metro undertakes any accommodation which makes it possible for it to place a disabled veteran on the job, Metro makes a record containing a description of the accommodation. The record is treated as a confidential medical record in accordance with § 60-300.23(d).

Physical and Mental Job Qualifications 41 C.F.R. § 300.23 and 44(c)

- 1. Metro adheres to a schedule for the periodic review of all physical and mental job qualification standards to ensure that, to the extent qualification standards tend to screen out qualified disabled veterans, they are job-related for the position and are consistent with job necessity.
- 2. Whenever Metro applies physical or mental qualification standards in the selection of applicants or employees for employment or other change in employment status such as promotion, demotion or training, to the extent those qualification standards tend to screen out qualified disabled veterans, the standards shall be related to the specific job or jobs for which the individual is being considered and consistent with business necessity. Metro reviews its job descriptions and qualifications to ensure they accurately reflect job duties and responsibilities. The schedule as follows is reviewed annually, as new job qualifications are established; and/or, when new equipment is installed.
- 3. No pre-employment physical examinations or questionnaires are used by Metro prior to a job offer contingent on such examinations and other requirements.
- 4. Metro may use as a defense to a violation of its obligations in Paragraph 2 above that an individual poses a direct threat to the health or safety of the individual or others in the workplace.
- 5. When Metro conducts a medical examination or inquiry of a protected veteran it will do so according to the terms and conditions of the VEVRAA and Section 503 regulations, and the results of such an examination or inquiry are kept confidential according to federal and state regulations, which includes the following exceptions:
 - a. Supervisors and managers may be informed regarding restrictions on the work or duties of the applicant or employee and necessary accommodations;
 - b. First aid and safety personnel may be informed, when appropriate, if the disability might require emergency treatment; and,
 - c. Government officials engaged in enforcing the laws administered by the OFCCP regarding individuals with disabilities or protected veterans, or enforcing The Americans with Disabilities Act ("ADA") and The Americans with Disabilities

Act Amendment Act of 2008 ("ADAAA"), shall be provided relevant information on request.

Reasonable Accommodation 41 C.F.R. §60-300.44(d)

1. It is Metro's policy as a matter of nondiscrimination to make reasonable accommodation to the known physical and mental limitations of all otherwise qualified disabled veterans unless it can demonstrate that the accommodation would impose an undue hardship on Metro's business, in accordance with the terms and conditions of Section 503 regulations. Undue hardship will be determined by its definition under applicable regulations under Section 503 including, but not limited to the following: Undue hardship means, with respect to the provision of an accommodation, significant difficulty or expense incurred by the contractor, when considered in light of the factors set forth in 41 CFR § 60-300.2 (aa)(2), such as the overall financial resources of the facility and the impact of the accommodation upon the operation of the facility (this is not an all-inclusive list).

Anti-Harassment Procedures 41 C.F.R. § 60-300.44(e)

Metro has developed and implemented procedures to ensure its employees are not harassed because of their status as a protected veteran.

External Dissemination of Policy, Outreach, and Positive Recruitment 41 C.F.R. § 300.44(f)

In addition to the items below, also refer to Metro's Diversity Action Plan for action item to insure equal opportunity in the employment process.

1. <u>Written Notification</u>

Metro sends written notification of its policy related to affirmative action efforts to all subcontractors, including subcontracting vendors and suppliers, requesting appropriate action on their part.

2. <u>Examples of outreach and recruitment auditing</u>

Metro undertakes appropriate outreach and positive recruitment activities such as some of those listed below that are reasonably designed to effectively recruit protected veterans. It is not contemplated that Metro will necessarily undertake all the activities listed below or that its activities will be limited to the items listed below. The scope of Metro's efforts shall depend upon all circumstances, including Metro's size and resources and the extent to which existing employment practices are adequate.

- a. Enlisting the assistance and support of the following persons and organizations in recruiting, and developing on-the-job training opportunities for veterans, in order to fulfill its commitment to provide meaningful employment opportunities for such veterans:
 - i. The Local Veterans' Employment Representative in the local employment service office (i.e. the One-Stop) nearest Metro's establishment;
 - ii. The Department of Veterans Affairs Regional Office nearest Metro's establishment;
 - iii. The veterans' counselors and coordinators ("Vet-Reps") on college campuses;
 - iv. The service officers of the national veterans' groups active in the area of Metro's establishment;
 - v. Local veterans' groups and veterans' service centers near Metro's establishment;
 - vi. The Department of Defense Transition Assistance Program (TAP), or any subsequent program that, in whole or in part, might replace TAP; and

- vii. Any organization listed in the Employer Resources section of the National Resource Directory (<u>http://www.nationalresourcedirectory.gov/</u>), or any future service that replaces or complements it.
- b. Metro also considers taking the actions listed below, as appropriate, to fulfill its commitment to provide meaningful employment opportunities to protected veterans:
 - i. Formal briefing sessions should be held, preferably on Metro's premises, with representatives from recruiting sources.
 - ii. Metro's facility tours, clear and concise explanations of current and future job openings, position descriptions, worker specifications, explanations of the organization's selection process, and recruiting literature are an integral part of the briefing. At any such briefing sessions, the Metro official in charge of its affirmative action program is in attendance when possible. Formal arrangements should be made for referral of applicants, follow up with sources, and feedback on disposition of applicants.
 - iii. Metro's recruitment efforts at all educational institutions incorporate special efforts to reach students who are protected veterans.
 - iv. An effort is made to participate in work-study programs with Department of Veterans Affairs rehabilitation facilities which specialize in training or educating disabled veterans.
 - v. Protected veterans are made available for participation in career days, youth motivation programs, and related activities in their communities.
 - vi. Metro takes any other positive steps it deems necessary to attract qualified protected veterans not currently in the work force who have requisite skills and can be recruited through affirmative action measures. These persons may be located through the local chapters of organizations of and for any of the classifications of protected veterans.
 - vii. Metro, in making hiring decisions, considers applicants who are known protected veterans for all available positions for which they may be qualified when the position(s) applied for is unavailable.
 - viii. Metro considers listing its job openings with the National Resource Directory's Veterans Job Bank, or any future service that replaces or complements it.

3. <u>Assessment of external outreach and recruitment efforts</u>

- Metro, on an annual basis, reviews the outreach and recruitment efforts it has taken over the previous twelve months to evaluate their effectiveness in identifying and recruiting qualified protected veterans. Metro documents each evaluation, including at a minimum the criteria it used to evaluate the effectiveness of each effort and Metro's conclusion as to whether each effort was effective. Among these criteria shall be the data collected pursuant to 41 C.F.R. § 60-300.44(k) for the current year and the two most recent previous years. If Metro concludes the totality of its efforts were not effective in identifying and recruiting qualified protected veterans, it shall identify and implement alternative efforts listed in paragraphs (f)(1) or (f)(2) of this section in order to fulfill its obligations.
- <u>Recordkeeping obligation.</u>
 Metro documents all activities it undertakes to comply with the obligations of this section, and retain these documents for a period of three (3) years.

Internal Dissemination of Policy C.F.R. § 60-300.44(g)

In addition to the items below, also refer to Metro's Diversity Action Plan for other action items designed to promote equal opportunity in the employment process.

- 1. Metro recognizes that a strong outreach program will be ineffective without adequate internal support from supervisory and management personnel and other employees.
- 2. Metro implements and disseminates this policy internally as follows:
 - a. includes it in Metro's policy manual or otherwise make the policy available to employees; and
 - b. if Metro is party to a collective bargaining agreement, it notifies union officials and/or employee representatives to inform them of Metro's policy, and request their cooperation.
- 3. Further, in order to assure greater employee cooperation and participation in Metro's efforts, Metro has developed the internal procedures listed in this section of the AAP for communication of its obligation to engage in affirmative action efforts to employ and advance in employment qualified protected veterans. It is not contemplated that Metro's activities will be limited to those listed. These procedures shall be designed to foster understanding, acceptance and support among Metro's executive, management, supervisory and other employees and to encourage such persons to take the necessary actions to aid Metro in meeting this obligation. Metro additionally considers implementing and

disseminating this policy internally as follows:

- a. Informing all employees and prospective employees of its commitment to engage in affirmative action to increase employment opportunities for protected veterans;
- b. Publicizing it in Metro's newspaper, magazine, annual report and other media;
- c. Conducting special meetings with executive, management, and supervisory personnel to explain the intent of the policy and individual responsibility for effective implementation, making clear the chief executive officer's support for the affirmative action policy;
- d. Discussing the policy thoroughly in both employee orientation and management training programs; and
- e. When employees are featured in employee handbooks or similar publications for employees, including disabled veterans.

Audit and Reporting System C.F.R. § 60-300.44(h)

- 1. Metro has designed and implemented an audit and reporting system that:
 - a. Measures the effectiveness of Metro's AAP;
 - b. Indicates any need for remedial action;
 - c. Determines the degree to which Metro's objectives have been attained;
 - d. Determines whether known protected veterans have had the opportunity to participate in all of Metro's educational, training, recreational and social activities;
 - e. Measures Metro's compliance with the AAP's specific obligations; and
 - f. Documents the actions taken to comply with the obligations of paragraphs (i) through (v) above, and retain these documents as employment records for three years subject to the recordkeeping requirements of § 60-300.80.
- 2. Where the affirmative action program is found to be deficient, Metro undertakes necessary action to bring the program into compliance.

Responsibility for Implementation of the Plan

1. Identification and Responsibilities of EEO/AA Administrator 41 C.F.R. § 60 300.44(i)

In furtherance of Metro's commitment to Affirmative Action and Equal Employment Opportunity, overall responsibility for implementing Metro's AAP rests with its EEO/AA Administrator, whose identity should appear on all internal and external communications regarding Metro's AAP. The EEO/AA Administrator shall be given top management support and staff to manage the implementation of this program as it pertains to all applicable laws, orders and regulations, including VEVRAA. Specifically, The Human Resources Director or the designated representative's duties include:

- a. Ensuring that Metro lists its job openings in accordance with the requirements of 41 C.F.R. § 300.5.
- b. Ensuring Metro posts in conspicuous places, available to employees and applicants for employment, notices in a form to be prescribed by the OFCCP Director provided by or through the contracting officer. Such notices shall state the rights of applicants and employees as well as Metro's voluntary commitment to take affirmative action to employ and advance in employment qualified employees and applicants who are protected veterans.
- c. Ensuring Metro's applicants or employees who are disabled veterans are provided the notice in a form that is accessible and understandable to the individual applicant or employee (e.g., providing Braille or large print versions of the notice, or posting a copy of the notice at a lower height for easy viewing by a person using a wheelchair) when an applicant or employee requests the poster in an alternative format, or when Metro knows that an applicant or employee is unable to read the poster because of a disability. Metro may also provide the poster to an applicant or employee who is a disabled veteran in other alternate means, such as on disc or in audio recording, as long as the format provided enables the individual who is a disabled veteran to access the contents of a poster.
- d. Ensuring that, with respect to employees, if any, who do not work at a physical location of Metro, Metro satisfies its posting obligations by posting such notices in an electronic format, provided that Metro provides computers, or access to computers, that can access the electronic posting to such employees, or Metro has actual knowledge that such employees otherwise are able to access the electronically posted notices.
- e. Ensuring electronic notices for employees are posted in a conspicuous location and format on Metro's intranet or sent by electronic mail to employees. An electronic posting is used by Metro to notify job applicants of their rights if Metro utilizes an electronic application process. Such electronic applicant notice are conspicuously stored with, or as part of, the electronic application.

- f. Ensuring that to the extent this requirement is applicable to Metro, Metro notifies labor organizations of its EEO policy as required by 41 C.F.R. § 60-300.44(g).
- g. Ensuring Metro includes the provisions of this clause in every subcontract or purchase order in excess of \$100,000, unless exempted by the rules, regulations, or orders of the Secretary of Labor pursuant to VEVRAA, so that such provisions will be binding upon each subcontractor or vendor, under the terms and conditions of 41 CFR § 60-300.5(a).
- h. Ensuring that all solicitations or advertisements for employees placed by or on behalf of Metro, state that all qualified applicants will receive consideration for employment without regard to their protected veteran status.
- i. Developing, maintaining and, where appropriate, modifying Metro's AAP for protected veterans, policy statements, personnel policies, internal and external communication techniques including discussions with managers, supervisors and employees to ensure Metro's policies are followed, and monitoring the effectiveness of these actions.
- j. Advising supervisors that they are responsible to prevent harassment of employees due to their status as a protected veteran.
- k. Identifying problem areas with line management in the implementation of the program, and helping management develop solutions to any identifiable problem area.
- I. Designing, implementing and overseeing an audit and reporting system to monitor the progress of the organization and the AAP's effectiveness, including auditing the contents of Metro's electronic and hard copy bulletin boards on a regular basis to ensure that compliance information that is posted is up to date.
- m. Serving as liaison between Metro and governmental enforcement agencies, community groups, vocational rehabilitation organizations, and organizations for protected veterans.
- n. Evaluating the effectiveness of Metro's plan on a regular basis, and reporting to management.
- o. Monitoring policies and procedures including the selection, evaluation, promotion and training process with regard to the various terms and conditions of employment to attempt to ensure compliance with affirmative action obligations.
- p. Assisting in ensuring that Metro has processes and procedures: a) to ensure career counseling for employees who are protected veterans, when requested and appropriate; and, b) to review personnel actions, policies, procedures, and employee and applicants' qualifications to ensure protected veterans are treated in accordance with anti- discrimination laws when hiring, promotion, transfer, and

termination actions occur.

- q. Keeping management up to date on the latest developments in the areas of EEO and affirmative action.
- r. Assisting in the investigation, handling and disposition of employee discrimination and harassment complaints.
- s. Conducting periodic reviews of offices to ensure compliance in the areas of proper display of posters and notices, and opportunity for participation in Metrosponsored recreational, educational and social activities.
- t. Overseeing and ensuring that the below self-identification procedures are conducted as set forth in the VEVRAA regulations, using the language and manner prescribed by the OFCCP Director and published on the OFCCP Web site, as follows:
 - i. Pre-offer self-identification invitation procedures for Metro's job applicants as set forth in 41 C.F.R. § 60-300.42 (a); and
 - ii. Post-offer identification procedures for Metro's job applicants as set forth in 41 C.F.R. § 60-300.42 (a).

Further, Metro does not compel or coerce an individual to selfidentify as a protected veteran. Metro keeps all information on selfidentification confidential, and maintains it in a data analysis file (rather than in the medical files of individual employees) as set forth in 41 C.F.R. § 60-300.23(d). Metro only uses the selfidentification information may be used only in accordance with the VEVRAA regulations.

- u. Ensuring that Metro achieves, to the extent possible, its commitment to voluntary compliance with 41 C.F.R. § 60-300.45, which requires that Metro establish benchmarks, the purpose of which is to create a quantifiable method by which Metro can measure its progress toward achieving equal employment opportunity for protected veterans. The benchmarks will be set on an annual basis by using one of two mechanisms described in this AAP, and will be documented also as set forth in this AAP.
- v. If an applicant identifies himself or herself as a disabled veteran in the post-offer self- identification detailed above, Metro inquires of the applicant whether an accommodation is necessary, and, if so, engages with the applicant regarding reasonable accommodation. Metro may make such inquiries to the extent they are consistent with the Americans with Disabilities Act. Metro maintains a separate file in accordance with Section 60-300.23(d) on persons who have self-identified as disabled veterans.

2. Management Responsibilities 41 C.F.R. § 60-300.44(i)

Line and upper management are advised of their responsibilities for Metro's AAP regarding protected veterans within his or her area of responsibility, including but not limited to their obligations to:

- a. Review Metro's AAP for protected veterans with subordinate managers and supervisors to ensure they are aware of the policy, understand their obligation to comply with it in all personnel actions and understand the need for support at all levels.
- b. Assist in the auditing of plan progress, identification of problem areas, formulation of solutions, establishment of departmental goals and objectives, and development of training programs, when appropriate.
- c. Review the qualifications of applicants and employees in their area of responsibility to ensure protected veterans are treated in a nondiscriminatory manner when hire, promotion, transfer, and termination actions occur.
- d. Review employees' performance to ensure that illegal discrimination regarding protected veterans does not occur.
- e. Make available career counseling to employees who are protected veterans, when so requested, and as appropriate.
- f. Review position descriptions to see that they adequately reflect the job to be performed.
- g. Audit training programs, hiring, and promotion patterns.
- h. Assist subordinates and upper management in the prevention of harassment.
- i. Show support for this AAP.

Affirmative Action Training 41 C.F.R. § 60-300.44(j)

Metro provides training to all personnel involved in the recruitment, screening, selection, promotion, disciplinary and other related processes to ensure that its AAP commitments are implemented.

Section C

Affirmative Action Program for Individuals with Disabilities

01/01/15 - 12/31/15 plan year

METRO AFFIRMATIVE ACTION PROGRAM FOR INDIVIDUALS WITH DISABILITIES

1/1/2015 - 12/31/2015

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Introduction

Metro is not currently a Federal contractor; however, Metro sets forth this Affirmative Action Program ("AAP") for the year from 1/1/2015 - 12/31/2015, reaffirming its voluntary commitment to the spirit and letter of affirmative action law. Through the implementation of this plan Metro continues its efforts to voluntarily comply with Section 503 of the Rehabilitation Act of 1973 ("Section 503") and its implementing regulations, as amended, and to make the best possible use of personnel while contributing to the betterment of society and the community.

In developing this plan, Metro recognizes the importance of ensuring equal employment opportunity for, and to prevent discrimination against, individuals with disabilities. The following statement of policy reinforces that belief.

Equal Employment Opportunity Policy Statement 41 C.F.R. § 60-741.44(a)

In setting forth this plan Metro reaffirms its belief and commitment in equal employment opportunity for all employees and applicants for employment in all terms and conditions of employment. The Human Resources Director, as the EEO Administrator, oversees the plan development, modification, implementation, and reporting requirements and conducts management updates. Metro's leadership supports Metro's AAP.

Metro provides for an audit and reporting system regarding Metro's affirmative action responsibilities under Section 503 regulations, and assigns overall responsibility for the implementation of affirmative action responsibilities under these regulations.

Metro recruits, hires, trains and promotes persons in all job titles, and ensures that all personnel actions are administered without regard to disability; and ensures that all employment actions are based only on valid job requirements. Metro's employees and applicants are not subjected to harassment, intimidation, threats, coercion, or discrimination because they have engaged in or may engage in any of the following activities:

- 1. filing a complaint with Metro or with Federal, State, or local agencies regarding the status covered under this AAP;
- 2. assisting or participating in any investigation, compliance review, hearing, or any other activity related to the administration of any Federal, State, or local law requiring equal employment opportunity for individuals with disabilities;
- 3. opposing any act or practice made unlawful by Section 503 or its implementing regulations, or any other Federal, State or local law requiring equal opportunity for individuals with disabilities; or
- 4. exercising any other right protected by Section 503 or its implementing regulations in this part.

Metro's full AAP, absent the data metrics required by 41 CFR § 60-741.44(k), shall be available for inspection upon request at the location and during the hours that are posted.

Review of Personnel Processes 41 C.F.R. § 741.44(b)

- 1. Metro ensures its personnel processes provide for careful, thorough, and systematic consideration of the job qualifications of applicants and employees with known disabilities for job vacancies filled either by hiring or promotion, and for all training opportunities offered or available. Please also refer to Metro's Diversity Action Plan for additional steps Metro takes to ensure equal opportunity in the employment process.
- 2. Metro also ensures its personnel processes do not stereotype individuals with disabilities in a manner which limits their access to jobs for which they are qualified.
- 3. Metro also ensures its applicants and employees with disabilities have equal access to its personnel processes, including those implemented through information and communications technologies.
- 4. Metro provides necessary reasonable accommodation to ensure applicants and employees with disabilities receive equal opportunity in the operation of personnel processes. Metro periodically reviews such processes and makes any necessary modifications to ensure that these obligations are carried out. Metro designs procedures that facilitate a review of the implementation of this requirement by Metro and any regulating body. A description of the review and any necessary modifications to personnel processes or development of new processes are included in this AAP, and are as follows:
 - a. The application or personnel form of each known applicant who is an individual with a disability is annotated to identify each vacancy for which the applicant was considered, and the form is quickly retrievable for review by the Department of Labor and Metro's personnel officials for use in investigations and internal compliance activities.
 - b. The personnel or application record of each known individual with a disability includes: (i) the identification of each promotion for which the individual with a disability was considered, and (ii) the identification of each training program for which the individual with a disability was considered.
 - c. In each case where an employee or applicant who is an individual with a disability is rejected for employment, promotion, or training, Metro prepares a statement of the reason as well as a description of the accommodations considered. The statement of the reason for rejection (if the reason is medically related), and the description of the accommodations considered, are treated as confidential medical records in accordance with 41 C.F.R. § 60-741.23(d). These materials are available to the applicant or employee concerned upon request.

d. Where applicants or employees are selected for hire, promotion, or training and Metro undertakes any accommodation which makes it possible for him or her to place an individual with a disability on the job, Metro makes a record containing a description of the accommodation. The record is treated as a confidential medical record in accordance with § 60-741.23(d).

Review of Physical and Mental Job Qualifications 41 C.F.R. § 60-741.44(c)

- 1. Metro has the following schedule for its review of physical and mental job qualification standards to ensure that, to the extent qualification standards tend to screen out qualified people with disabilities, such qualifications are job-related for the position in question and consistent with business necessity, and adheres to this schedule. The schedule is as follows, and as new job qualifications are established.
- 2. Whenever Metro applies physical or mental qualification standards in the selection of applicants or employees for employment or other changes in employment status such as promotion, demotion or training, to the extent those qualification standards tend to screen out qualified individuals on the basis of disability, the standards are related to the specific job or jobs for which the individual is being considered and consistent with business necessity.
- 3. Metro may use as a defense to a violation of its obligations in Paragraph 2 above that an individual poses a direct threat to the health or safety of the individual or others in the workplace.
- 4. No pre-employment physical examinations or questionnaires are used by Metro prior to a job offer contingent on such examinations and other requirements.
- 5. When Metro conducts a medical examination or inquiry of a person with a disability, it will do so according to the terms and conditions of the Federal Regulations implementing Section 503 & relevant State laws, and the results of such an examination or inquiry are kept confidential according to Federal regulations, which includes the following exceptions:
 - a. Supervisors and managers may be informed regarding restrictions on the work or duties of the applicant or employee and necessary accommodations;
 - b. First aid and safety personnel may be informed, when appropriate, if the disability might require emergency treatment; and,
 - c. Government officials engaged in enforcing the laws administered by the OFCCP regarding individuals with disabilities, or enforcing The Americans with Disabilities Act ("the ADA") and The Americans with Disabilities Act Amendment Act of 2008 ("the ADAAA"), shall be provided relevant information on request.

Reasonable Accommodation to Physical and Mental Limitations 41 C.F.R. § 60-741.44(d)

1. It is Metro's policy, as a matter of nondiscrimination, to make reasonable accommodation to the known physical and mental limitations of all otherwise qualified individuals with a disability, unless Metro can demonstrate that the accommodation would impose an undue hardship on Metro's business. Undue hardship will be determined by its definition under applicable regulations under Section 503 including, but not limited to the following: Undue hardship means, with respect to the provision of an accommodation, significant difficulty or expense incurred by the contractor, when considered in light of the factors set forth in 41 CFR § 741.2 (aa)(2), such as the overall financial resources of the facility and the impact of the accommodation upon the operation of the facility (this is not an all-inclusive list).

Anti-Harassment Procedures 41 C.F.R. § 60-741.44(e)

Metro has developed and implemented procedures to ensure that its employees are not harassed on the basis of disability.

External Dissemination of Policy, Outreach, and Positive Recruitment 41 C.F.R. § 60-741.44(f)

In addition to the items below, also refer to Metro's Diversity Action Plan for other action items designed to promote equal opportunities in the employment process.

1. <u>Written Notification</u>

Metro undertakes appropriate outreach and positive recruitment activities that are reasonably designed to effectively recruit qualified individuals with disabilities. It is not contemplated that Metro will necessarily undertake all the activities listed in Paragraph (f) (2) of this section or that its activities will be limited to those listed. The scope of Metro's efforts shall depend upon all the circumstances, including Metro's resources and the extent to which existing employment practices are adequate.

- Examples of outreach and recruitment activities.
 Below are examples of outreach and positive recruitment activities Metro may undertake in accordance with Paragraph 1 of this section.
 - a. Enlisting the assistance and support of the following persons and organizations in recruiting, and developing on-the-job training opportunities for individuals with disabilities, in order to fulfill its commitment to provide equal employment opportunity for such individuals:

- i. the State Vocational Rehabilitation Service Agency ("SVRA"), State mental health agency, or State developmental disability agency in the area of the contractor's establishment;
- ii. the Employment One-Stop Career Center (One-Stop) or American Job Center nearest the contractor's establishment;
- iii. the Department of Veterans Affairs Regional Office nearest Metro's establishment (<u>www.va.gov</u>);
- entities funded by the Department of Labor that provide recruitment or training services for individuals with disabilities, such as the services currently provided through the Employer Assistance and Resource Network (EARN) (<u>www.earnworks.com</u>);
- v. local Employment Network ("EN") organizations (other than Metro, if Metro is an EN) listed in the Social Security Administration's Ticket to Work Employment Network Directory (<u>www.yourtickettowork.com/endir</u>);
- vi. local disability groups, organizations, or Centers for Independent Living (CIL) near the contractor's establishment;
- vii. placement or career offices of educational institutions that specialize in the placement of individuals with disabilities; and
- viii. private recruitment sources, such as professional organizations or employment placement services that specialize in the placement of individuals with disabilities.
- In addition, Metro has considered taking the actions listed below to fulfill its commitment to provide equal employment opportunities to individuals with disabilities. It is not contemplated that Metro will necessarily undertake all of the activities listed below.
 - i. Formal briefing sessions held, preferably on Metro's premises, with representatives from recruiting sources. Metro's facility tours, clear and concise explanations of current and future job openings, position descriptions, worker specifications, explanations of Metro's selection process, and recruiting literature are an integral part of any such briefing. At any such briefing sessions, Metro's official in charge of Metro's AAP should be in attendance when possible. Formal arrangements are made for referral of applicants, follow up with sources, and feedback on disposition of applicants, from any such briefings.
 - ii. Metro's recruitment efforts at all educational institutions incorporate special efforts to reach students who are individuals with disabilities.

- iii. Metro makes an effort to participate in work-study programs for students, trainees, or interns with disabilities in programs found through outreach, such as to State and local schools and universities, and through EARN.
- iv. Individuals with disabilities may be made available for participation in Metro's career days, youth motivation programs, and related activities in Metro's communities.
- v. Metro takes any other positive steps it deems necessary to attract individuals with disabilities not currently in the work force who have requisite skills and can be recruited through affirmative action measures. These individuals may be located through State and local agencies supported by the U.S. Department of Education's Rehabilitation Services Administration (RSA) (http://rsa.ed.gov/), local Ticket-to- Work Employment Networks, or local chapters of groups or organizations that provide services for individuals with disabilities.
- vi. Metro, in making hiring decisions, considers applicants who are known to have disabilities for all available positions for which they may be qualified when the position(s) applied for is unavailable.

3. Assessment of external outreach and recruitment efforts.

Metro on an annual basis, reviews the outreach and recruitment efforts it has taken over the previous twelve months to evaluate its effectiveness in identifying and recruiting qualified individuals with disabilities. Metro documents each evaluation, including at a minimum the criteria it used to evaluate the effectiveness of each effort and Metro's conclusion as to whether each effort was effective. Among these criteria shall be the data Metro collected pursuant to 41 C.F.R. § 741.44(k) for the current year and the two most recent previous years. If Metro concludes the totality of its efforts were not effective in identifying and recruiting qualified individuals with disabilities, it identifies and implements alternative efforts listed in Paragraph 2 above in order to fulfill its obligations.

4. <u>Recordkeeping Obligation</u>

Metro documents all activities it undertakes to comply with the obligations of this section, and retains these documents for a period of three (3) years.

Internal Dissemination of Policy 41 C.F.R. § 60-741.44(g)

In addition to the items below, also refer to Metro's Diversity Action Plan for action item to insure equal opportunity in the employment process.

- 1. Metro recognizes that even a strong outreach program for individuals with disabilities may be ineffective without adequate internal support from its supervisors and employees. Therefore, to ensure greater employee cooperation and participation in Metro's efforts regarding its obligation to engage in affirmative action efforts to employ and advance in employment qualified individuals with disabilities, Metro has developed the following internal procedures. These procedures have been designed to foster understanding, acceptance and support among Metro's executive, management, supervisory, and other employees to encourage such persons to take the necessary actions to aid the contractor in meeting this obligation.
- 2. Metro implements and disseminates this policy internally as follows:
 - a. includes the policy in Metro's policy manual or otherwise makes the policy available to employees; and
 - b. where Metro is a party to a collective bargaining agreement, it notifies union officials and/or employee representatives of the contractor's policy and request their cooperation.
- 3. Below are some of the other methods Metro may additionally use to implement and disseminate this policy internally:
 - c. informs all employees and prospective employees of Metro's commitment to engage in affirmative action to increase employment opportunities for individuals with disabilities;
 - d. periodically schedules special meetings with all employees to discuss the policy and explain individual employee responsibilities;
 - e. publicizes the policy in Metro's newspaper, magazine, annual report and other media;
 - f. conducts special meetings with executive, management, and supervisory personnel to explain the intent of the policy and individual responsibility for effective implementation making clear Metro's chief executive officer's support for the affirmative action policy;
 - g. discusses the policy thoroughly in both employee orientation and management training meetings;
 - h. includes articles on accomplishments of individuals with disabilities in Metro's publications; and
 - i. when employees are featured in employee handbooks and similar publications, includes individuals with disabilities.

Audit and Reporting System 41 C.F.R. § 60-741.44(h)

- 1. Metro has designed and has implemented an audit and reporting systems that:
 - a. Measures the effectiveness of Metro's affirmative action program.
 - b. Indicates any need for remedial action.
 - c. Determines the degree to which Metro's affirmative action objectives have been attained.
 - d. Determines whether known individuals with disabilities have had the opportunity to participate in all Metro educational, training, recreational and social activities.
 - e. Measures Metro's compliance with the AAP's specific obligations.
 - f. Documents the actions taken to comply with the obligations of Paragraphs (1) through (5) of this section, and retain these documents as employment records for a period of three years from the date of making of the record.
 - g. Where Metro, upon its review, finds its AAP to be deficient and need further progress, Metro undertakes necessary action to bring the program into compliance.

Responsibility for Implementation of the Plan 41 C.F.R. § 60-741.44(i)

1. Identification and Responsibilities of the EEO/AA Administrator. 41 C.F.R. § 60-741.44(i)

In furtherance of Metro's commitment to Affirmative Action and Equal Employment Opportunity, overall responsibility for implementing Metro's AAP rests with its EEO/AA Administrator, whose identity appears on all internal and external communications regarding Metro's AAP. The EEO/AA Administrator has been given the necessary senior management support and staff to manage the implementation of this AAP. Specifically, The Human Resources Director or the designated representative's duties include the following, all of which are administered in accordance with the Section 503 regulations:

- a. Ensuring Metro posts in conspicuous places, available to employees and applicants for employment, notices in a form to be prescribed by the OFCCP Director provided by or through the contracting officer. Such notices shall state the rights of applicants and employees as well as Metro's voluntary commitment under the law to take affirmative action to employ and advance in employment qualified employees and applicants with disabilities.
- b. Ensuring Metro's applicants or employees with disabilities are provided the notice in a form that is accessible and understandable to the individual applicant or employee (e.g., providing Braille or large print versions of the notice, or posting a copy of the notice at a lower height for easy viewing by a person using a wheelchair) when an applicant or

employee requests the poster in an alternative format, or when Metro knows that an applicant or employee is unable to read the poster because of a disability. Metro may also provide the poster to an applicant or employee with a disability in other alternate means, such as on disc or in audio recording, as long as the format provided enables the individual with a disability to access the contents of a poster.

- c. Ensuring that, with respect to employees, if any, who do not work at a physical location of Metro, Metro satisfies its posting obligations by posting such notices in an electronic format, provided that Metro provides computers, or access to computers, that can access the electronic posting to such employees, or Metro has actual knowledge that such employees otherwise are able to access the electronically posted notices.
- d. Ensuring electronic notices for employees are posted in a conspicuous location and format on Metro's intranet or sent by electronic mail to employees. An electronic posting is used by Metro to notify job applicants of their rights if Metro utilizes an electronic application process. Such electronic applicant notice are conspicuously stored with, or as part of, the electronic application.
- e. Ensuring that to the extent this requirement is applicable to Metro, Metro notifies labor organizations of its EEO policy as required by 41 C.F.R. § 60-741.44(g).
- f. Ensuring Metro includes the provisions of this clause in every subcontract or purchase order in excess of \$10,000 under the terms and conditions of 41 CFR 60-741.5(a).
- g. Ensuring that all solicitations or advertisements for employees placed by or on behalf of Metro, state that all qualified applicants will receive consideration for employment and will not be discriminated against on the basis of disability.
- h. Developing, maintaining and, where appropriate, modifying Metro's AAP for individuals with disabilities, policy statements, personnel policies, internal and external communication techniques including discussions with managers, supervisors and employees to ensure Metro's policies are followed, and monitoring the effectiveness of these actions.
- i. Advising supervisors that they are responsible for preventing harassment of employees due to their status as individuals with disabilities.
- j. Ensuring affirmative action training is conducted in accordance with 41 C.F.R. § 60-741.44(j).
- k. Identifying problem areas with line management in the implementation of the program, and helping management develop solutions to any identifiable problem area.
- I. Designing, implementing and overseeing an audit and reporting system to monitor the progress of Metro and the AAP's effectiveness, including auditing the contents of Metro's electronic and hard copy bulletin boards on a regular basis to ensure that compliance information that is posted is up to date and accessible to applicants and employees with disabilities.

- m. Serving as liaison between Metro and governmental enforcement agencies, community groups, vocational rehabilitation organizations, and organizations for individuals with disabilities.
- n. Evaluating the effectiveness of Metro's plan on a regular basis, as described in this AAP, and reporting to management.
- Monitoring policies and procedures including the selection, evaluation, promotion and training process with regard to the various terms and conditions of employment to attempt to ensure compliance with affirmative action obligations.
- p. Overseeing Metro's processes and procedures: a) to ensure that career counseling for employees with known disabilities, when requested and appropriate; and, b) to review personnel actions, policies, procedures, and employee and applicants' qualifications to ensure individuals with disabilities are treated in accordance with anti-discrimination laws when hiring, promotion, transfer, and termination actions occur.
- q. Keeping management up to date on the latest developments in the areas of EEO and affirmative action.
- r. Assisting in the investigation, handling and disposition of employee discrimination and harassment complaints.
- s. Conducting periodic reviews of offices to ensure compliance in the areas of proper display of posters and notices, and opportunity for participation in Metro-sponsored recreational, educational and social activities.
- t. Overseeing and ensuring that the below self-identification procedures are conducted as set forth in the Section 503 regulations, using the language and manner prescribed by the OFCCP Director and published on the OFCCP Web site, as follows:
 - i. Pre-offer self-identification invitation procedures for Metro's job applicants as set forth in 41 C.F.R. § 60-741.42 (a);
 - ii. Post-offer identification procedures for Metro's job applicants as set forth in 41 C.F.R. § 60-741.42 (a); and
 - iii. Self-identification invitation procedures for Metro's employees as set forth in 41 C.F.R. § 60-741.42 (a).

Ensuring that Metro does not compel or coerce an individual to self-identify as an individual with a disability, and that Metro keeps all information on self- identification confidential, and maintains it in a data analysis file (rather than in the medical files of individual employees) as set forth in 41 C.F.R. § 60-741.23(d). Metro only uses the self-identification information in accordance with the Section 503 regulations.

- u. Ensuring that Metro annually evaluates its utilization of individuals with disabilities in each job group, or in its entire workforce in accordance with 41 C.F.R. § 60-741.45, including the following:
 - i. Ensuring that when the percentage of individuals with disabilities in one or more job groups, or in Metro's entire workforce, as applicable, is less than the utilization goal established in the Section 503 regulations, Metro takes steps to determine whether and where impediments to equal employment opportunity exist. When making this determination, Metro assesses its personnel processes, the effectiveness of its outreach and recruitment efforts, the results of its affirmative action program audit, and any other areas that might affect the success of its AAP.
 - ii. Ensuring that Metro develops and executes action-oriented programs s designed to correct any identified problem areas. These action-oriented programs may include the modification of personnel processes to ensure equal employment opportunity for individuals with disabilities, alternative or additional outreach and recruitment efforts from among those listed in 41 CFR § 60-741.44 (f)(1) and (f)(2), and/or other actions designed to correct the identified problem areas and attain the established goal.

2. Management Responsibilities. 41 C.F.R. § 60-741.44(i)

Line and upper management are advised of their responsibilities for Metro's AAP regarding individuals with disabilities within his or her area of responsibility, including but not limited to their obligations to:

- a. Review Metro's AAP for individuals with disabilities with subordinate managers and supervisors to ensure they are aware of the policy, understand their obligation to comply with it in all personnel actions and understand the need for support at all levels.
- b. Assist in the auditing of plan progress, identification of problem areas, formulation of solutions, establishment of departmental goals and objectives, and development of training programs, when appropriate.
- c. Review the qualifications of applicants and employees in their area of responsibility to ensure qualified individuals with disabilities are treated in a nondiscriminatory manner when hire, promotion, transfer, and termination actions occur.
- d. Review employees' performance to ensure that illegal discrimination regarding individuals with disabilities does not occur.
- e. Make available career counseling to employees with known disabilities, when so requested, and as appropriate.
- f. Review position descriptions to see that they adequately reflect the job to be performed.

- g. Audit training programs, hiring, and promotion patterns.
- h. Assist employees and other members of management in the prevention of harassment.
- i. Show support for Metro's AAP.

Affirmative Action Training 41 C.F.R. § 60-741.44(j)

Metro provides training and guidance to all personnel who are involved in the recruitment, screening, selection, promotion, disciplinary and other related processes to ensure that its AAP commitments are implemented.

Metro | Policies and procedures

SubjectEqual Opportunity and Affirmative ActionSectionHuman ResourcesApproved byMartha Bennett, Chief Operating Officer; MERC Commission

POLICY

It is the policy of Metro to ensure that equal employment opportunity exists for all applicants, employees and interns without regard to race, color, religion, sex, national origin, age, marital status, familial status, gender identity, sexual orientation, disability, veteran status, or any other status protected by law. Equal opportunity and consideration will be given in all phases of employment, including recruiting, selecting, hiring, transferring, promoting, compensating and terminating employees. Metro maintains an affirmative action plan to foster inclusion of underrepresented groups in the workforce.

Applicable to

All employees, interns and applicants.

Definitions

<u>Equal Opportunity</u>: Fair treatment of applicants, interns and employees in all aspects of personnel administration without regard to race, color, religion, sex, national origin, age, marital status, familial status, gender identity, sexual orientation, disability, veteran status, or any other protected class under state and/or federal law.

<u>Affirmative Action:</u> A set of specific and result-oriented procedures through which Metro works to promote equal employment opportunities and non-discriminatory practices.

<u>Affirmative Action Plan</u>: The affirmative action plan informs and directs the organization to foster inclusion of under-represented groups in the workforce. It includes a biennial report outlining Metro's utilization of women and minorities in its workforce as it compares to the availability of qualified women and minorities in their respective recruitment area. Goals and action items are established based on the utilization data and the Diversity Action Plan.

Guidelines

- 1. All Metro employees will work to promote the intent and requirements of this policy in all employment, employee relations, internships and personnel practices.
- 2. Recruitment, selection, and promotion of employees will be based on the employee's knowledge, skills, and abilities as they relate to the requirements of the job, and will be administered without regard to any legally protected class except where there is a bona fide occupational qualification. All other aspects of personnel administration will be administered based on job-related criteria or seniority. Metro internships will also comply with all applicable laws and policies related to equal opportunity and non-discrimination.

Procedures

- 1. Metro will update and distribute an agency affirmative action plan on a regular basis; analyze the plan to identify underutilization of women and minorities in the workforce; and provide outreach to underutilized groups.
- 2. Metro will regularly review recruitment and selection procedures and other personnel processes for instances of perceived disparate impact on protected groups and will revise procedures and processes as appropriate to maintain equity.
- 3. Metro will provide a complaint procedure to address complaints of discrimination and harassment and will investigate and address complaints as appropriate. (Metro's Discrimination and Harassment policy outlines the complaint procedure).
- 4. The Human Resources Director will serve as the agency's designated Affirmative Action Officer, and will manage and implement Metro's Affirmative Action Plan.

Responsibilities

Employees:

- Help ensure that the work environment is free of discrimination and harassment.
- Adhere to this policy by supporting equal opportunity for all employees and interns.
- Refrain from engaging in harassment and discrimination.
- Uphold all employee values, specifically that of respect.

Supervisors:

- Make employment-related decisions based on job-related criteria.
- Seek assistance from Human Resources as needed to understand and carry out responsibilities as they relate to equal opportunity.
- Monitor the workplace to help ensure there is no harassment or discrimination.

Human Resources Department:

- Undertake a program of affirmative action to communicate, particularly to minorities, women, persons with disabilities, and veterans, that employment opportunities are available based on individual merit, and to actively encourage all persons to seek employment and to strive for advancement.
- Update the Affirmative Action Program Utilization and Availability Analysis every two years or as required to maintain effective conformance with this equal opportunity policy.
- Determine appropriate steps and take necessary action if a complaint is initiated relating to this policy.

References

- Metro Affirmative Action Plan
- Discrimination and Harassment Policy



SectionHuman ResourcesApproved byMartha Bennett, Chief Operating Officer; MERC Commission

POLICY

Metro is committed to promoting and maintaining a work environment that is free from all forms of discrimination, harassment, intimidation, hostility and offensive behavior.

Applicable to

All employees, elected officials, interns, volunteers, visitors, contractors and vendors.

Where provisions of an applicable collective bargaining agreement directly conflict with this policy, the provisions of that agreement will prevail.

Definitions

<u>Discrimination</u>: An act having adverse effect on one or more individuals because of race, color, religion, sex, national origin, age, marital status, familial status, gender identity, sexual orientation, veteran status, disability or perceived disability, or any other status protected by law. It may be intentional or unintentional.

<u>Harassment:</u> Behavior which is reasonably perceived by the recipient as unwelcome and includes, but is not limited to, the use of verbal/written derogatory or discriminatory statements, denigrating jokes, unwelcome touching, offensive remarks, put-downs, epithets, slurs or negative stereotyping, displays, objects or materials which create an offensive work environment. Harassment has the purpose or effect of creating an intimidating, hostile, abusive or offensive work environment; unreasonably interfering with an individual's work performance; or otherwise adversely affecting an individual's employment and employment related opportunities.

Harassment does not refer to behavior or occasional compliments of a socially acceptable nature. It refers to behavior that is not welcome, offensive, fails to respect the rights of others, lowers morale, and/or interferes with work effectiveness.

<u>Unlawful Harassment:</u> Any harassment as defined above that is based on a protected class status or singles someone out because of their protected class, and where: 1) enduring the offensive conduct becomes a condition of continued employment, or 2) the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive.

<u>Retaliation</u>: Treating someone negatively or differently because that person has filed a complaint under this policy, exercised his or her rights under state or federal law, or participated in a harassment investigation.

Discrimination and Harassment

<u>Protected Class:</u> Any individual or group of individuals for whom there is an established law prohibiting discrimination, harassment, or retaliation. Examples of protected classes are race, color, religion, sex, national origin, age, marital status, familial status, gender identity, sexual orientation, veteran status or disability.

Guidelines

- 1. Any practice or behavior which acts to discriminate against or harass an employee, intern, volunteer or applicant because of his or her race, color, religion, sex, national origin, age, marital status, familial status, gender identity, sexual orientation, veteran status, disability or perceived disability, or any other status protected by law, is in direct conflict with Metro's commitment to ensuring a discrimination and harassment-free work environment. Such behavior, or tolerance of such behavior, on the part of management or employees violates Metro's policy and may result in disciplinary action up to and including termination, even if the conduct does not necessarily constitute a violation of the law.
- 2. This policy applies to all conduct on any of Metro's premises and to conduct off Metro's premises that has an effect on an employee's work environment.
- 3. No employee, elected official, intern, volunteer, visitor, contractor or vendor may engage in any of the following conduct (this list represents examples and is not intended to be all-inclusive):
 - a. Making unwelcome sexual advances, requesting for sexual favors, or engaging in other inappropriate verbal or physical conduct of a sexual nature.
 - b. Making stereotypical offensive comments, jokes, innuendo or threats about a person's protected class status (e.g. race, color, religion, sex, national origin, age, marital status, familial status, gender identity, sexual orientation, veteran status or disability).
 - c. Bringing suggestive or offensive objects or pictures, cartoons, or graphics onto Metro premises, either electronically or otherwise.
 - d. Making suggestive or insulting sounds or obscene gestures, leering, staring, or whistling.
 - e. Making unwanted physical contact with others, such as touching, grabbing, pinching, brushing the body, neck or back rubs, coerced sexual intercourse or assault.
- 4. Management and elected officials must demonstrate by their own conduct that they support and enforce Metro's policy. For example, managers must take prompt action when they observe inappropriate conduct or when a complaint is made, and are expected to provide leadership in carrying out the policy's intent. If a manager learns of any potential discrimination or harassment in the workplace, they must immediately contact the Metro Human Resources department.

Procedures

Complaint Procedure

1. Any employee, intern, volunteer or elected official subjected to discrimination or harassment is encouraged to proceed under the Complaint Procedure in this policy. Individuals who observe or who are aware of situations involving discrimination or harassment should immediately notify their supervisor, the Human Resources Director, or any other manager at

Discrimination and Harassment

Metro. Discretion will be used during the investigation in order to maintain as much confidentiality as is possible without compromising the ability to effectively complete the investigation.

- a. If a complaint, whether informal or formal, is concerning a Councilor, the complaint shall be forwarded to the Council President or Human Resources Director. If the complaint, whether informal or formal, is about the Council President, the complaint shall be forwarded to the Deputy Council President or Human Resources Director.
- b. If a complaint, whether informal or formal, is about the Chief Operating Officer, the complaint shall be forwarded to the Council President or Human Resources Director.
- c. If a complaint, whether informal or formal, is about the Auditor, the complaint shall be forwarded to the Chief Operating Officer or Human Resources Director.
- d. If a complaint, whether informal or formal, is concerning the Human Resources Director, the complaint shall be forwarded to the Chief Operating Officer.
- e. If a complaint, whether informal or formal, is about the Metro Attorney, the complaint shall be forwarded to the Council President or Human Resources Director.
- 2. <u>Formal Complaint Procedure:</u> A formal complaint alleging an act of discrimination or harassment by an employee, elected official, intern, volunteer, visitor, contractor or vendor may be submitted in writing to the Human Resources Director.
 - a. A written complaint should include the following information:
 - i. the complainant's name and protected class status (e.g., race, religion, sex, national origin, disability, age, veteran status, sexual orientation, etc.) if applicable;
 - ii. the nature of the complaint, the date the alleged violation occurred, the name of the person who is the subject of the complaint, and the names of any witnesses present; and
 - iii. if the complaint is in regard to a vendor, contractor or subcontractor, the name of that organization.
 - b. The Human Resources Director or his or her designee shall:
 - i. thoroughly investigate the complaint and establish a file of findings;
 - ii. submit the findings with a recommendation to the Department Director or his or her designee;
 - iii. inform the alleged harasser of the determination and any action to be taken; and
 - iv. notify the complainant that the investigation has been completed and relevant avenues of appeal, if appropriate.
- 3. <u>Informal Complaint Procedure:</u> Some individuals alleging an act of unlawful discrimination or harassment may wish to go through an informal process. The following informal procedure is established to address that need; however, a person making a complaint is not required to use this procedure either in lieu of or prior to proceeding with a formal complaint.

- a. Any person alleging an act of discrimination or harassment by another employee, elected official, intern, volunteer, visitor, contractor or vendor has occurred, may verbally request an informal investigation of the allegation by either his or her Manager/Director, or the Human Resources Director.
- b. The Manager/Director, or Human Resources Director or his or her designee shall, after appropriate investigation of the complaint, determine what informal remedial action, if any, shall be taken. The Manager/Director, or Human Resources Director or his or her designee shall inform the complainant and alleged harasser of the determination and any action to be taken. The details of any disciplinary action taken against the alleged harasser will not be disclosed to the complainant.
- c. If the complainant does not feel that the informal procedure satisfactorily resolves his or her complaint, or if the complainant does not want to initiate the informal procedure, he or she may proceed with the formal complaint procedure described above.
- d. All management and supervisory personnel who have received a report or complaint of discrimination or harassment shall immediately inform Metro's Human Resources Director. The Human Resources Director shall make arrangements for the prompt and proper investigation of such report or complaint.
- e. Discretion will be used during the investigation in order to maintain as much confidentiality as possible while still being able to effectively complete the investigation.
- 4. <u>Job Applicant Complaint Procedure:</u> Any individual who has made application for employment and alleges that an act of unlawful discrimination has occurred may file a complaint in writing to the Human Resources Director as set forth in the formal procedure outlined above.

Retaliation

- 5. An employee, intern or volunteer who files a complaint of discrimination or harassment, participates in the investigation of a complaint, or reports or opposes harassing or discriminatory behavior shall not be subject to adverse treatment as a result of such activity. In addition, any individual who is the subject of, or is aware of, a complaint must refrain from taking any retaliatory actions against the person who complained, or against others participating in the investigation.
- 6. Any form of retaliation related to a discrimination or harassment complaint may result in discipline up to and including termination.
- 7. Any employee, intern or volunteer who believes he or she has been retaliated against for filing a complaint or otherwise participating in any investigation under this policy should immediately report the circumstances to the Human Resources Director.

Responsibilities

Employee/Intern/Volunteer:

• Demonstrate support of the policy by your own conduct; refrain from engaging in behaviors which constitute harassment, discrimination or retaliation.

- If you are comfortable doing so, tell employees or other individuals who violate this policy to stop the offensive behavior.
- Immediately notify your supervisor, Human Resources Director or any Metro manager if you observe or are aware of situations involving discrimination, harassment or retaliation in the workplace.

Director/Manager/Supervisor:

- Monitor and ensure that the work environment is free from discrimination, harassment and retaliation.
- Demonstrate support and enforcement of the policy by your own conduct, and provide leadership in carrying out this policy's intent.
- Take all complaints of discrimination or harassment seriously.
- Immediately notify Human Resources if you learn of any actual or potential discrimination, harassment or retaliation in the workplace.

Human Resources:

- Upon notification of potential discrimination, harassment or retaliation in the workplace, immediately conduct a thorough investigation.
- Take appropriate action in order to end discrimination, harassment or retaliation in the workplace.

References

Title VII of the Civil Rights Act of 1964 (Pub. L. 88-352) (Title VII), as amended, 42 U.S.C. § 2000e *et seq*.

ORS 659A.030

2013 Oregon Laws Ch. 379 (House Bill 2669)

Additional information can be obtained from the Oregon Bureau of Labor and Industries (www.boli.state.or.us) or the Equal Employment Opportunity Commission (www.eeoc.gov).

MERC Commission Meeting

September 2, 2015 12:45 pm

10.0 Consent Agenda

Authorization to Represent MERC/METRO on Trade-Promotion Mission; Fact-Finding Mission; Economic Development Activity; or Negotiation (Food Travel, Lodging Expenses Approved in Advance - exception (H))

In accordance with ORS 244.020(6)(b)(H), the following public officials: **Terry Goldman, MERC Commissioner** is hereby authorized to represent Metro/MERC in an official capacity; and

The MERC Commission hereby approves in advance, the receipt of reasonable expenses for food, travel, and lodging for the above-named public officials and his/her accompanying relative, household member, or staff member, for attendance at (*check one*):

- xx trade-promotion mission;
- _____ fact-finding mission;
- ____ economic development activity; OR
- ____ negotiation;

as follows (describe date and type of event):

Travel Portland activities/events where travel, meals and accommodations will be paid for by Travel Portland at the Congressional Black Caucus, to familiarize potential meeting planners and association executives with Portland and with the Oregon Convention Center, and to facilitate Oregon and Portland tourism and economic development, which activity(ies) will take place in Washington, DC on September 15-17.

Being approved by the MERC Commission, at its regular meeting on September 2, 2015, the above activity is hereby officially sanctioned by MERC.

MERC Commission Chair

Metropolitan Exposition Recreation Commission Record of MERC Commission Actions

August 5, 2015

Oregon Convention Center, Room E145

Present:	Ray Leary, Judie Hammerstad , Karis Stoudamire-Phillips, Terry Goldman, Elisa Dozono, Council Liaison Sam Chase
Absent:	Deidra Krys-Rusoff (Excused)
	A regular meeting of the Metropolitan Exposition-Recreation Commission was called to order by Chair Terry Goldman in room E145 at the Oregon Convention Center at 12:45 p.m.
1.0	QUORUM CONFIRMED
	A quorum of Commissioners was present
2.0	OPPORTUNITY FOR PUBLIC COMMENT ON NON-AGENDA ITEMS
	None
3.0	COMMISSION/COUNCIL LIAISON COMMUNICATIONS
	Commissioner Goldman invited Robyn Williams and Matthew P. Rotchford to introduce the
	SummerWorks interns working at P'5 and Expo.
	Councilor Sam Chase reported on the Council Equity Retreat. He also noted that the Metro COO has
	stated that the Urban Growth Boundary will not change in the next year.
	 Commissioner Leary stated that he will be attending ASAE in Detroit with Travel Portland.
	Commissioner Stoudamire-Phillips thanked Travel Portland for helping secure the annual convention of
	Delta Sigma Theta, largest sorority of African-American women in the world. The group will meet in
	Portland in July of next year.
4.0	METRO DEPUTY COO COMMUNICATIONS
	Scott Robinson, Metro Deputy COO and Interim Venues General Manager, provided updates to the
	Commission including:
	Revised list of MERC Liaisons has been completed and is here for you today. The new commissioner
	representing the City of Portland will be on board soon.
	• The final portion of The Zoo's Elephant Lands is being completed. The Education Center will break ground
	in September. AZA has recently completed an inspection for the Zoo's accreditation. Accreditation will
	occur in September at the annual AZA meeting.
	• Lori Leyba Kramer, Assistant Director at P'5, will retire at the end of August after 30 years at Portland'5.
	Commissioner Dozono inquired about the remaining schedule for FOTA Task Force.
	Robinson replied that there are two additional meetings planned – Aug. 24 will include hiring and
	contracting practices and the August 26 th meeting will focus on the OCC Hotel project.
	Commissioner Goldman requested an update on the search for a Zoo Director.
	Robinson reported that the recruitment for a new Zoo Director is on track for a selection in mid
	September.
	 Commissioner Leary extended his congratulations to the venue directors and to Aramark for producing a record upon poting their good work has belond plans for the Convention Contor batelite go forward.
F 0	record year noting their good work has helped plans for the Convention Center hotel to go forward. PROPOSED CHANGE TO MERC PERSONNEL POLICIES
5.0	Metro HR Director Mary Rowe presented a proposed change to the MERC Compensation Policies. She added
	that the resolution for the change will be on the Action Agenda at the September MERC meeting.
	 Commissioner Dozono asked several clarifying questions regarding the policy change and offered that
	she would recommend some language changes regarding merit and COLAs.
	Rowe agreed to consider Dozono's recommendations.
	Commissioner Goldman inquired about legislation regarding exempt/non-exempt status.

Metropolitan Exposition Recreation Commission Record of Actions August 5, 2015

	Rowe noted that the Office of Metro Attorney and Metro are tracking the legislation and don't expect substantive changes to policy as a result.				
6.0	 CONSENT AGENDA Includes the July 2, 2015 MERC Record of Actions A motion was made by Commissioner Dozono and seconded by Commissioner Hammerstad to approve the Consent Agenda. VOTING: AYE: 5 (Goldman, Leary, Hammerstad, Stoudamire-Phillips, Dozono) NAY: 0 MOTION PASSED 				
7.0	 Resolution15-15 For the Purpose of Approving a Fundraising and Marketing Cooperative Agreement (Agreement) between the Metropolitan Exposition Recreation Commission (MERC) and Portland'5 Centers for the Arts Foundation, and Authorizing the Metro Deputy COO to Execute the Agreement on behalf of MERC. The resolution was presented by Robyn Williams. Commissioner Hammerstad inquired about the possibility of increasing seat sale rates. Following discussion regarding seat sales and re-energizing the foundation's fund raising efforts, Commissioner Dozono suggested not including seat pricing in the agreement at this time and changing Section 5 giving the Portland'5 director authority to meet with the foundation to review the pricing. Metro Deputy Attorney, Nathan Sykes, suggested passing the resolution with direction to OMA to amend the agreement based on today's discussion. Commissioner Goldman recommended that the Foundation be monitored to ensure that their fundraising efforts be increased. A motion was made by Commissioner Dozono and seconded by Commissioner Hammerstad to approve Resolution 15-15 with direction to the Office of Metro Attorney to amend the agreement based on the discussion at today's Commission meeting including clarification of the delegation of authority to the P'5 Director for reports between P'5 Foundation and MERC as well as limiting some of the restrictions on pricing issues. VOTING: AYE: 5 (Goldman, Leary, Hammerstad, Stoudamire-Phillips, Dozono) NAY: 0 MOTION PASSED As there was no further business to come before the Commission, the meeting was adjourned at 1:40 p.m. for 				
	As there was no further business to come before the Commission, the meeting was adjourned at 1:40 p.m. for the OCC Hotel Design Work Session.				

MERC Commission Meeting

September 2, 2015 12:45 pm

11.0 Action Agenda

METROPOLITAN EXPOSITION RECREATION COMMISSION

Resolution No. 15-17

For the purpose of adopting changes to the MERC Personnel Policies.

WHEREAS, the Metropolitan Exposition Recreation Commission (MERC) is authorized to adopt personnel policies pursuant to Metro Code Sections 2.02.010 (b) and 6.01.040 (a); and

WHEREAS, MERC periodically updates the MERC Personnel Policies (the Personnel Policies) in accordance with both legal requirements and agency-wide policies.

THEREFORE BE IT RESOLVED: That the Metropolitan Exposition Recreation Commission adopts the changes to the Personnel Policies in a form substantially similar to the attached Exhibit B.

Passed by the Commission on September 2, 2015.

Chair

Secretary-Treasurer

Approved As To Form: Alison R. Kean, Metro Attorney

By: _____

Nathan A.S. Sykes, Deputy Metro Attorney

EXHIBIT A TO RESOLUTION 15-17: SUMMARY OF PERSONNEL POLICY FOR MERC COMMISSION VOTE September 2, 2015

Below is the draft policy for your review. The proposed Compensation Policy is intended to supersede those listed from the Metro Employee Handbook (EO #88) and the MERC Personnel Policies Handbook (8/1/07). The proposed policy listed in this document was presented to the Commission on August 5, 2015. New edits made at the recommendation of the Commission, Office of Metro Attorney, and/or the Metro Senior Leadership Team following the August 5, 2015 Commission meeting are noted in bold italics.

Policy	Existing MERC Policy	Existing Metro Policy	Applicable Legal Provisions	Policy Summary/Explanation of Change	Fiscal Impact	Business Impact
Compensation	MERC §§ 5-6 Classification Plan and Compensation	E.O. 88 §§ 6-10	N/A	Details the goals of compensation at Metro; establishes a compensation philosophy of paying competitively with the regional public, as appropriate, private sectors markets; defines a variety of compensation- related terms; and includes guidelines for establishing pay, classifying positions, implementing pay actions and conducting classification and compensation studies.	N/A	Clarifies goals, philosophy, processes and authority.

Metro | Policies and procedures

Subject

Compensation Policy

Section Human Resources

Approved by



POLICY

It is Metro's policy to develop and adhere to consistent and transparent compensation practices. Metro shall establish compensation rates for classifications that take into account internal equity, labor market considerations, total compensation, characteristics such as knowledge, skills and abilities required of the work, and Metro's economic condition. It is the goal of Metro to set compensation that:

- Attracts, motivates and retains a highly qualified workforce;
- Supports Metro's commitment to diversity with equitable pay and benefits for staff in similar positions and with similar levels of responsibility;
- Promotes organizational effectiveness; and
- Maintains public trust in fiscal stewardship.

To achieve these goals:

- Total compensation, both direct and indirect (wages, premium pay, health benefits, paid leave etc.) are all considered in determining appropriate levels of compensation for employees.
- Wages are considered "externally competitive" as compared to positions at identified comparable organizations. Comparable positions for Metro and its visitor venues are generally based on such factors as type of business, volume, budget, primary position responsibilities and other similar factors.
- Consider additional factors such as internal equity of like or similarly responsible positions, compression between classifications, recruitment and retention of highly qualified employees.
- Annual adjustments to the compensation rates may be made based upon a formula that considers the consumer price index, Metro's economic conditions and other factors.
- Implementation of this policy will comply with all applicable laws and regulations.

Metro recognizes and acknowledges the legitimate role of collective bargaining in determining compensation for represented employees. Compensation for represented employees is established through the collective bargaining process.

Adopted month/15 Human Resources Supersedes: MERC Personnel Policies §§ 5-6; Metro E.O. 88 Personnel Policies §§ 6-10 **Compensation Policy**

Applicable to

All non-elected Metro employees, excluding the Metro Auditor's Office.

Where provisions of an applicable collective bargaining agreement directly conflict with this policy, the provisions of that agreement will prevail.

Definitions

<u>Career ladder advancement</u>: A career ladder advancement is a type of reclassification, specific to certain classifications, with its own criteria and a modified request process.

<u>Classification</u>: A group of job positions with similar duties, responsibilities and authority, for which similar qualifications may be required, and for which the same pay range shall be applied.

COLA: A cost of living adjustment which may be tied to a consumer price index.

<u>Compression</u>: When there is little to no difference between pay, such as pay between supervisors and subordinates, between a new hire and an existing employee, or between pay grades or classifications of positions.

<u>Internal equity</u>: Relative importance or value of a position compared to other positions in that or similar classifications. This is often based on position complexity and level of responsibility, decision making authority, consequence of error, specialized functions, and so on. It is sometimes referred to as internal alignment.

<u>Job announcement:</u> Marketing tool used to inform potential candidates about Metro and the specific position being recruited for.

<u>Job description</u>: Comprehensive inventory of all position-specific information. Documents individual position responsibilities and outlines essential and additional duties; job specifications, such as education, experience, knowledge, skills and abilities; tools and equipment used; and working conditions and physical demands.

<u>Job information questionnaire (JIQ)</u>: Questionnaire designed to collect information about the important and defining characteristics of specific positions at Metro. The questionnaire serves a number of purposes including providing a basis for position analysis and to prepare classification specifications, job descriptions and job announcements.

<u>Market competitiveness:</u> Metro compensation relative to the applicable labor market based on the point in the market that Metro selects to compensate its positions.

<u>Merit increase</u>: An increase to the base pay of an employee based on the employee's job performance as documented in a written performance appraisal.

<u>Non-represented employees</u>: All employees who are not represented by a collective bargaining agreement, an employment contract or who are categorized as "unclassified."

<u>Promotion</u>: Advancement to a classification in a higher pay range. Typically an employee must apply and be selected for a promotion (making it different than a reclassification).

<u>Reclassification</u>: An official change to the classification of a position due to an ongoing business need. Reclassifications may be upward, downward or lateral.

<u>Red-circle</u>: Freezing of an employee's pay rate when it exceeds the top of their classification's pay range (usually as a result of reassignment or voluntary demotion). During a red-circle period, an employee is generally not eligible for any pay increase unless/until the top of the classification's pay range exceeds their pay rate. Red-circling typically lasts for twelve months, at which time pay will be reduced to the top of the employee's new pay range.

Regular status: An approved and budgeted position; funding is ongoing in nature.

<u>Working out-of-classification (WOC)</u>: Short-term, temporary solution to address a workload need usually for employees assigned to provide coverage while another employee is on leave or during periods when another position is vacant or there is a short term, project-based need for higher-level work.

Guidelines

The Human Resources Department is responsible for developing and administering Metro's compensation philosophy, policy and corresponding guidelines and procedures. Metro's compensation philosophy, policy, guidelines and procedures provide a foundation for how positions are compensated to ensure consistency and transparency, fiscal responsibility and legal compliance while providing flexibility to meet the needs of the agency's diverse services and jobs.

Compensation Philosophy

Metro views compensation as a management tool intended to support the organization's goals, culture, business, operational and financial needs; to recognize the value of employees in the workplace; to attract, motivate and retain a highly qualified workforce; and to encourage professional growth and retention of diverse, qualified, motivated, and high performing employees. A strong compensation system will contribute to Metro being an effective and high functioning organization.

Metro values planning for and prioritizing compensation needs, implementing compensation-related actions with fairness, consistency and fiscal responsibility and being both transparent and flexible enough to effectively respond to changing organizational needs and economic issues. Metro believes an effective compensation system is an important tool for reducing time, money, unnecessary turnover and personnel issues associated with inconsistent compensation planning and practices and for providing a better sense of predictability for Metro and its employees. Metro's Compensation Philosophy is made operational through this policy, which sets forth broad guidelines and procedures for administering compensation.

For all positions, Metro strives for consistent differentials between positions in a series; between regular and lead positions; and between supervisory and subordinate staff positions. Discrepancies may be appropriate depending on employee qualifications, length of service, or other factors.

PROCEDURES

- 1. Establishing pay/market competitiveness
- 2. Initial classification
- 3. Pay actions (initial placements, reclassifications, temporary pay actions, etc.)
- 4. Classification and compensation studies

1. Establishing pay/market competitiveness

It is the goal of Metro to compensate positions competitively, in order to attract and retain a well-qualified workforce. When establishing pay, Metro will consider the applicable external labor market as well as internal factors including the overall equity of positions and the organization's ability to pay.

Pay for position classifications are determined through market analysis using primarily local and/or regional published survey data of agencies with positions similar in function to those of Metro. For some positions, the market will be exclusively public sector organizations. For others, the market will be a mix of public and private sector employers. In some cases, national or custom data collection may be necessary, such as for industry-specific, difficult-to-recruit or other positions that have insufficient published survey data.

Metro's goal is to conduct market studies on one or more of its position groups every 3-5 years. Market study processes will adhere to sound compensation practices to determine whether jobs surveyed match Metro's jobs and are considered comparable, factor in cost of living differentials for comparables that are out of the region, ensure that pay data is current, and so on. Specific market study processes can be conveyed at the beginning of a market study.

2. Initial classification

The Human Resources Department is responsible for establishing compensation rates for all newly created positions. This is typically referred to as the initial classification process.

For newly created positions, managers shall work with the Human Resources Department for an initial classification analysis. Human Resources will review the proposed position duties; review current positions and classifications and relevant classification/compensation issues to ensure internal equity; and may conduct a market study as needed. Human Resources will work with the manager to develop a job description and make a classification recommendation. If there is no appropriate existing classification for a new position to belong to, a new classification will need to be developed or an existing classification may be modified, which may necessitate a more in-depth classification and/or compensation review. New classifications or significant changes to existing classifications shall be negotiated with the applicable bargaining unit, if any, per the respective collective bargaining agreement. All new and/or significantly revised classifications must go through administrative channels for approval, typically by the Deputy Chief Operating Officer (COO) or General Manager.

If a manager is filling a vacancy or adding a position that is already part of the classification system and has budget approval, the manager may proceed directly to the recruitment and selection process. An initial classification analysis is strongly encouraged for non-recurring vacancies (i.e. former employee had been in the position for several years) to ensure the job duties and classification are still appropriate.

3. Pay Actions

Human Resources makes, reviews and/or processes pay action recommendations; some actions require final approval by the Deputy COO.

Pay actions include:

- Initial placements (new hires)
- Promotions
- Pay range progression (COLA, merit, step increases)
- Reclassifications
- Career ladder advancements
- Work-out-of class pay (WOC)
- Reassignments
- Compression adjustments

Initial placements (new hires)

An attempt should be made to hire new employees at the minimum of the pay range or as close to it as possible. Circumstances that may warrant pay higher than the minimum rate include, but are not limited to: experience, prior compensation history, difficulty of successfully recruiting for the position, specialized needs of Metro, or other relevant factors such as internal equity, reassignments and transfers. When considering initial placement, ensuring there is pay equity among employees in the same or similar positions is essential, and managers should consult Human Resources so they take all relevant factors into consideration before making an initial pay offer.

<u>For non-represented regular positions</u>, hiring managers in consultation with Human Resources, may make initial pay determinations to the top of the first quartile of the classification. Placement higher than the first quartile requires justification by the hiring manager and approval by Department Director and the Human Resources Director or designee; placement above midrange requires justification by the hiring manager and approval by the COO or designee and should be done in consultation with Human Resources. Justification will be maintained as part of an employee's personnel file.

<u>For represented positions</u>, including represented temporary and seasonal positions, initial placement depends on the position's specific pay range. In general and for positions with several step pay scales, placements over the equivalent of the first quartile or midpoint should follow the processes for approval outlined above. Ensuring there is pay equity among employees in the same or similar positions is essential, and managers should consult with Human Resources so they take all relevant factors into consideration before making an initial pay offer.

<u>For non-represented temporary positions</u>, placements will be made depending on responsibilities. Placements may be made at the minimum of the salary range for a similar, regular position, or, in cases where a temporary employee will not perform the full scope of a position's duties, placements below the minimum of a classification's range may be acceptable.

See the Probation Policy for information about end-of-probation increases.

Promotions

Promotional placements shall follow the initial placement procedures above. If an employee's current rate of pay is more than where the employee would be placed based on the initial placement procedures (typically due to length of service), the promotional placement will be 5% above the employee's current rate of pay but in no case will exceed the top of the new salary range. The employee's job class entry date shall reflect the effective date of the promotion.

See the Probation Policy for information about promotional end-of-probation increases.

Pay range progression (COLA, merit, step increases)

Cost of Living Adjustment (COLA)

For eligible employees, COLA adjustments are typically processed on July 1 annually. Pay schedules will also be adjusted by the COLA amount. Under no circumstances should the increase result in the employee being paid above the top of the range.

The amount of the COLA will be influenced by Consumer Price Index (CPI) for Portland Salem OR-WA Urban Consumers for the preceding calendar year and the Metro budget; for represented employees, COLA amounts or calculations, if any, are negotiated through the collective bargaining process.

COLA amounts and eligibility will be determined and communicated annually in advance of July 1.

Merit Pay

It is Metro's goal to administer annual merit increases for eligible nonrepresented staff based on satisfactory performance in order to provide employees with opportunities to progress through their pay ranges. Performance documented in an annual performance evaluation will determine whether an employee is eligible for a merit pay adjustment. If an employee receives a rating lower than "successful," he/or she will not be eligible for a merit increase.

Employees on probation at the beginning of a fiscal year (July 1) will not be eligible for the merit increase administered that year, and merit increases may be prorated for employees who received post-probationary increases in the fiscal year proceeding July 1.

The availability and amount of the annual merit increase may vary from year to year based on Metro's financial condition. Increases may not be available every year, though the intent is to provide opportunities for merit increases annually. Annual increases are never guaranteed. If an ongoing increase is not available, Metro may determine other options to compensate non-represented staff. Merit increases will be prorated for employees who would exceed the top of their stated pay range by receiving the full merit amount. In no instance should an increase place an employee above the top of their pay range.

Step increases

Represented employees may receive annual pay increases as specified by their collective bargaining agreements.

Other Pay

Metro recognizes that there will be times that employees achieve significant milestones or perform well in excess of expectations and that there are times when adjustments need to be made to restore pay equity.

At those times when the regular processes for pay adjustments are not sufficient, directors should work with Human Resources staff to determine the options that exist for addressing the particular situation. Options may include additional one-time or ongoing pay, administrative leave, flexible scheduling, or other options.

Pay or reward options should be used sparingly and should be reserved for exceptional circumstances only.

Reclassifications

For temporary duty changes, see the section for working out of classification (WOC). Some classifications are eligible for career ladder advancement, which is similar to a reclassification, but has a modified request process. See the career ladder advancement section for more information.

Reclassifications should <u>not</u> be requested to address changes in how work is accomplished (i.e. new tools, new software, etc.) or where there is a vacant position

and filling the position through a recruitment would be more appropriate. While these changes may require training and time to get familiarized, they do not usually change the purpose or the overall responsibilities or complexity of the job. Additionally, reclassifications should **not** be requested to reward an employee for work well done or to increase the pay of an employee who has reached the top of his or her pay range.

Please refer to the reclassification procedures on the Metronet to request a reclassification.

Outcomes of reclassification:

Reclassified to a higher pay range:

The employee will be placed at the beginning pay rate of the new range or at the rate that is closest to a 5% increase above the employee's current rate of pay (not including any out of class pay an employee may already be receiving).

Reclassified to a lower pay range:

If the employee's pay rate is within the lower pay range, the employee's pay rate will not be reduced, and the employee will continue to be eligible for any step, merit or COLA increases he/she would ordinarily be eligible for.

If the employee's pay rate is above the maximum of the new pay range, the employee's pay will be red circled for a period of one year, at which time the employee's pay rate will be reduced to the maximum pay rate of the new classification. During the red circle period, and unless/until such time as pay falls below the maximum of the new range, the employee will not be eligible for any pay increases.

The effective date of a reclassification is the first day of the month the approved Reclassification Request/Fiscal Impact Statement form was received in Human Resources. The employee's anniversary date will be reset to the effective date of the reclassification. Unless otherwise specified by a collective bargaining agreement, there is no probationary period for reclassifications.

Career Ladder Advancement

A career ladder advancement is a type of reclassification, specific to certain classifications, with its own criteria and a modified request process. The employee's advancement depends on the department's business need to assign higher level responsibilities on an ongoing basis as well as the employee's readiness to assume higher-level responsibilities. In addition, the employee must fulfill certain criteria related to initiative and leadership, training and length of service in the current classification. Designated classifications will have specific career ladder advancement criteria listed in the classification description.

The career ladder request process is similar to the reclassification request process except that a career ladder request form is required <u>in addition to</u> the Reclassification Request/Fiscal Impact Statement form.

Please see Metronet for a list of classifications eligible for career ladder advancement.

Working out- of-class (WOC)

If a non-represented employee is assigned to work in a higher classification for a period in excess of ten consecutive work days, a manager or director may request WOC pay for the employee. The request should state the need for the WOC assignment, the duties the employee will be performing that warrant WOC pay, the start date, and the anticipated length of the assignment. Human Resources may conduct a preliminary analysis of the assignment to ensure the WOC assignment is appropriately classified.

Employees assigned WOC will be placed at the beginning pay rate of the range for the WOC position if they are taking on the majority of the duties or at a rate that most closely represents a 5% increase above the employee's current rate of pay. Ideally, effective dates for WOC assignments should coincide with the start of a pay period (the 1st or 16th of a month).

WOC assignments are meant to be temporary in nature and therefore should not exceed six months. If WOC is necessary beyond six months, extenuating circumstances must be provided, in writing, by the employee's manager or director, to Human Resources for approval. Managers should address WOC situations in a timely manner and avoid making retroactive requests when possible.

If an employee is working out of class and is ultimately reclassified to the higher level position, the working out of class time will not be considered when setting the reclassification date (e.g., if a person works out of class from January-April, and a reclassification request is submitted in March and is approved, the effective date of the reclassification would be March 1, not January 1).

Reassignments

When an employee applies and is selected for a position at a lower pay range or is reassigned to a position at a lower pay range as a result of a reorganization, cost-savings measure or other rationale, it is the immediate supervisor's responsibility to work with Human Resources to initiate a request for a reassignment (or through the administrative channels if it is part of a major reorganization).

The employee's pay shall not be reduced as long as it is within the pay range of the lower classification. If it is a voluntary demotion and the employee's pay is above the new pay range, it will be reduced to the highest rate of the new range. If it is an involuntary demotion and the employee's pay is above the new pay range, the employee's pay may be red-circled for a maximum of twelve months. At the end of twelve months, if the employee's pay is still above the maximum of the new pay range, the employee's pay will be adjusted downward to the maximum of the new range. Employees whose pay is red-circled will not be eligible to receive cost of living or other base pay increases until the top of their new pay range exceeds their current pay rate. In no case shall an employee's current rate be increased upon demotion.

Compression Adjustments

Ensuring that supervisors and managers earn more than the staff they supervise is important for morale and for promotional opportunities to be appealing to non-supervisory staff. In general, Metro's goal is to ensure that supervisors and managers earn at least 10% more than their highest paid subordinate. There may be times that this is not warranted or feasible, and there may be times when more than a 10% differential is warranted. Human Resources will monitor compression annually. Depending on the available budget, adjustments to correct compression issues may be implemented over a period of time and not corrected entirely in one adjustment.

4. Classification and compensation studies

Classification and compensation studies are generally undertaken to review a larger group of classifications based on a high incidence of reclassification requests or turnover, a desire to streamline organizational structures, concerns about internal equity, for regular system maintenance, etc. They are initiated by Human Resources or Metro leadership and are conducted or managed by Human Resources. Because classification and compensation studies can be very large and complex, they must be planned for in advance and may be conducted by an outside consultant.

For classification studies, employees in the classification(s) being reviewed will typically be asked to submit a JIQ (Job Information Questionnaire) for a review of job duties. Classification descriptions are then reviewed to ensure work is accurately reflected and that there is equity in terms of how the classification is used organization-wide. Compensation studies focus on how Metro pays compared to the external market as well as to internal positions of like complexity (see establishing pay/market competitiveness section).

Human Resources forwards classification and compensation study recommendations to the COO or designated management team for review and approval. For represented positions, implementation of classification changes will adhere to collective bargaining agreements or be bargained as necessary. Compensation studies should be conducted at least every five years or as necessary for bargaining, major reorganizations, etc.

When, as part of a classification or compensation study, the salary range for any classification is increased, individual employees shall be placed within the new range at their current rate of pay or on the beginning salary rate of the new salary range if the beginning salary rate is higher than his/her current rate of pay. Timing of implementation may vary based on fiscal constraints.

When the salary range for an entire classification is decreased as a part of a classification/compensation study, the pay rates of the incumbents in the positions shall be red-circled until such time as pay rates are within the new salary range. Employees

will only be eligible for salary adjustments at such time as their pay rates are within the new salary range.

Responsibilities

Employee:

- 1. Keep informed of the compensation policy and corresponding guidelines and procedures.
- 2. Communicate compensation concerns with their supervisor or Human Resources as appropriate.

Supervisors:

 Determine staffing and position needs and responsibilities – works with Human Resources to initiate classification and reclassification reviews and pay actions and develop job descriptions and job announcements; serve as a resource providing information for classification and compensation studies.

Department Director, Manager or Supervisor:

- 1. Informs Human Resources when an employee has been reassigned to work out of class, and when the assignment ends.
- 2. Approves and signs reclassification requests/fiscal impact statements.
- 3. Approves pay actions such as those related to working out of class or reclassification.
- 4. Serves as a resource providing information for classification and compensation studies.

Deputy Chief Operation Officer (DCOO) and General Manager:

1. Final approval for newly created classifications and reclassifications and for new employees hired above midpoint.

Chief Operation Officer (COO):

- 1. Approves the compensation policy and corresponding guidelines and procedures.
- 2. Allocates funds for compensation administration.
- 3. Approves large classification and compensation studies; allocates funds and serves as final approval for study recommendations.

Budget Coordinator:

- 1. Reviews and signs reclassification requests/fiscal impact statements.
- 2. Forecasts and budgets costs; facilitates funding.

Human Resources:

- 1. Develops and administers the compensation policy and corresponding guidelines and procedures; regularly reviews the policy and associated systems to ensure compliance.
- 2. Serves as a resource to management and employees for compensation needs.
- 3. Works with Finance and Regulatory Services and the COO to review budget implications of annual increases and make recommendations accordingly.
- 4. Processes all compensation actions, ensuring compliance with all record-keeping requirements.

- 5. Communicates compensation information and any updates or changes to employees and others as appropriate.
- 6. Conducts routine and/or periodic classification and compensation studies.

References

Performance Appraisal Policy Probation Policy Recruitment/Selection Policy Collective bargaining agreements

MERC STAFF REPORT

Agenda Item/Issue: For the purpose of adopting changes to the MERC Personnel Policies.

Resolution No.: 15-17

Date: September 2, 2015

Presented by: Mary Rowe, Metro Human Resources Director

Background and Analysis:

The MERC Commission last approved a complete personnel policy manual for venue staff in August 2007. Beginning in 2011, Metro's Human Resources Department began a project to review and update both the MERC policy manual and Metro's policy manual, Executive Order #88, with the goal of developing one set of agency-wide personnel policies and procedures. The policies are being updated and implemented on a rolling basis in an order determined by legal changes and business needs. The policy to be approved under this resolution is the Compensation Policy. This policy articulates a compensation philosophy for the organization, clarifies how pay rates will be established, replaces Metro and MERC Compensation Policies, and provides an overarching framework for other existing policies that address employees' pay rates and classification. Human Resources staff developed this policy in consultation with the SLT.

Long Range Fiscal Impact: There is no fiscal impact associated with the requested policy change.

Recommendation: Staff recommends that the Metropolitan Exposition and Recreation Commission, by Resolution No. 15-17, approve the changes to the Personnel Policies in a form substantially similar to the attached Exhibit B.

Materials following this page are attachments to the public record.

oregonmetro.gov DRAFT

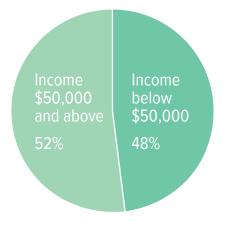


RACIAL DISPARITIES SNAPSHOT Portland Metropolitan Region

How does race impact the way communities experience regional desired outcomes?

This document combines regional data and community insight to highlight the racial disparities occurring in the Portland metropolitan region. Organized by the region's six desired outcomes, each section begins with a related excerpt from the Equity Framework Report, followed by a set of data to show the correlation between the disparities and region's vision

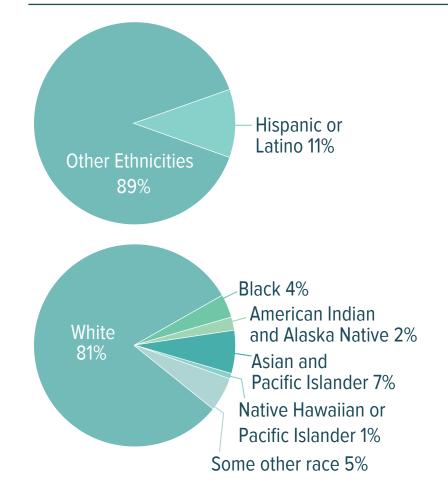
INCOME COMPOSITION



As the Portland metropolitan region's population continues to grow and change, its future success depends on the success of everyone. Unfortunately, avoidable inequities rooted in historical burdens continue to prevent communities of color from realizing their full potential and limits the region's progress.

Median Income for a family in the Portland MSA is estimated at \$71,000

RACIAL AND ETHNIC COMPOSITION



ECONOMIC PROSPERITY

"In our region, many have lost their jobs and homes during the Great Recession. While unemployment rates have recovered to pre-recession levels, wages have not. Many communities are falling increasingly behind and no longer have the financial ability to



choose where they are able to live, work, and socialize. Communities of color face employment discrimination that prevent them from tapping into their full economic potential. Lack of support for new entrepreneurs, inadequate job training, and insufficient wages are barriers to wealth

MEAN PER CAPITA INCOME

American Indian or Alaskan Native	\$19,232
Black or African American	\$19,264
Native Hawaiian or Pacific Islander	\$16,663
Asian	\$29,054
Hispanic or Latino	\$14,591
White	\$33,510
Two or more races	\$16,021

accumulation that entrench inequity."

UNEMPLOYMENT RATE

American Indian or Alaskan Native	17.0%
Black or African American	17.6%
Native Hawaiian or Pacific Islander	16.9%
Asian	7.3%
Hispanic or Latino	12.5%
White	10.0%
Two or more races	15.7%
Some other race alone	13.9%

Poverty is detrimental to community vibrancy. The inability of a family to afford goods and services to meet their potential well being, or afford rising rents to remain in a community, create unhealthy, unstable conditions.

Some other race alone

PERCENT BELOW POVERTY LEVEL

American Indian or Alaskan Native	27%
Black or African American	34.1%
Native Hawaiian or Pacific Islander	23.4%
Asian	12.5%
Hispanic	27.6%
White	10.9%
Some other race	31.7%

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LEADERSHIP ON CLIMATE CHANGE

"Our region is facing an affordable housing crisis. As housing in or near the urban core becomes increasingly expensive, many individuals of color are unable to afford the rising costs and are having to relocate to more suburban areas further away from



their jobs, schools, and community. The result has seen an increase in travel distance that our communities of color face when accessing key resources."

NOTE: The term "Poor residents" in this data set is defined as those households at 100% Poverty * Typical commute distance within the Portland Metropolitan Region is 7.1 miles

PROXIMITY TO JOBS WITHIN TYPICAL COMMUTE DISTANCE

Percent change from 2000 to 2012

Black or African American	-12%
Asian	-5%
Hispanic	-3%
White	0%
Poor residents	-4%

VIBRANT COMMUNITIES

"Home ownership remains one of the most important sources of durable wealth in our country, and it is often key to creating mixed-income, ethnically diverse communities that are essential to achieving Vibrant Communities across our region."



HOMEOWNERSHIP BY RACE AND INCOME

American Indian or Alaskan Native	39.2%
Black or African American	33.1%
Native Hawaiian or Pacific Islander	27 %
Asian	62.6%
Hispanic or Latino	34.8%
White	64.2%
Some other race	31.6%
Low-income Households	39.4%

NOTE: In this document, unless stated, a Low-Income Household is defined as a household making 70% Median Family Income for the region (approximately less than \$50,000 for a 4 person household).

CLEAN AIR AND WATER

"Health research throughout the United States continues to illustrate that the areas with the highest health disparities, highest incidence of chronic disease, and lowest life expectancy are consistently those with high poverty and concentrations of



nonwhite residents. This highlights the fact that, not only do low-income communities and communities of color tend to have the least access to neighborhoods that encourage healthy living, their neighborhoods have historically been the lowest priority for public investment."

ASTHMA RATES

In census tracts with above regional average percent for each race and low-income households

American Indian or Alaskan Native	15%
Black or African American	14.9%
Native Hawaiian	14.7%
Asian	14.1%
White	13.6%
Low-income White	14.9%
Region average	14.1%

TRANSPORTATION CHOICES

"In Portland, like other metropolitan areas around the country, people of color are more likely to lack access to a car and are thus disproportionately impacted by transportation decisions that privilege private automobile use. People of color are



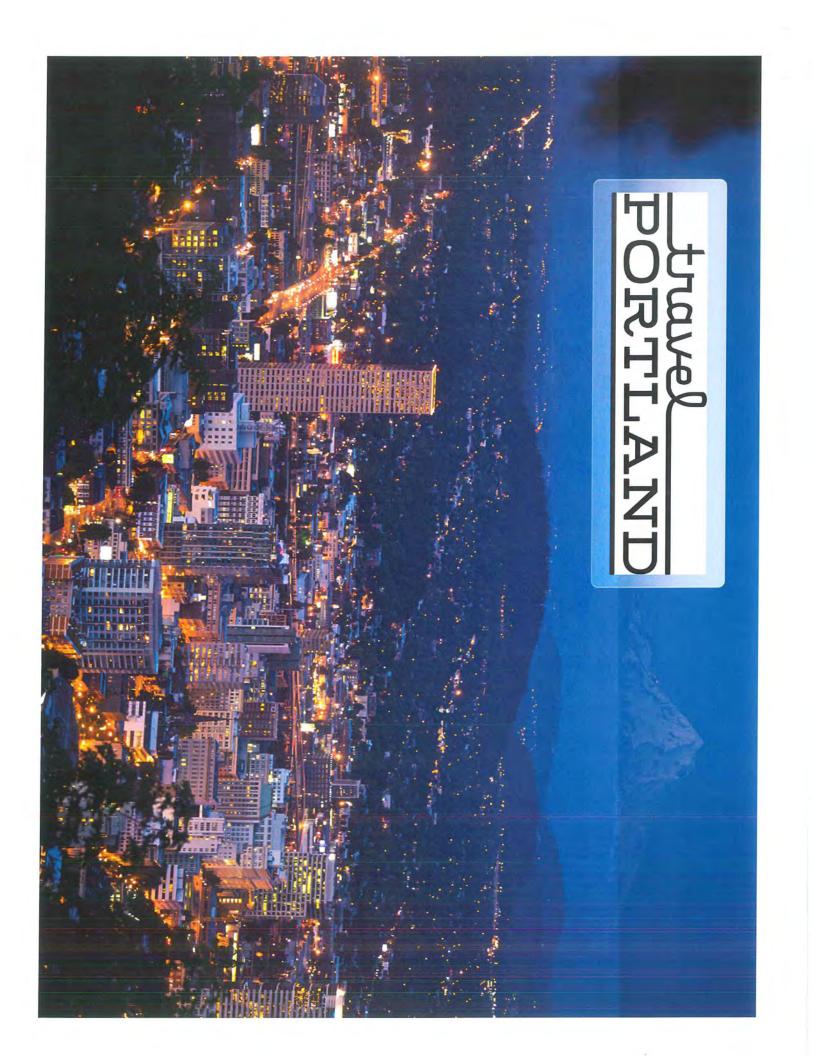
also more likely to depend on buses as opposed to rail transit, and are more likely to use transit to make short trips and/or transfer more to get to their destination."

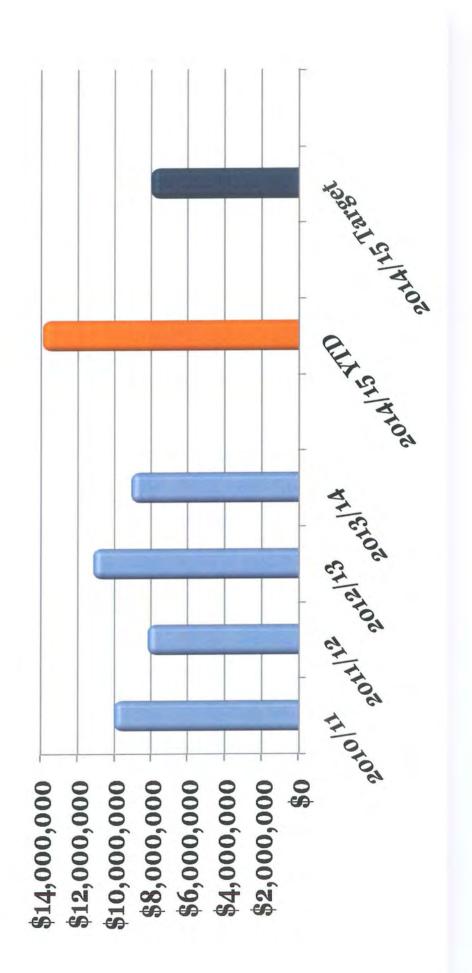
USE OF PUBLIC TRANSPORTATION AS A MAIN MEANS OF TRANSPORTATION TO WORK

American Indian or Alaskan Native	11.3%
Black or African American	14%
Native Hawaiian or Pacific Islander	4.6%
Asian	7.1%
Hispanic or Latino	8.4%
White	5.3%
Some other race	9.7%
Low-income Households	7.7%

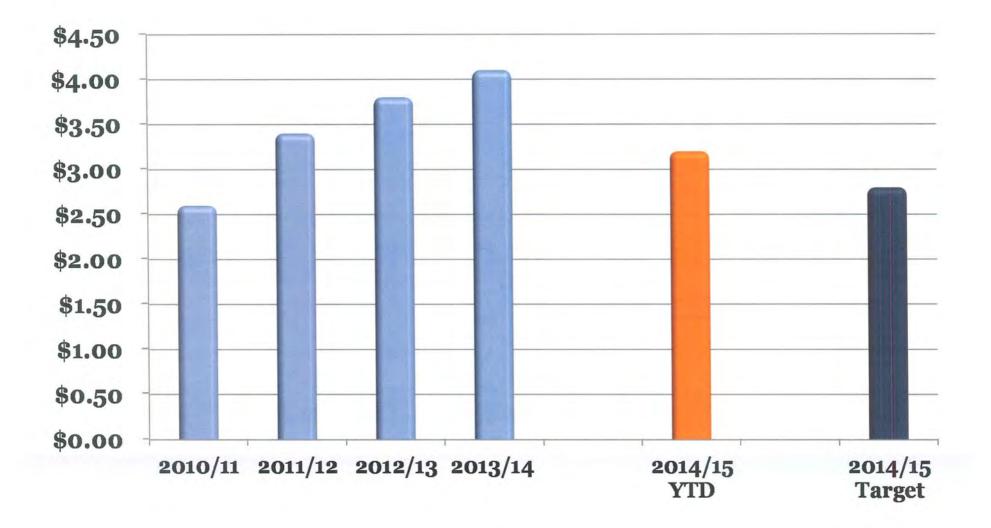
Asthma is a chronic disease that can be attributed to poor air quality. The graph above displays the mean rate of asthma for the census tracts where more than the regional average percent for each race reside. As can be seen, communities with higher concentrations of people of color face higher rates of asthma.

The graph to the right highlights the greater dependence that populations of color in the region have on public transit. National research is finding that greater dependence on public transit leads to greater exposure to pedestrian crashes.

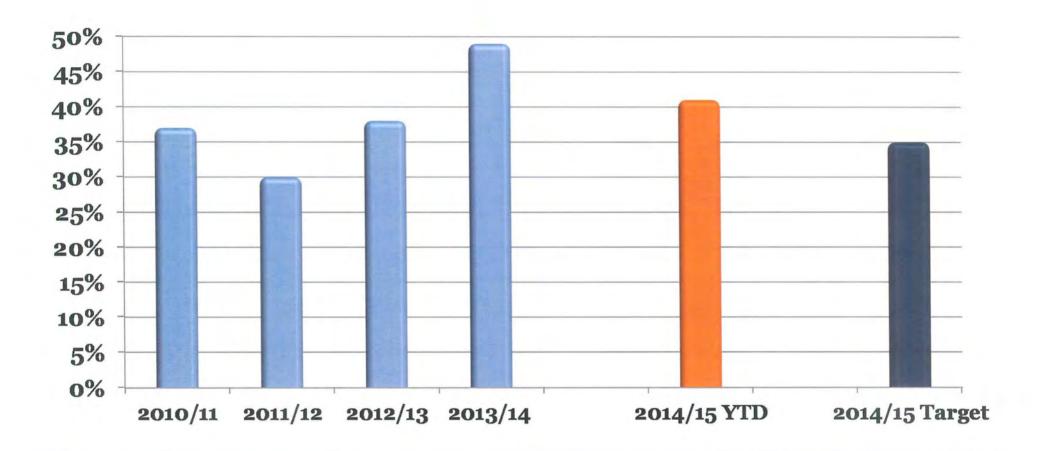




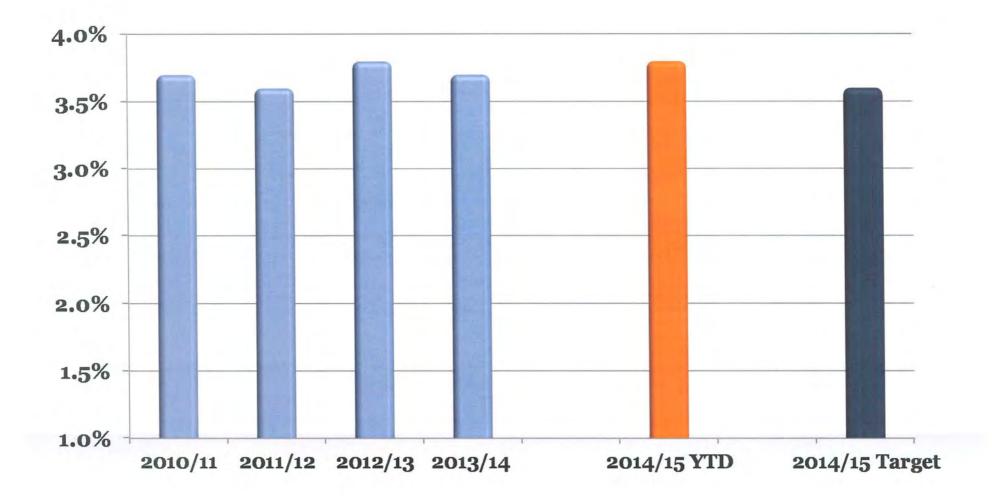




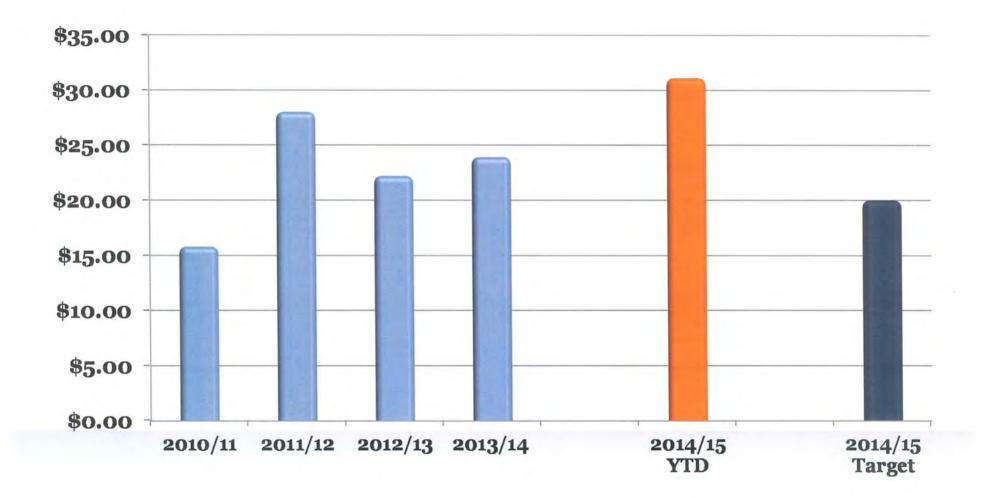
ROI on Future OCC Revenue Generated



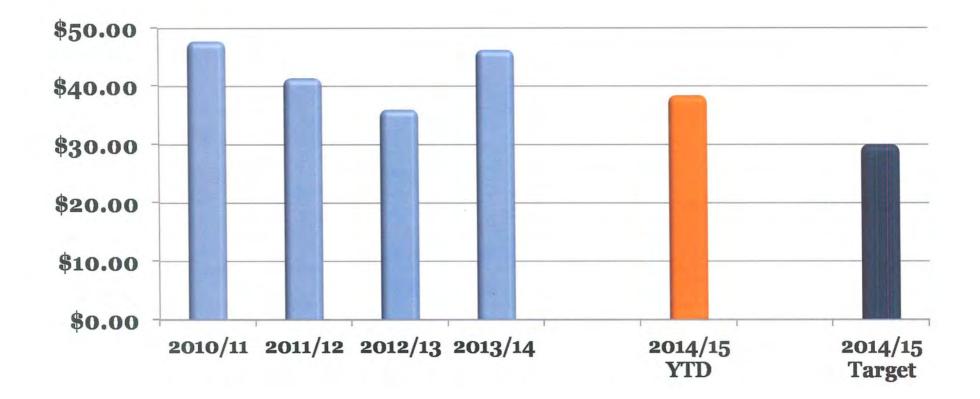




Convention Services Satisfaction Survey Score







ROI on Total Community Economic Impact

OREGON CONVENTION CENTER REVENUE FROM							
TRAVEL PORTLAND BOOKINGS							
					То	tal Potential Future	
Convention Year	OCC Revenue		OCC Revenue Annuals		Business		
FY 14/15	\$	13,909,624	\$	-	\$	13,909,624	
FY 15/16	\$	11,286,171	\$	38,665	\$	11,324,836	
FY 16/17	\$	6,250,605	\$	1,611,025	\$	7,861,630	
FY 17/18	\$	3,110,144	\$	1,096,311	\$	4,206,455	
FY 18/19	\$	2,265,817	\$	1,611,025	\$	3,876,842	
FY 19/20	\$	1,059,118	\$	1,096,311	\$	2,155,429	
FY 20/21	\$	1,691,430	\$	1,611,025	\$	3,302,455	
FY 21/22	\$	4,345,636	\$	1,096,311	\$	5,441,947	
FY 22/23	\$	-	\$	1,611,025	\$	1,611,025	
FY 23/24	\$	_	\$	1,096,311	\$	1,096,311	
Total	\$	43,918,545	\$1	0,868,009	\$	54,786,554	

JUNE 2015 YTD

Smith Travel Research	Occup	oancy %	Average Daily Rate		Rev	Room Revenue	
	This Year	Last Year	This Year	Last Year	This Year	Last Year	
Portland Market	72.9%	69.7%	\$123.15	\$112.04	\$89.72	\$78.08	
% of change	+4		+9.9%		+14.9%		+14.5%
Portland Central City	77.8%	76.9%	\$167.39	\$147.41	\$130.29	\$113.37	
% of change	+1	+1.2%		+13.6%		9%	+13.7%

