

Metro | Agenda

Meeting: Metro Council Work Session
Date: Tuesday, December 1, 2015
Time: 2:00 p.m.
Place: Metro Regional Center, Council Chamber

CALL TO ORDER AND ROLL CALL

- | | | |
|---------|--|--|
| 2:00 PM | 1. CHIEF OPERATING OFFICER COMMUNICATION | |
| 2:10 PM | 2. DIVERSITY, EQUITY, AND INCLUSION AT METRO | Patty Unfred, Metro |
| 2:40 PM | 3. AFFIRMATIVE ACTION UPDATE | Mary Rowe, Metro |
| 3:10 PM | 4. FISCAL YEAR 2014-15 MWESB AND FOTA ANNUAL UTILIZATION REPORT | Gabriele Schuster, Metro |
| 3:40 PM | 5. CONNECTING HISTORICALLY UNDERREPRESENTED COMMUNITIES TO METRO'S DECISION MAKING PROCESS: OVERVIEW OF OREGON INNOVATION AWARD WORK AND YOUTH ENGAGEMENT STRATEGY | Becca Uherbelau, Metro
Peggy Morell, Metro
Erin Pidot, Metro
Addie Shrodes, Metro |
| 4:10 PM | 6. COUNCILOR LIAISON UPDATES AND COUNCIL COMMUNICATION | |

ADJOURN

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Thông báo về sự Metro không kỳ thị của

Metro tôn trọng dân quyền. Muốn biết thêm thông tin về chương trình dân quyền của Metro, hoặc muốn lấy đơn khiếu nại về sự kỳ thị, xin xem trong www.oregonmetro.gov/civilrights. Nếu quý vị cần thông dịch viên ra dấu bằng tay, trợ giúp về tiếp xúc hay ngôn ngữ, xin gọi số 503-797-1890 (từ 8 giờ sáng đến 5 giờ chiều vào những ngày thường) trước buổi họp 5 ngày làm việc.

Повідомлення Metro про заборону дискримінації

Metro з повагою ставиться до громадянських прав. Для отримання інформації про програму Metro із захисту громадянських прав або форми скарги про дискримінацію відвідайте сайт www.oregonmetro.gov/civilrights або Якщо вам потрібен перекладач на зборах, для задоволення вашого запиту зателефонуйте за номером 503-797-1890 з 8.00 до 17.00 у робочі дні за п'ять робочих днів до зборів.

Metro 的不歧视公告

尊重民權。欲瞭解Metro民權計畫的詳情，或獲取歧視投訴表，請瀏覽網站 www.oregonmetro.gov/civilrights。如果您需要口譯方可參加公共會議，請在會議召開前5個營業日撥打503-797-1890（工作日上午8點至下午5點），以便我們滿足您的要求。

Ogeysiiska takooris la'aanta ee Metro

Metro waxay ixtiraamtaa xuquuqda madaniga. Si aad u heshid macluumaad ku saabsan barnaamijka xuquuqda madaniga ee Metro, ama aad u heshid warqadda ka cabashada takoorista, booqo www.oregonmetro.gov/civilrights. Haddii aad u baahan tahay turjubaan si aad uga qaybqaadatid kullamada dadweyne, wac 503-797-1890 (8 gallinka hore illaa 5 gallinka dambe maalmaha shaqada) shan maalmo shaqa ka hor kullanka si loo tixgaliyo codsashadaada.

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Metro의 시민권 프로그램에 대한 정보 또는 차별 항의서 양식을 얻으려면, 또는 차별에 대한 불만을 신고 할 수 www.oregonmetro.gov/civilrights. 당신의 언어 지원이 필요한 경우, 회의에 앞서 5 영업일 (오후 5시 주중에 오전 8시) 503-797-1890를 호출합니다.

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Metroでは公民権を尊重しています。Metroの公民権プログラムに関する情報について、または差別苦情フォームを入手するには、www.oregonmetro.gov/civilrights。までお電話ください公開会議で言語通訳を必要とされる方は、Metroがご要請に対応できるよう、公開会議の5営業日前までに503-797-1890（平日午前8時～午後5時）までお電話ください。

សេចក្តីជូនដំណឹងអំពីការមិនរើសអើងរបស់ Metro

ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានក្បួនលក្ខណ៍រើសអើងសម្រាប់សេវាសេវា www.oregonmetro.gov/civilrights។
បើលោកអ្នកត្រូវការការបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទលេខ 503-797-1890 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ ថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

إشعار بعدم التمييز من Metro

تحتزم Metro الحقوق المدنية. للمزيد من المعلومات حول برنامج Metro للحقوق المدنية أو لإبداء شكوى ضد التمييز، يرجى زيارة الموقع الإلكتروني www.oregonmetro.gov/civilrights. إن كنت بحاجة إلى مساعدة في اللغة، يجب عليك الاتصال مقدماً برقم الهاتف 503-797-1890 (من الساعة 8 صباحاً حتى الساعة 5 مساءً، أيام الاثنين إلى الجمعة) قبل خمسة (5) أيام عمل من موعد الاجتماع.

Paunawa ng Metro sa kawalan ng diskriminasyon

Iginagalang ng Metro ang mga karapatang sibil. Para sa impormasyon tungkol sa programa ng Metro sa mga karapatang sibil, o upang makakuha ng porma ng reklamo sa diskriminasyon, bisitahin ang www.oregonmetro.gov/civilrights. Kung kailangan ninyo ng interpreter ng wika sa isang pampublikong pulong, tumawag sa 503-797-1890 (8 a.m. hanggang 5 p.m. Lunes hanggang Biyernes) lima araw ng trabaho bago ang pulong upang mapagbigyan ang inyong kahilingan. Notificación de no discriminación de Metro.

Notificación de no discriminación de Metro

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Уведомление о недопущении дискриминации от Metro

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Avizul Metro privind nediscriminarea

Metro respectă drepturile civile. Pentru informații cu privire la programul Metro pentru drepturi civile sau pentru a obține un formular de reclamație împotriva discriminării, vizitați www.oregonmetro.gov/civilrights. Dacă aveți nevoie de un interpret de limbă la o ședință publică, sunați la 503-797-1890 (între orele 8 și 5, în timpul zilelor lucrătoare) cu cinci zile lucrătoare înainte de ședință, pentru a putea să vă răspunde în mod favorabil la cerere.

Metro txoj kev ntxub ntxaug daim ntawv ceeb toom

Metro tributes cai. Rau cov lus qhia txog Metro txoj cai kev pab, los yog kom sau ib daim ntawv tsis txaus siab, mus saib www.oregonmetro.gov/civilrights. Yog hais tias koj xav tau lus kev pab, hu rau 503-797-1890 (8 teev sawv ntxov txog 5 teev tsaus ntuj weekdays) 5 hnub ua hauj lw m ua nte ntawm lub rooj sib tham.

Agenda Item No. 2.0

DIVERSITY, EQUITY, AND INCLUSION AT METRO

Metro Council Work Session
Tuesday, December 1, 2015
Metro Regional Center, Council Chamber

METRO COUNCIL

Work Session Worksheet

PRESENTATION DATE: [December 1, 2015] **LENGTH:** [15 minutes]

PRESENTATION TITLE: [Diversity, Equity and Inclusion at Metro]

DEPARTMENT: [Office of COO, Diversity, Equity and Inclusion program]

PRESENTER(S): [Patty Unfred, Diversity, Equity and Inclusion program director]

WORK SESSION PURPOSE & DESIRED OUTCOMES

Purpose: To update Metro Council on progress made in the areas of diversity, equity and inclusion in 2015. Focus will be placed on updating Metro Council on the Diversity Action Plan –including a high level review of the plan’s four core areas: internal awareness and diversity sensitivity, employee recruitment and retention, committee membership and public involvement, and procurement.

Outcome(s):

- Increased awareness of the progress made on Diversity Action Plan core area goals
- Increased awareness of equity and inclusion efforts at Metro

TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

Since September 2014 when the Diversity, Equity and Inclusion (DEI) program was created, Metro has continued to make good progress in cultivating diversity, advancing equity and practicing inclusion in its work. The DEI program has helped to increase awareness and deepen cultural competency among staff at all levels at the agency and is poised to deliver a strategic plan to advance equity by spring 2016. By combining the three program areas, the DEI program has more effectively managed resources and coordinated across program areas. More important, Metro is better positioned and equipped to deliver on its core mission – making a great place for all people in the region.

Diversity Action Plan

Metro’s Diversity Action Plan was formally adopted by Metro Council in November 2012. The plan requires an annual program status update to Metro Council on the accomplishments in advancing Metro’s Diversity Action Plan.

There continue to be significant efforts taking place across the agency that are being led by the Diversity Core Area Teams and their leads, in partnership with many others at Metro – including staff, senior leadership, MERC and Metro Council. In the past year, each Core Area Team has made notable strides in achieving the plan’s overall goals around diversity. Achievements for each core area include:

Core area 1: Internal awareness and diversity sensitivity

The core area for internal awareness continued to provide opportunities for staff to appreciate and celebrate various cultures through awareness month activities. The core area continued the diversity sensitivity work that started with the OUCH trainings. We began our exploration of unconscious bias and its various impacts. At the spring all-staff meeting we contracted with internationally recognized speakers from CookRoss to facilitate introductory unconscious bias trainings that included a session designed for hiring managers. Following this the internal

awareness core team began developing an in-house training on unconscious bias that will be led by trained Metro staff, many of whom facilitated the OUCH trainings at Metro. This next phase will roll out over the next 18 months. A follow-up presentation and discussion on unconscious bias was led at a series of meetings, including an all-staff meeting, on Oct. 29 by damali ayo. The conversations and ensuing discussions have been at times controversial and uncomfortable, raising issues about race and internal culture at Metro that have opened the door to honest dialogue. DEI staff are working with SLT and Metro COO to continue this conversation and provide the tools to continue to improve Metro's cultural competence –both internally and externally.

Core area 2: Employee recruitment and retention

The primary accomplishment of the core team on recruitment and retention this year was the completion of the Metro Interviews Program. The team was instrumental in sharing the concept with staff and leaders in their departments, helping with the process and frequently asked questions and participating in developing refinements based on feedback. SLT approved the program in late summer and it will officially kick off in January, 2016.

Next year, the core area team for employee recruitment and retention will explore the topic of mentorships. They will explore what a mentorship program at Metro could look like in terms of eligibility, process, expectations, duration, etc. and put together a framework that Metro leaders can review and consider.

Core area 3: Committee membership and public involvement

The core area for committee members and public involvement accomplished the following this year:

- Created comprehensive list of Metro committees, which is now accessible online and is used for joint promotion of committee openings/recruitment
- Finished committee recruitment pilot project with five committees and drafted recommendations for recruitment, retention, succession planning on Metro advisory committees
- Created draft survey tool to vet draft recommendations with community members and others

The core area team will focus on the following in the upcoming year:

- Creating a pilot process with a small group of committees to test potential strategies to increase committee membership diversity
- Create a Metro 101 orientation for new committee members (using some existing resources)

Core area 4: Procurement

The core area for procurement broke into three task teams to work on the following equity contracting program recommendations in order to meet the work plan goals listed below. They include:

- **Workforce diversity program for prime contractors:** The team researched regional workforce diversity programs and identified the City of Portland's program to be the best fit for Metro. The City has made a commitment to Metro to enter an IGA for utilization of their program for any larger Metro construction projects.
- **Mentor/protégé program:** The team researched training programs to assist small firms in business development and how to conduct business with government.
- **Setting aspirational targets for Metro and MERC projects:** The team contacted department and program managers to discuss setting MWESB utilization goals for FY 15-16. The team left the type of goal to set, as well as the level of utilization in the goal, open-ended to encourage participation.

FY 15-16 will be viewed as a pilot year to evaluate the effectiveness of setting goals and implementing best practices to meet those goals. Based on the feedback from the pilot year, we will make recommendations for streamlining the process of setting goals with department and program managers.

2015 DEI accomplishments

There have been a number of other program accomplishments that have helped move this work forward – a few highlights include:

- During Black History Month, 50+ Metro staff participated in a learning event to honor local poet, author and teacher Harold Johnson – who read excerpts from his new book of poems, “Citizenship,” and shared his experiences as an African American male living in the Pacific Northwest for eight decades.
- 100+ Metro staff attended the Asian Pacific American Heritage event in the plaza on May 28, 2015 and enjoyed Asian food, music, entertainment by Unit Souzaou (Japanese drumming) and other activities provided by Asian Pacific American Network of Oregon, the Asian Pacific American Chamber of Commerce, Lone Fir Cemetery Foundation and Japanese American Citizens League.
- 40+ staff marched in the Portland Pride Parade in June. This annual event, organized by Pride Northwest, celebrates the positive diversity of the lesbian, gay, bisexual, trans and queer communities in our region.
- More than 50 Metro employees joined Amigos de Metro and DEI for a celebration in honor of Hispanic Heritage month on September 25 and enjoyed cultural entertainment, mingled with representatives from Hacienda CDC and Educate Ya!, and sampled fruits, vegetables and candies from various Latin America countries.
- 50 staff and two Metro Councilors attended the Northwest Public Employees Diversity Conference in October.
- Metro recognized veterans on its staff in November with a Native American honoring ceremony in the lobby of the Oregon Convention Center. A Native American drum group from Warm Springs offered songs to bring in the Northwest Indian Veterans Association color guard, which led about 15 of Metro's veterans down the great hall to be recognized before Metro councilors and staff. Metro Councilors and staff also marched in the Veterans' Day parade in Hollywood.
- DEI staff held a language training with 23 Metro front line staff on how to effectively manage calls or in-person requests from people who don't speak English well.
- In coordination with Metro's Title VI coordinator, DEI staff updated the Limited English Proficiency implementation plan.
- DEI convened bi-monthly Diversity, Equity and Inclusion roundtable meetings to inform staff of ongoing or future engagements with community leaders that serve underrepresented communities.
- In coordination with Community Relations, DEI developed a process and guidelines for paid community engagement with community based organizations that serve underrepresented communities.
- Over the past five months, Metro Council and staff listened and spoke with community members, elected officials and leaders in philanthropy, business, housing, transportation, parks and community based organizations about equity. More than 180 people participated in either key stakeholder interviews or community conversations.
- Held a series of internal equity staff small group discussions co-facilitated by CBO's.
- A staff workgroup, led by Cary Stacey, conducted an organizational self-assessment on racial equity. The draft will be additionally reviewed and ground-truthed with a group of staff of color in December.

- A draft outline for the strategic plan to advance equity has been developed and the first full draft will be developed in December based on input from community members, Metro staff and leaders.

Celebrating diversity, equity and inclusion at Metro

In January 2015, the DEI program held the first DEI Awareness Month at Metro. The month focused on taking time to celebrate all of the great work staff, leaders and Metro Council have done over the past years to support, embrace and advance diversity, equity, and inclusion at Metro. Staff were provided interesting articles and videos in Metro's Weekly Message to help increase their understanding of DEI. We held staff celebrations and discussions at Metro and MERC facilities. We also had our first ever DEI Difference Maker Awards and received nearly 100 nominations. The month culminated in a day of celebration at MRC that focused on telling our individual stories. Staff were encouraged to complete an "I Am From" poem and share a selfie with excerpts to give a glimpse into their unique background, Whether it was through the food we eat, the clothes we wear, the items that we cherish or by exploring where we come from, we began to better understand that when we share these stories, we are taking another step toward our diversity, equity and inclusion goals at Metro.

Moving diversity, equity and inclusion forward

The employee Cultural Compass Survey, conducted every two years, was completed in November, receiving a record 650 responses, almost 200 more than in 2013. This was partly the result of including temporary, seasonal and part-time workers in the survey this year. The independent survey administrator will compile results, which will be available in January 2016. Information will be shared with Council, SLT and staff and inform future internal diversity work.

Next year, the DEI program will continue to provide and deepen cultural competency learning opportunities for all staff and work toward integration of Metro's Diversity Action Plan's core areas with the strategic plan to advance equity. The DEI program will explore a convening role with regional diversity, equity and inclusion practitioners to share information and coordinate existing efforts across jurisdictions and organizations and will work with Community Relations to find innovative ways to empower staff and leadership to build trust with historically underrepresented communities across the region.

This critical work requires participation and engagement across all levels of the agency – and Council's continued leadership and commitment toward diversity, equity and inclusion has helped elevate these values inside Metro and in the community. Moving forward, we have a unique opportunity to build upon the momentum made over the past several years to create genuine cultural change at Metro and be an effective government agency for all people in the region.

QUESTIONS FOR COUNCIL CONSIDERATION

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

- Does the Council have questions or feedback about progress on the DEI work?

PACKET MATERIALS

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

MAKING A
GREAT
PLACE



Affirmative Action Program

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

Section A: minorities and women

Section B: protected veterans

Section 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.

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www.oregonmetro.gov/connect

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Tom Hughes

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Auditor

Brian Evans

**MAKING A
GREAT
PLACE**



Section A

Affirmative Action Program for Minorities and Women

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

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's 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 protected-group participation.
- l. 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,
5. 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.
2. 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 designed 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 non-discriminatory 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
 - d. 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.
 - c. 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

Metro

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

1 - 80% Rule

Representation Analysis

Plan Date 01/01/2015

Metro

<i>Communications</i>									
Job Group	Size	Employment		Availability		Underutilization		Annual Goal	
		Minority	Female	Minority	Female	Minority	Female	Minority	Female
1 - Officials and Administrators	5	40.0	60.0	10.7	43.1	No ¹	No ¹		
2 - Professionals	21	23.8	76.2	13.9	54.8	No ¹	No ¹		
5 - Paraprofessionals	1	100.0	100.0	13.2	61.9	No ¹	No ¹		
6 - Office/Clerical	1	0.0	100.0	16.5	59.7	Yes ¹	No ¹	16.5	

1-80% Rule

Representation Analysis

Plan Date 01/01/2015

Metro

<i>Council Office</i>									
Job Group	Size	Employment		Availability		Underutilization		Annual Goal	
		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	

1-80% Rule

Representation Analysis

Plan Date 01/01/2015

Metro

Finance & Regulatory Services

Job Group	Size	Employment		Availability		Underutilization		Annual Goal	
		Minority	Female	Minority	Female	Minority	Female	Minority	Female
1 - Officials and Administrators	14	7.1	35.7	10.7	43.1	Yes ¹	No ¹	10.7	
2 - Professionals	27	22.2	55.6	13.9	54.8	No ¹	No ¹		
5 - Paraprofessionals	4	0.0	75.0	13.2	61.9	Yes ¹	No ¹	13.2	
6 - Office/Clerical	8	12.5	100.0	16.5	59.7	Yes ¹	No ¹	16.5	

1-80% Rule

Representation Analysis

Plan Date 01/01/2015

Metro

<i>Human Resources</i>									
Job Group	Size	Employment		Availability		Underutilization		Annual Goal	
		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		

1-80% Rule

Representation Analysis

Plan Date 01/01/2015

Metro

<i>Information Services</i>									
Job Group	Size	Employment		Availability		Underutilization		Annual Goal	
		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

Representation Analysis

Plan Date 01/01/2015

Metro

Office of Metro Attorney

Job Group	Size	Employment		Availability		Underutilization		Annual Goal	
		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		

1-80% Rule

Representation Analysis

Plan Date 01/01/2015

Metro

Office of the Auditor

Job Group	Size	Employment		Availability		Underutilization		Annual Goal	
		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	

1-80% Rule

Representation Analysis

Plan Date 01/01/2015

Metro

<i>Oregon Convention Center</i>									
Job Group	Size	Employment		Availability		Underutilization		Annual Goal	
		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

1-80% Rule

Representation Analysis

Plan Date 01/01/2015

Metro

<i>Oregon Zoo</i>										
Job Group	Size	Employment		Availability		Underutilization		Annual Goal		
		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		

1-80% Rule

Representation Analysis

Plan Date 01/01/2015

Metro

<i>Parks and Environmental Services</i>									
Job Group	Size	Employment		Availability		Underutilization		Annual Goal	
		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		

1-80% Rule

Representation Analysis

Plan Date 01/01/2015

Metro

<i>Planning and Development</i>										
Job Group	Size	Employment		Availability		Underutilization		Annual Goal		
		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			

1-80% Rule

Representation Analysis

Plan Date 01/01/2015

Metro

<i>Portland EXPO Center</i>									
Job Group	Size	Employment		Availability		Underutilization		Annual Goal	
		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

1-80% Rule

Representation Analysis

Plan Date 01/01/2015

Metro

<i>Portland's 5 Centers for the Arts</i>									
Job Group	Size	Employment		Availability		Underutilization		Annual Goal	
		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

Representation Analysis

Plan Date 01/01/2015

Metro

<i>Research Center</i>									
Job Group	Size	Employment		Availability		Underutilization		Annual Goal	
		Minority	Female	Minority	Female	Minority	Female	Minority	Female
1 - Officials and Administrators	4	0.0	50.0	10.7	43.1	Yes ¹	No ¹	10.7	
2 - Professionals	16	6.3	12.5	13.9	54.8	Yes ¹	Yes ¹	13.9	54.8
3- Technicians	8	12.5	25.0	14.6	43.5	No ¹	Yes ¹		43.5
6 - Office/Clerical	1	0.0	100.0	16.5	59.7	Yes ¹	No ¹	16.5	

1-80% Rule

Representation Analysis

Plan Date 01/01/2015

Metro

<i>Sustainability Center</i>										
Job Group	Size	Employment		Availability		Underutilization		Annual Goal		
		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

1-80% Rule

**MAKING A
GREAT
PLACE**



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

TABLE OF CONTENTS

INTRODUCTION.....	B-1
EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT.....	B-1
DEFINITIONS.....	B-2
REVIEW OF PERSONNEL PROCESSES.....	B-3
PHYSICAL AND MENTAL JOB QUALIFICATIONS.....	B-4
REASONABLE ACCOMMODATION.....	B-5
ANTI-HARASSMENT PROCEDURES.....	B-5
EXTERNAL DISSEMINATION OF POLICY, OUTREACH, AND POSITIVE RECRUITMENT.....	B-6
INTERNAL DISSEMINATION OF POLICY.....	B-8
AUDIT AND REPORTING SYSTEM.....	B-9
RESPONSIBILITY FOR IMPLEMENTATION OF THE PLAN.....	B-10
AFFIRMATIVE ACTION TRAINING.....	B-13

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:

Active Duty Wartime or Campaign Badge Veteran 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.

Armed Forces Service Medal Veteran 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 service-connected disability.

Protected Veteran 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.

Recently-Separated Veteran 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. Written Notification
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. Examples of outreach and recruitment auditing
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 (<http://www.nationalresourcedirectory.gov/>), 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. 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 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.
4. Recordkeeping obligation.
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.
- l. 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 Metro-sponsored 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 self-identify as a protected veteran. 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. § 60-300.23(d). Metro only uses the self-identification 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

TABLE OF CONTENTS

INTRODUCTION.....	C-1
EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT.....	C-1
REVIEW OF PERSONNEL PROCESSES.....	C-2
REVIEW OF PHYSICAL AND MENTAL JOB QUALIFICATIONS.....	C-3
REASONABLE ACCOMMODATION TO PHYSICAL AND MENTAL LIMITATIONS.....	C-4
ANTI-HARASSMENT PROCEDURES.....	C-4
EXTERNAL DISSEMINATION OF POLICY, OUTREACH, AND POSITIVE RECRUITMENT.....	C-4
INTERNAL DISSEMINATION OF POLICY.....	C-7
AUDIT AND REPORTING SYSTEM.....	C-8
RESPONSIBILITY FOR IMPLEMENTATION OF THE PLAN.....	C-8
AFFIRMATIVE ACTION TRAINING.....	C-12

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. Written Notification
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.
2. 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 (www.va.gov);
 - iv. 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) (www.earnworks.com);
 - 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 (www.yourtickettowork.com/endir);
 - 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.
- b. 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. Recordkeeping Obligation

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.
 - l. 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.
- 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. 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 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*

Subject	Equal Opportunity and Affirmative Action
Section	Human Resources
Approved by	Martha 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 under-represented groups in the workforce.

Applicable to

All employees, interns and applicants.

Definitions

Equal Opportunity: 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.

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

Affirmative Action Plan: 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

Metro | *Policies and procedures*

Subject Discrimination and Harassment
Section Human Resources
Approved by Martha 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

Discrimination: 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.

Harassment: 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.

Unlawful Harassment: 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.

Retaliation: 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.

Protected Class: 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

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. Formal Complaint Procedure: 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. Informal Complaint Procedure: 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. Job Applicant Complaint Procedure: 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).

Agenda Item No. 3.0

AFFIRMATIVE ACTION UPDATE

Metro Council Work Session
Tuesday, December 1, 2015
Metro Regional Center, Council Chamber

METRO COUNCIL

Work Session Worksheet

PRESENTATION DATE: [December 1, 2015]

LENGTH: [15 minutes]

PRESENTATION TITLE: [Affirmative Action Update]

DEPARTMENT: [Human Resources]

PRESENTER(S): [Mary Rowe, ext. 1572; mary.rowe@oregonmetro.gov]

WORK SESSION PURPOSE & DESIRED OUTCOMES

- Purpose: Update Councilors on status of Affirmative Action Plan and Metro's progress on meeting hiring goals.
- Outcome: Increased awareness of program and recruitment efforts

TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

Metro voluntarily complies with Federal Affirmative Action guidelines. We recently updates the entire plan including the statistical portions using an outside vendor. This session will update the Council on the current plan and next steps both for keeping the Affirmative Action plan updated and for achieving unmet goal areas.

Action steps HR will be taking to further diversity efforts in recruitment will be: implementing any changes to FOTA adopted by Council and communicating those to potential applicants; work with DEI to explore ways to further develop relationships with community partners; further refine analytics of steps in recruitment process; implement Metro Interviews program to increase diversity on hiring panels.

QUESTIONS FOR COUNCIL CONSIDERATION

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

- This is an informational session and Council Action is not being sought at this time.

PACKET MATERIALS

- Would legislation be required for Council action Yes No
- If yes, is draft legislation attached? Yes No
- What other materials are you presenting today? Attached is a copy of the Affirmative Action Plan

MAKING A
GREAT
PLACE
TOGETHER

Diversity Action Plan

November 2012



About Metro

Clean air and clean water do not stop at city limits or county lines. Neither does the need for jobs, a thriving economy, and sustainable transportation and living choices for people and businesses in the region. Voters have asked Metro to help with the challenges and opportunities that affect the 25 cities and three counties in the Portland metropolitan area.

A regional approach simply makes sense when it comes to providing services, operating venues and making decisions about how the region grows. Metro works with communities to support a resilient economy, keep nature close by and respond to a changing climate. Together we're making a great place, now and for generations to come.

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

www.oregonmetro.gov/connect

Metro Council President

Tom Hughes

Metro Councilors

Shirley Craddick, District 1

Carlotta Collette, District 2

Carl Hosticka, District 3

Kathryn Harrington, District 4

Rex Burkholder, District 5

Barbara Roberts, District 6

Auditor

Suzanne Flynn



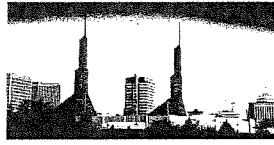
November 15, 2012

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

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


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

Tom Hughes
Metro Council President



600 NE Grand Ave.
Portland, OR 97232
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 Metro | *Exposition Recreation Commission*

November 7, 2012

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

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

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

Sincerely,

Chris Erickson, Chair
Metropolitan Exposition Recreation Commission

TABLE OF CONTENTS

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

OVERVIEW

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

Metro's value of respect and definition of diversity

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

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

Metro defines diversity as the variance or difference amongst people:

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

Metro's philosophy regarding diversity:

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

Diversity Action Team vision

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

Diversity Action Plan process and scope

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

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

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

ROLES AND RESPONSIBILITIES

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

Metro employees

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

Metro management

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

Diversity Action Team

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

Diversity Program Manager

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

Senior Leadership Team

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

Metro Council

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

Metro Exposition and Recreation Commission (MERC)

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

CORE AREA GOALS, STRATEGIES, ACTIONS AND INDICATORS

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

Core area 1: Internal awareness and sensitivity to diversity issues

To achieve greater internal awareness and sensitivity to diversity issues, Metro must establish active dialogue with employees regarding diversity; provide training to managers and staff; and put tools in place to measure inclusivity, diversity and cultural competence¹ at Metro.

Indicators

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

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

Strategies:

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

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

Strategies:

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

¹ See Appendix A for definition

CORE AREA 1: PRIORITIZED ACTIONS

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

Core area 2:
Employee recruitment and retention

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

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

Indicators

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

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

CORE AREA 2: PRIORITIZED ACTIONS

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

Core Area 3: Public involvement and citizen advisory committee membership

Goals for public involvement and citizen advisory committee membership seek to have Metro outreach and committees, at a minimum, serve and represent the diversity of the region's population. Many of these actions should be part of a continuous and conscious effort to acknowledge that one committee member cannot represent an entire group and to ensure various groups are continually engaged. To meet these goals, Communications staff will conduct research to assess gaps in community interactions; engage the Metro Council members to actively conduct outreach to historically underserved² communities; establish protocols to improve diverse representation on Metro committees; and put tools in place to track and coordinate growing relationships with diverse communities as well as better communicate with those communities. Information about existing Metro committees is available at <http://www.oregonmetro.gov/committees>. The goals listed below also take into account the importance of Metro's policies and programs reflecting the values of diversity and equity.

Indicators

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

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

Strategies:

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

² See Appendix A for definition

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

CORE AREA 3: PRIORITIZED ACTIONS

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

Core Area 4: Procurement

The primary goal of diversity in procurement is to increase the utilization of Minority-owned, Women-owned and Emerging Small Businesses³ (MWESBs), Sheltered Market participants⁴, (SM) and Disadvantaged Business Enterprises, (DBE)⁵. Beyond increasing the number of MWESB firms participating on Metro contracts, Procurement staff will work with vendors, contractors and Metro staff to establish baseline usage data, identify areas for improvement, train stakeholders on the system, put new policies and procedures in place, and measure the performance of Metro's efforts.

Fiscal year indicators

- Number of MWESB's and First Opportunity Target Area (FOTA) contractors that bid on Metro solicitations as compared to the total number of bids received.
- Amount of dollars awarded to MWESB and FOTA contractors and subcontractors out of the total dollar amount awarded.
- Percent of total available contract and subcontract dollars awarded to MWESB and FOTA contractors and subcontractors.
- Share of dollars awarded to MWESB's within the Sheltered Market Program, as compared with total contract dollars awarded.
- Percent of Sheltered Market Program construction contracts as compared with total construction contracts.
- Amount of dollars awarded to DBE contractors within the Sheltered Market Program.
- Percent of contracts awarded to DBE firms compared to total contracts.
- Number of formal procurements using value-based contracting⁶ approach.
- Amount of dollar awards using value-based approach.

Goal 4.1: Increase MWESB and FOTA participation.

Strategies:

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

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

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

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

⁶ See Appendix A for definition

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

CORE AREA 4: PRIORITIZED ACTIONS

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

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APPENDIX A: METRO DEFINITIONS

Balanced Scorecard

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

Capacity-building

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

Cultural competency

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

Disadvantaged Business Enterprise (DBE):

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

Diversity

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

Equal Opportunity

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

FOTA

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

FOTA (continued)

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

Historically underserved

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

Inclusive/Inclusivity

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

MERC

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

Minority/Women/Emerging Small Business (MWESB)

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

Request for Bid

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

Request for Proposal

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

Respect

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

Sheltered Market

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

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

Value-based contracting

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

APPENDIX B: STAKEHOLDER ENGAGEMENT AND FEEDBACK

Stakeholder engagement conducted for this plan

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

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

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

Stakeholder feedback to be addressed in future plan revisions

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

Explore a fifth core area: Accessibility.

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

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

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

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

Employee suggestion: Include equity in the plan.

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

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

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

APPENDIX C: 2012 DIVERSITY ACTION TEAM ROSTER

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

ACKNOWLEDGMENTS

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

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

APPENDIX D: LEVEL OF ENGAGEMENT CATEGORIES

Community Partner or Community Stakeholder

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

Metro Council

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

Metro COO

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

Diversity Action Team (DAT)

Advice on implementation and review of the Diversity Action Plan.

Diversity Program Manager

Internal consultant responsible for refinement and implementation of the plan.

Senior Leadership Team (SLT)

Implementation of the Plan and ensuring continuity.

Metro Diversity Action Plan Workgroup

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

Metro Department or Position

Ex. Program Coordinator, Director, Program Manager

APPENDIX E: CORE AREA ACTIONS

Core area 1: Internal awareness and sensitivity to diversity issues

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

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

Core Area 2: Employee recruitment and retention

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

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

Core Area 3:
Public involvement and citizen advisory committee membership

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

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

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

Core Area 4: Procurement

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

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

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

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

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Agenda Item No. 4.0

**FISCAL YEAR 2014-15 MWESB AND FOTA ANNUAL
UTILIZATION REPORT**

Metro Council Work Session
Tuesday, December 1, 2015
Metro Regional Center, Council Chamber

METRO COUNCIL

Work Session Worksheet

PRESENTATION DATE: December 1, 2015

LENGTH: 30 minutes

PRESENTATION TITLE: FY 2014-15 MWESB and FOTA Annual Utilization Report

DEPARTMENT: Procurement Services

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

WORK SESSION PURPOSE & DESIRED OUTCOMES

- Purpose: Report the status, program activities and utilization for the Minority, Woman, Emerging Small Business (MWESB) and FOTA Programs.
- Outcome: Inform Council of program action from fiscal year 2014-15, actions in development and program recommendations for the future.

TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

Metro Code 2.04 directs Procurement Services to report program and utilization activities for the MWESB program on an annual basis. The last time these activities were presented before the Council was in October of 2014.

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

Highlights of this year's program include expanded training and technical assistance to MWESB firms, new outreach activities and interdepartmental collaboration with the Diversity Equity and Inclusion team.

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

- Workshops for MWESB firms paired with Metro contracting opportunities,
- MWESB Open House partnership with Multnomah County,
- Focus groups with members of the construction industries and professional services providers,
- Interaction between the MWESB Program and Metro's Diversity Equity and Inclusion team; the continuation of the Diversity Action Plan Core area Procurement Team tasked with developing recommendations for a new Equity Contracting Program,
- Continuation of the Procurement Enhancement Project in order to increase equity in contracting, and
- Increased internal training.

QUESTIONS FOR COUNCIL CONSIDERATION

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

- Does the Council consider the MWESB contracting utilization goal of 18%, as established in the Diversity Action Plan, sufficient?
- Are there any additional program activities that Council would like procurement services to work on with regards to equity in contracting, such as workforce diversity?

PACKET MATERIALS

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



EXPANDING OPPORTUNITY
THROUGH CONTRACTING

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

MWESB ANNUAL REPORT NOVEMBER 2015



MAKING A GREAT PLACE

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.

Metro works with these 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.

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



Why Does Diversity in Contracting Matter?

Diversity in contracting is a critical component to the success of Metro's mission to plan for the region's future and ensure that it remains a great place to live. Each year, Metro spends millions of dollars on contracts with businesses that support our efforts to provide public services for nearly 1.5 million people in Clackamas, Multnomah, and Washington counties. By actively involving minority-owned business enterprises, woman-owned business enterprises, and emerging small businesses (MWESBs) in that pool for business opportunities, the agency can help expand economic opportunities in the region.

Metro's procurement department has continued to build on the success of the changes that we implemented in FY 13-14. We have also made several additional changes in the last year to improve our approach to increase access and participation of MWESB firms in the procurement process. This year's activities include implementing procurement training based on last year's procedure changes, updating

Metro's procurement code through a second phase of the Procurement Enhancement Project (PEP 2), holding additional stakeholder focus groups, and identifying focus areas for further program development through the Diversity Action Plan's Procurement Core Team.

While procedural changes are important, real progress is dependent upon the attitudes and actions of Metro leadership and staff. Over the last year, more project managers have been involved in outreach to MWESB firms and the agency has continued to improve lines of communications with minority business organizations and the firms seeking to do business with Metro.

As required by Metro Code 2.04, this report includes the program activities, utilization rates, findings and recommendations of Metro's MWESB program. The reporting period covers July 1, 2014, through June 30, 2015.



*"Strength lies in differences,
not in similarities."
- Stephen Covey*

FY 2014–2015 MWESB Contracting

During the past fiscal year, Metro awarded a total of \$56,480,464 through the competitive procurement process and direct award of contracts less than \$10,000. MWESB certified firms earned a total of \$13,217,436 in contract awards—representing a utilization rate of 23 percent. This amount is a substantial increase over last year’s 15 percent, largely a result of three particular solicitations: RFP 2824 – Strategic communication and marketing professional services; RFP 2915 – On-call professional services: design, writing, photography and videography; and RFP 2788 – Natural areas habitat restoration.

Metro released two major solicitations for on-call contracts available for agency-wide use. RFP 2824 – Strategic communication and marketing professional services resulted in seven awards to MWESB firms, out of nine total contracts. The value of the contracts awarded to MWESB firms totals \$2.45 million out of \$3.15 million, a contract utilization rate of 78 percent. Similarly, RFP 2915 – On-call professional services: design, writing, photography and videography resulted in 13 contracts awarded to MWESB certified firms out of 25 total awards and \$1.4 million out of \$3.15 million. This results in a 44 percent contract utilization rate. The communications department made a concerted effort to follow outreach and engagement best practices to ensure the solicitations would be accessible to MWESB firms. Efforts included:

- Announcing opportunities at the open house.
- Offering quarterly one-on-one meetings to MWESB firms to share more about the procurement process.
- Notifying MWESB firms directly about opportunities available on ORPIN.
- Holding an optional pre-proposal meeting to clarify vendor questions.
- Writing the request with small businesses and sole proprietors in mind.
- Structuring request of skills and services to match competitive capacities of small businesses.
- Reviewing qualifications so small businesses are not arbitrarily excluded from competition.

The third solicitation that contributes significantly to Metro’s overall utilization rate is RFP 2788 – Natural areas habitat restoration through the Sustainability Center. This solicitation was paired with the pilot technical assistance workshop, and focused on providing assistance and capacity building opportunities to MWESB suppliers in order to provide new opportunities.

Without taking these contracts into consideration, Metro awarded 15 percent of contract dollars to certified MWESB businesses. All three of these are multi-year contracts, and Metro does not always have the need for similar solicitations every year. However, they are great examples of the results that can be achieved in inclusive and equitable contracting when Metro staff and departments make deliberate efforts to engage MWESB firms.

MWESB CONTRACTING: FY 2014–2015

Total Contracts Awarded	684
MWESB Contracts Awarded	180
Non-MWESB Contracts Awarded	504
MBE Contracts Awarded	37
WBE Contracts Awarded	59
ESB Contracts Awarded	84
Total Contracted Dollars Awarded	\$56,480,464
Total MWESB Contract Dollars Awarded	\$13,217,436
Total Spending FY 2014-15	\$47,591,485
Total MWESB Spending FY 2014-15	\$4,387,269

VALUE OF MWESB CONTRACTS BY DEPARTMENT: FY 2014–2015

ORIGIN	AWARDED	SPENT
Auditor	\$0	\$0
Chief Operating Officer	\$94,000	\$0
Communications	\$4,074,910	\$86,542
Council	\$0	\$36,576
Expo Center	\$182,794	\$241,156
Finance & Regulatory Services	\$133,000	\$450,017
Human Resources	\$12,875	\$36,462
Information Services	\$0	\$28,163
Office of the Metro Attorney	\$0	\$1,469
Oregon Convention Center	\$305,113	\$264,496
Oregon Zoo	\$1,470,065	\$303,786
Parks & Environmental Services	\$1,438,481	\$1,063,416
Planning & Development	\$200,150	\$193,141
Portland’s Centers for the Arts	\$592,163	\$185,001
Research Center	\$0	\$0
Sustainability	\$4,713,886	\$1,497,046
Grand Total	\$13,217,436	\$4,387,269

180
MWESB
Contracts
26%

MBE:
37 / 20%
WBE:
59 / 33%
ESB
84 / 47%



504
Non-MWESB
Contracts
74%

MWESB
Contracts
\$4.5M
9.5%

MBE: \$1.1M
WBE: \$1.3M
ESB: \$2.1M



Non-MWESB
Contracts
\$43.1M
90.5%

During FY 2014-15, Metro awarded 684 eligible contracts through the competitive procurement process and direct award of contracts less than \$10,000. This does not include intergovernmental agreements or grants. Of the total contracts awarded, 180 went to certified MWESB firms. These MWESB awards represent 26 percent of the total count of contracts awarded. This number has increased by eight percent since last year. This increase is a direct result of departments following the recommendation from Procurement Services to give MWESB vendors an opportunity with small contracts, and then help them build up capacity and experience through those contracts.

During the past fiscal year, Metro spent a total of \$47,591,485 through the competitive procurement process and direct award of contracts less than \$10,000. Firms that were MWESB certified earned a total of \$4,512,404 that Metro spent through contracts. This represents a utilization rate of nine percent by dollar amount. Of the amount spent through MWESB contracts, \$1,138,560 went to minority-owned businesses, \$1,269,531 went to woman-owned businesses, and \$2,104,314 went to emerging small businesses.

MWESB
Contracts
\$13.2 M
23%



Non-MWESB
Spending
\$43.3M
77%

MBE
Contracts
\$3.4M
25%

WBE
Contracts
\$4.7M
35%



ESB
Contracts
\$5.2M
39%

During FY 2014-15 a total of \$13,217,436 in contracts were awarded to underserved businesses: \$5,191,973 to emerging small businesses, \$4,667,591 to woman-owned businesses, and \$3,357,872 to minority-owned businesses.

A NOTE ON UTILIZATION NUMBERS & AVAILABILITY OF CERTIFIED FIRMS

As a public agency, Metro relies on the State of Oregon Office of Minority, Women and Emerging Small Businesses to certify that the firms we count toward our equity in contracting utilization rates are considered underserved. While there are a great number of firms doing business in Oregon that may qualify as underserved, Metro may only count those businesses that have undergone the MWESB certification process through the State of Oregon. Of the roughly 70,000 vendors who are registered to use ORPIN, where Metro releases solicitation notifications, the 3,422 MWESB certified firms make up only 5% of the vendor pool. This statistic becomes even more important when considering that Metro is only one of many public agencies striving for increased utilization with certified MWESB firms.

Additionally, MBEs and WBEs together make up only about half of the certified firms. Of the certified MWESB firms, 22% are MBEs, 30% are WBEs, and 48% are ESBs. Metro's distribution of awards and dollars spent is roughly aligned with this availability.

CERTIFICATION TYPE	MBE	WBE	ESB
Percent Availability	22%	30%	48%
Number of Contracts Awarded	20%	33%	47%
Contract Value Awarded	26%	35%	39%
Spending	25%	28%	47%

MERC Venues' FOTA and MWESB Participation During FY 14—15

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

The Metropolitan Exposition Recreation Commission (MERC) later expanded the program to include the Portland’s Center for the Arts (P’s) and the Portland Expo Center (Expo). Later, the FOTA program was expanded to include purchase and contracting opportunities. A comprehensive program review was conducted by consultants Cogan Owens Greene in 2014, and the team presented a final report to the MERC Commission and Metro Council in February 2015. Included in the report was an overview of historical, legislative and best practices research, summary of stakeholder feedback, analysis of demographic data, and recommendations for policy changes and administrative actions.

Among key policy recommendations were the following:

- Remove contracting and procurement from the FOTA policy and, instead, support Metro’s agency-wide efforts to enhance its equity contracting program.
- Continue applying the FOTA hiring policy to only the three MERC venues (Oregon Convention Center, Portland Expo Center, and Portland’s Centers for the Arts).
- Maintain the program’s outreach and hiring focus on the original intended beneficiaries: the historic African American neighbors impacted by construction of the Oregon Convention Center.

- Convene a task force of community stakeholders to recommend updates to the geographic boundaries and income eligibility requirements for the General Manager of Visitor Venues’ consideration.

In June 2015, the FOTA Task Force convened and developed the following draft recommendations based upon their desire to expand the program’s reach and keep pace with demographic and economic changes of the past 25 years:

- Increase the income eligibility requirements from \$25,000 for an individual and \$40,000 for a family of four to \$47,000 for a household of one person and up to \$65,000 for a household of up to four people.
- Expand the geographic boundary to the north and east.

A final FOTA Task Force report is expected in the fall of 2015. In addition, Metro’s Human Resources Department is implementing administrative actions per the Cogan Owens Greene recommendations, including identifying community-based organizations to assist in employment outreach. In FY 15–16 Metro’s procurement code will be amended to remove references to FOTA.

Total spending by MERC venues in FY 14–15 was \$8,949,418. Firms that were MWESB certified earned a total of \$690,652 that MERC venues spent through contracts, representing 8 percent of total MERC spending. Of this, \$101,928 went to minority-owned businesses, \$161,477 went to woman-owned businesses, and \$427,247 went to emerging small businesses. Note that MERC numbers are included in Metro totals above. Of the total spending by MERC venues, \$21,106 was spent in the FOTA, representing 0.2 percent of the total spent.



Definition of terms

Minority-owned business enterprises (MBE), woman-owned business enterprises (WBE), and emerging small businesses (ESB) are types of businesses that, when they meet certain qualifications, can be certified by the State of Oregon and are categorized under the umbrella term “MWESB.” In many cases, businesses that Metro works with are certified in more than one category.

For example, a certified minority-owned business might also have an emerging small business certification. For the purposes of this report, in those cases where a business has multiple certifications, only one is counted. If a business has multiple certifications and is minority-owned, then the MBE certification is counted. If a business is certified as both a woman-owned business and an emerging small business, then it is only counted as a WBE. Businesses are only counted as emerging small businesses if they do not qualify for either of the other certifications.

Metro continues to focus on increasing the number and value of contracts awarded in each category. While Metro is required to maintain a diversity program that is race and gender neutral, we remain committed to working to award increasing contracts in the disadvantaged business communities, so that they correspond to the size of the market in the region. By looking at data like the current U.S. Census and U.S. Bureau of Labor Statistics, Metro can deduce the availability of firms in each category by industry. For example, if the makeup of the tree pruning market were 4 percent MBE, then ideally Metro would expect to have a utilization rate close to that number.

FIRMS THAT WERE MWESB CERTIFIED EARNED A TOTAL OF \$13,217,436 IN CONTRACT AWARDS. **THIS REPRESENTS A UTILIZATION RATE OF 23% BY DOLLAR AMOUNT. THIS AMOUNT IS A SUBSTANTIAL INCREASE OVER LAST YEAR'S AMOUNT OF 15%**



“Our workforce and our entire economy are strongest when we embrace diversity to its fullest, and that means opening doors of opportunity to everyone and recognizing that the American Dream excludes no one.

- Thomas Perez

2014–2015 Progress in Procurement

Building off of the success of FY 13–14 MWESB engagement activities, Metro has continued to increase outreach to MWESB firms and strengthen relationships with community and business organizations. This past year, Metro partnered with Multnomah County to host the annual MWESB Open House, with attendance of over 400 business people. Participation by Agency staff across all departments is key to the success of the Equity in Contracting program. Procurement Services continues to work to educate Agency staff about best practices for engagement and outreach, and Agency-wide participation was on the rise this year.

This year Metro committed to provide dedicated technical assistance to the MWESB business community through the implementation of quarterly workshops. These workshops are paired with contract opportunities and include training and technical assistance to help MWESB firms prepare bids and proposals and navigate the government procurement process. Metro has partnered with the State of Oregon

for these workshops in order to provide assistance in using the Oregon Procurement Information Network to find and respond to contracting opportunities and in getting State-certified as a minority-owned, woman-owned, or emerging small business.

We made additional progress on internal procedures through Phase 2 of the Procurement Enhancement Project (PEP 2). This year's focus was on updating Metro's contracting code to make it more user-friendly and reviewing the Equity in Contracting section. The team will present its recommendations to Metro Council in FY 15–16 for approval.

Along with the increased participation in existing efforts, Metro undertook an interdepartmental collaboration to develop new program activities. The interdepartmental Procurement Core Team, a sub-committee of the larger Diversity Action Team, evaluated current programs within Metro and throughout the region to identify and recommend targeted program enhancement activities.

BUILDING OFF OF THE SUCCESS OF FY 13–14 MWESB ENGAGEMENT ACTIVITIES, METRO HAS CONTINUED TO **INCREASE OUTREACH TO MWESB FIRMS AND STRENGTHEN RELATIONSHIPS WITH COMMUNITY AND BUSINESS ORGANIZATIONS.**

Outreach: Engaging the Community

A large part of Metro's outreach efforts involve attending community and business organization events and familiarizing area businesses with the opportunities that Metro has available. In FY 14–15, Procurement Services staff attended regular meetings of a number of business organizations that provide support to small businesses and businesses owned by people of color and women. During these networking activities, Metro staff have an opportunity to engage one-on-one with business owners. These visits have been a productive way to provide information about the agency, answer questions, and receive feedback on the effectiveness of our outreach activities.

Networking with the Business Diversity Institute (BDI) provided a number of opportunities to engage MWESB businesses. Metro participated in the networking events throughout the duration of Minority Enterprise Development (MED) Week. Staff attended monthly Breakthrough Breakfasts, a training

and networking series targeted at minority- and woman-owned businesses. The Diversity Practitioner's Summit allowed staff to network with other agency staff that work to expand business opportunities for MWESBs in the region and discuss best practices for solving some of the issues faced by MWESBs.

Metro is a partner and member of the Metropolitan Contractor Improvement Partnership (MCIP), a Portland-based organization that works to build capacity for minority contractors in the community. MCIP coaches firms to increase profitability by improving business management systems and provides training for writing bids and proposals. MCIP is also under contract to facilitate Metro's MWESB workshop training sessions.

Metro is a member of the following business chambers focused on minorities and women:

- National Association for Minority Contractors Oregon
- Oregon Native American Chamber (ONAC)
- African American Business Chamber
- Hispanic Metropolitan Chamber of Commerce
- Oregon Association of Minority Entrepreneurs (OAME)
- Oregon Tradeswomen
- Asian Pacific American Chamber of Commerce (APACC)

Metro attends regular monthly meetings of:

- National Association for Minority Contractors Oregon
- Oregon Association of Minority Entrepreneurs
- Oregon Native American Chamber
- Metropolitan Hispanic Chamber of Commerce
- Business Diversity Institute

In 2014, Metro supported the following events:

- APACC Mega Mixer
- MCIP Trade Show
- BESThq Business Expo West
- Minority Enterprise Development Week
- Annual events for ONAC, APACC, the Hispanic Metropolitan Chamber of Commerce
- Night of Networking at OHSU for individuals with disabilities



Outreach: Engaging the Community, cont.

OPEN HOUSES AND TRADE SHOWS

Metro partnered with Multnomah County this year to host the MWESB Open House on February 11, 2015. Staff from more than 20 departments from Metro and Multnomah County hosted tables and provided information about department projects and business opportunities to over 400 participants of the MWESB community. The event is an opportunity for the businesses to get a deeper understanding of the type of projects available and how to bid and propose on government work. It is also an opportunity for project managers to establish relationships with the MWESB business community.

Procurement Services shared information about the Metro procurement process and conducted training sessions about how to conduct business with and successfully respond to Metro and Multnomah County solicitations. The State of Oregon provided training on how to use the Oregon Procurement Information Network and how to get MWESB certified.

This year, Metro also hosted tables at a number of trade show events. These events allow businesses to learn about and network with chambers, business associations, large businesses with subcontracting opportunities, and public agencies. Hosting a table at trade shows is another way to provide information about how to do business with Metro. This year, Metro attended the Fall Mega Mixer, hosted by the APACC, the MCIP Trade Show, and BESThq's Business Expo West.

ORPIN OUTREACH

In 2013, Metro Procurement Services implemented ORPIN, the State of Oregon's electronic solicitation and bidding system, in order to reach a wider range of MWESB firms. Metro has continued to share information about how to use ORPIN and to register and discover business opportunities at minority business chamber meetings, outreach events, individual meetings, and through advertising campaigns in minority publications.

HOSTING MWESB EVENTS

Metro has continued to host the bi-monthly National Association for Minority Contractors Oregon (NAMC Oregon) meetings at the Metro Regional Center. NAMC Oregon supports minority and women construction and trade contractors and provides technical support to their members. Procurement Services regularly participates in NAMC Oregon meetings and shares information about business opportunities and connecting with Metro project managers. Metro also hosts Oregon Native American Chamber (ONAC) bi-monthly luncheons at the Metro Regional Center. ONAC works with the community to advance educational and economic opportunities for Native Americans in Oregon and Southwest Washington. Project managers and department staff from Metro are invited to attend and participate on a consistent basis. This past year, APACC Women's Empowerment Series held workshops and a conference at Metro.

FOCUS GROUPS

Our work this year has been informed significantly by the comments and feedback that we received through hosting focus groups. We have met with members of the construction industry and with personal and professional service providers. These focus groups provided valuable insight, context and information as we considered the existing equity in contracting program and evaluated the need for additional efforts.

Focus Group Takeaways / Metro Actions

- 1. Subcontractors sometimes receive delayed payments from prime contractors.**
Metro added a space in the monthly subcontractor utilization report for primes to report on the date and amounts paid to subs for work performed.
- 2. Early engagement with prime contractors is necessary for subcontractor diversity plans to be successful.**
Metro now expresses goals in solicitation and meets with prime contractors to discuss the implementation of their subcontracting plan and ways Metro can provide support.
- 3. On-call contracts are not always used.**
Procurement Services communicated this feedback to project managers and has begun reviewing contract usage to ensure that on-call contracts are being used appropriately.
- 4. MWESB firms requested a proposal template to reduce the time it takes to respond to RFPs.**
Metro created an optional proposal template available online.
- 5. Many MWESBs would benefit from additional support in learning how to respond to solicitations.**
Metro has implemented quarterly workshops for MWESB certified and eligible businesses to provide technical assistance for preparing bids and proposals.

Technical Assistance

Metro has responded to requests from the MWESB community by offering specific training for contractors about how to conduct business with Metro.

Metro Procurement Services provides on-going one-on-one assistance with:

- How to navigate ORPIN
- How to find and respond to Metro's business opportunities
- How to register as an MWESB at the State of Oregon website
- How to connect with Metro project managers

In addition, Metro Procurement Services has conducted three bid and proposal writing workshops for small businesses meeting the State of Oregon MWESB criteria. The workshops are paired with current opportunities in an effort to make the time spent by busy small business owners and representatives as effective as possible. The workshops are presented in partnership with staff from State agencies and a consultant team. Attendees also qualify for technical bid or proposal writing assistance from the consultant team. Metro plans to provide workshops on a quarterly basis as opportunities align. Businesses who have attended the workshops have improved their ability to prepare responsive and competitive bids and proposals and, as a result, many have won Metro contracts.

WORKSHOP SPOTLIGHT: RFP FOR NATURAL HABITAT RESTORATION

In fall of 2014, Metro conducted a free workshop for small businesses that met the State of Oregon MWESB criteria to assist in responding to Metro's Natural Habitat Restoration Request for Proposals #15-2788. The workshop was a combined effort of Metro staff, the State of Oregon, and a hired team of consultants to teach about proposal writing, doing business with Metro, navigating Metro's solicitation system, and getting State certification as a MWESB firm. The workshop included follow-up assistance for firms who attended the training.

The results of the workshop:

- A total of 63 percent MWESB contract dollars awarded.
- \$2.5 million awarded to MWESB firms out of a total contract award of \$3,975,000.
- Three \$400,000 contracts to MBE firms.
- Of 31 contracts awarded, 20 were awarded to MWESB firms, representing a 64 percent contract award utilization rate.
- Seven contracts awarded to MBE firms, two to WBE firms and 11 to ESB firms.
- Three firms completed State MWESB certification through the provided assistance.

Based on the success of this workshop, Metro committed to providing additional periodic workshops in conjunction with future opportunities.

WORKSHOP SPOTLIGHT: ON-CALL RFP FOR PLUMBING SERVICES

In addition to the investment of time required for preparing a response, solicitations for on-call contracts can pose several challenges for small firms. Determining pricing can be difficult, since the exact project need is yet to be defined. Many firms have also had the unfortunate experience of winning on-call government contracts that never get used or get used very little. The workshop held in April 2015 focused on the preparation of a bid for on-call trade services and aligned with an agency-wide solicitation for plumbing services. Metro committed to making sure that all awarded contracts result in paid work. There were 13 attendees at the workshop, including a mixture of plumbing firms and other trade service providers. Metro departments awarded multiple contracts to four bidders, two of which were certified MWESB firms. Additional results will be available in next year's report.

WORKSHOP SPOTLIGHT: RFQs FOR ARCHITECT & ENGINEER SERVICES AND FACILITATION & COACHING

The Request for Qualifications (RFQu) procedure presents similar challenges for small businesses, with no specified scope of work to reference in proposals. Metro provided guidance in responding to RFQs for architecture and engineering, and facilitation and coaching to 52 attendees at a June workshop. Contract results will be available in next year's report.

Marketing and Solicitation of Bids

Metro Procurement Services has made a concerted effort to inform MWESB contractors about business opportunities and solicit bids and proposals.

- 19 local plan centers pick up Metro bid information and documents through ORPIN and make them available to MWESBs.
- For all formal procurements over \$150,000, Metro posts solicitations on ORPIN, advertises in least one local minority publication, and places public notice in the *Daily Journal of Commerce*. Publications where Metro places advertisements include:
 - Portland Observer
 - The Skanner
 - Asian Reporter
 - El Hispanic News

Although state law only requires agencies to contact three businesses to bid or propose on contracts under \$150,000, Metro provides additional opportunity for firms to win work by releasing all opportunities over \$10,000 on ORPIN. That means that our opportunities are available for any certified firm to bid or propose – whether we have met them yet or not. Businesses receive the opportunities through automated email notifications using commodity codes for different work categories. ORPIN reaches over 70,000 businesses and contractors, of which 3,442 are certified as MWESB firms.

Metro also uses this broad network to solicit bids for informal construction opportunities through our Sheltered Market program from qualified MWESB firms.

Metro announces projects to partner organizations for inclusion in their communications with members. These partner organizations include:

- Oregon Association of Minority Entrepreneurs
- The Metropolitan Hispanic Chamber of Commerce
- The African American Chamber of Commerce
- The National Association of Minority Contractors
- The ARC Plan Center
- The Asian Pacific American Chamber of Commerce
- The Oregon Native American Chamber of Commerce
- National Association of Women in Construction
- Portland Area Business Association
- BESThq
- Minority Contractor Improvement Partnership

CONTINUING THE PROCUREMENT ENHANCEMENT PROJECT

To strengthen Metro’s ability to comply with policies and procedures, in FY 13–14 Metro launched the Procurement Enhancement Project (PEP), a collaboration of several project teams that worked together to clarify and improve the organization’s procurement business processes. In FY 14–15, Metro undertook the project’s second phase, PEP 2. The focus of PEP 2 was to

review Metro Code 2.04 and evaluate the Equity in Contracting Program to identify opportunities for improvement. This phase of the project is in its final stages, and the team will present its recommendations to Council in FY 15–16.

PEP 2 Results:

- Updated and reorganized Metro Code 2.04, Metro’s contracting code, to be more transparent.
- Updated contracting thresholds to State levels. Small procurement limits were increased from \$5,000 to \$10,000. Informal procurement limits were increased from \$100,000 to \$150,000.
- Implemented a simplified Request for Quote process to allow for a competitive but vendor-friendly process.
- Developed recommendations for Equity in Contracting program enhancements, which will be presented to Metro Council in FY 15–16:
 1. *Expand Sheltered Market to include Personal and Professional Services– released for competitive solicitation among certified MWESB firms only.*
 2. *Consolidate Metro and MERC contracting rules for both internal and external ease. Having a single set of rules will reduce the number of templates required and eliminate confusion arising from differences between Metro and MERC rules.*
 3. *Support the program enhancements identified in the interdisciplinary Procurement Core Team, a subcommittee of the Diversity, Equity and Inclusion Action Team.*



An Agency-wide Approach of Diversity, Equity, and Inclusion

Metro's focus on diversity, equity, and inclusion is not limited to procurement and contracting—the effort is part of a broader initiative across Metro to examine and update internal operations and external programs.

While Metro is already implementing equity contracting practices, Procurement Services will work closely in the coming months with the Diversity Action Procurement Core Team, a subcommittee of the Diversity, Equity, and Inclusion Team, to examine best practices from other government agencies and make recommendations for transitioning from an MWESB program to a broader and more effective Equity in Contracting program that better aligns with regional and state partners, expands opportunities for underrepresented communities, and helps with diversifying the workforce on larger Metro construction projects to better reflect the diversity of the region we serve. In FY 15–16, the Diversity Action Procurement Team will be renamed the Equity Contracting Team to reflect this transition. All changes in administrative rules will be formalized with the Office of the Metro Attorney prior to implementation. As with any program, Equity in Contracting will require adequate resources to be successful.



Recommendations: Creating Opportunity

By actively including MWESB firms in the agency's contracting efforts, Metro helps to create a strong regional economy. Inclusion also helps MWESB firms build their capacity to compete for public procurement projects by getting them familiar with the RFP process and establishing relationships with Metro staff. This year, the theme for creating additional opportunities was collaboration. Procurement Services collaborated with other departments within the Agency, as well as other agencies in the region, to develop recommendations to expand Metro's efforts of active inclusion of MWESB firms. These recommendations were informed by the focus groups and research conducted by Metro's Diversity Action Procurement Core Team.

Connecting to Metro Diversity Efforts

Procurement Services connected with Metro's Diversity Equity and Inclusion program and served as the lead for the Diversity Action Procurement Core Team, creating a connection to overall Metro diversity efforts. The Procurement Core Team functions as an advisory committee for the MWESB program. This year the Procurement Core Team performed a thorough evaluation of Metro's current outreach efforts to discover how the program can operate more efficiently. The Team also reviewed best practices around the region to identify the best opportunities for Metro to expand its Equity in Contracting program. The analysis resulted in three recommendations that will be taken before Metro Council in Fall 2015: workforce diversity, training through the Mentor-Protégé Program, and setting goals.



RECOMMENDATION #1: WORKFORCE DIVERSITY

Tracking the diversity of business ownership tells only part of the story. Beyond supporting businesses with minority and woman ownership and emerging small businesses, it is important to expand diversity in the workforce for those actually providing services to Metro. To that end, the Procurement Core Team recommends that Metro provide workforce diversity programs for applicable projects. The Team recommends partnering with other organizations in this effort because Metro understands the resources required for implementing a proper program. In this way, Metro can provide the community benefit of making a commitment to workforce diversity, while taking advantage of existing experience. For example, Metro may participate in existing workforce diversity programs and apprenticeship programs developed by other government agencies, such as the City of Portland, and community-based organizations, such as Oregon Tradeswomen, or hire individual consultants.

RECOMMENDATION #2: TRAINING – MENTOR PROTÉGÉ PROGRAM

Metro is involved in a variety of training and technical assistance efforts to support MWESB businesses, as described previously in this report. The Procurement Core Team identified participation in mentorship programs, such as the Port of Portland's Mentor Protégé program, as an opportunity to offer deeper support. The Port's program builds effective working relationships between leaders of mature, established companies and emerging minority- and woman-owned companies in order for the latter to benefit from the knowledge and experience of the established firms. The Team again

recommended forming a partnership that allows Metro to sponsor participants in an existing program and take advantage of the existing experience that is incorporated into each program's model.

RECOMMENDATION #3: SETTING GOALS

The Procurement Core Team has already begun working with Agency staff to develop processes and procedures around setting and tracking goals for MWESB utilization. The team is asking for participation in a voluntary pilot year for FY 15-16, in which staff can set goals at the project-, program-, or division-level. Procurement Services will provide outreach and engagement support to Agency staff to help meet the goals that they have set.

The Team is also developing a system for tracking contracts awarded and dollars spent. In coordination with the Zoo Bond team, Procurement Services has started to improve the subcontractor utilization report process and requirements for prime contractors in order to improve tracking of MWESB utilization. The improved report will increase accountability of the prime contractor to hire contractors from underserved business communities. This action ensures compliance with Good Faith Effort to meet MWESB contracting goals. Procurement Services is also working on developing a process for tracking subcontractor utilization on non-construction projects. Staff is in the process of setting goals, and we will have more information on the effectiveness of goal setting in next year's report.



“Ensuring fairness in the American workplace should be a cornerstone of our economic policy.”

- Tim Scott



Metro's MWESB Reporting Method

To improve the accuracy of Metro's diversity efforts, the Agency's MWESB reporting method removes any type of work that cannot reasonably be performed by an MWESB-certified firm from the utilization rate calculation. This method of reporting is common among local and regional governments, including the City of Portland and the State of Oregon. This report does not include work contracted through the Zoo Bond program, as the program will compile a separate report.

Metro excludes the following types of contracts and payments from the calculation:

- Services provided by another public agency that do not compete with the private sector
- Services for which there is a single or limited group of businesses, none of which are certified MWESBs
- Services mandated by ORS to be provided by qualified rehabilitation facilities

Follow-up Survey

As our region continues to grow and change, so do Metro's efforts to reflect the population we serve. The agency's policies to encourage MWESB participation are constantly evolving and improving. These changes are driven by dedicated Metro staff who are actively developing relationships with MWESB firms, listening to their feedback, and responding with improvements to the way things are done.

FEEDBACK FROM CERTIFIED FIRMS

As a follow-up to last year's regional MWESB survey, which solicited feedback from over 400 state-certified MWESB firms about their experience in doing business with Metro, finding business opportunities, and getting contracts, Procurement Services conducted a new survey sent to over 1,800 MWESB certified businesses within the Metro regional boundaries. The purpose of this survey was to determine the value of current Metro contracting programs to the MWESB community as well as to gather information to guide a future course of new programs.

A total of 231 respondents provided us with valuable feedback that will help Procurement Services move forward in efforts to create programs to offer opportunities for equity and diversity in contracting. The majority of the respondents were businesses that have not submitted bids or proposals to Metro.

This is valuable, as it helps Metro understand how to better reach new contractors and what their current barriers are. About 20% of the respondents had been awarded contracts with Metro in the last three years.

SURVEY RESULTS

The survey results showed that Metro needs to continue to spread the word about its contracting opportunities and the various programs offered for MWESB firms. For example, of the respondents with construction-related businesses, about 65% were not aware of Metro's Sheltered Market program which seeks bids for public improvement projects between \$10,000 and \$50,000 from qualified MWESB firms only.

The results of the survey also helped inform the recommendations from the Procurement Core Team. Respondents named the programs offered by the City of Portland and the Port of Portland among examples of helpful programs. The majority were also interested in programs consistent with what Metro is currently offering and plans to offer soon, including mentorship, workforce training, technical assistance, and attendance at networking events.

Metro understands that the most valuable programs provide a solution to an existing problem and appeal to the business community

because they are helpful and convenient. Surveys such as this one help Metro to ensure that programs continue to be useful and accessible to their intended audience, and help identify areas where further assistance would be beneficial. This survey served to inform and shape the efforts for this year, and we will continue to conduct surveys to receive feedback about our outreach process in the future.

METRO STAFF ACTIVELY DEVELOP RELATIONSHIPS WITH MWESB FIRMS, LISTEN TO THEIR FEEDBACK, AND RESPOND WITH IMPROVEMENTS TO THE WAY THINGS ARE DONE.

Work with Metro

Metro is actively seeking to work with minority-owned, woman-owned, and emerging small businesses.

Each year, Metro awards millions of dollars in contracts for products and services and actively solicits bids and proposals from businesses that are certified as MWESB by the State of Oregon.

Metro also seeks bids from certified MWESB contractors for public improvement projects between \$10,000 and \$50,000 through its Sheltered Market Program.

HOW TO DO BUSINESS WITH METRO

Get certified:

Apply for MWESB certification through the State of Oregon at www.oregon4biz.com/Grow-Your-Business/Business-services/Minority-Owned-Business-Certification.

1. Respond to requests for proposals, bids and quotes:

Follow current opportunities through the Oregon Procurement Information Network and respond by the deadline.

Common contracts include:

- Construction and maintenance
- Architecture and engineering
- Forestry and landscaping
- Foodservice and supplies
- Professional, technical, and scientific services
- Goods, manufacturing, and supplies

How to get started:

- Register with ORPIN to get access to Metro's solicitations at orpin.oregon.gov.
- Use PDXProcurementSearch.com to search for opportunities using your business' keywords.
- Get certified. Apply for MWESB certification through the State of Oregon at www.oregon4biz.com/Grow-Your-Business/Business-services/Minority-Owned-Business-Certification.
- Visit oregonmetro.gov/contracts for workshop and training opportunities.
- Attend Metro's annual MWESB Open House event.
- Scan the Daily Journal of Commerce and various community newspapers for Metro bid opportunities.
- Network with small business associations such as Oregon Association of Minority Entrepreneurs (OAME), Business Diversity Institute (BDI), and others.

Contracting thresholds:

- Up to \$10,000 – competitive solicitation is not required. Utilization of MWESBs is strongly encouraged.
- Over \$10,000 – solicitations posted on ORPIN.

To become a vendor with Metro, businesses must:

- Maintain legal aspects of business to enter into contracts and transact business in the state of Oregon.
- Demonstrate compliance with Metro's Equal Employment and Nondiscrimination Clause, as outlined in our solicitation documents.

How to avoid quote, bid, or proposal rejection:

- Submit quotes and bids to the Metro reception desk prior to the solicitation closing date and time. This requirement is strictly enforced.
- Be a responsive, responsible bidder or proposer.
- Make sure your bid and proposal documents are complete and contain all requirements and information, including any forms requested in the solicitation document.
- Double check your documents before submitting.

Stay informed:

Metro hosts networking events for MWESB businesses and participates in MWESB outreach events. To learn about upcoming events, email gabriele.schuster@oregonmetro.gov.

PROCUREMENT STAFF AT METRO

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Assigned departments: *Visitor Venues*

KAREN SLUSARENKO, CPPB, Procurement Analyst
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Assigned departments: *The Oregon Zoo, Information Services, Council Office, Chief Operating Officer, Auditor, Office of Metro Attorney, Human Resources, Finance and Regulatory Services*
Responsibilities: *Agency-wide contracts, cooperative contracts*

SHARON STIFFLER, CPPB, Procurement Analyst
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Assigned departments: *Visitor Venues*

For more information about business opportunities at Metro, visit the Metro MWESB website:
www.oregonmetro.gov/how-metro-works/contract-opportunities/minority-women-and-emerging-small-business-program





www.oregonmetro.gov



EXPANDING OPPORTUNITY
THROUGH CONTRACTING

Minority, Women, Emerging Small Business Report

MWESB ANNUAL REPORT NOVEMBER 2015



Why Does Diversity in Contracting Matter?

Positive results for the region:

- Builds capacity of local MWESB firms
- Increases competition and helps build a stronger economy
- Aligns with Metro's diversity, equity and inclusion efforts

MWESB ANNUAL REPORT NOVEMBER 2015



Progress in Procurement Training, Assistance & Outreach

In the last year, Metro improved procurement services by:

- Pairing contract opportunities with training and workshops
- Partnering w/ the State of Oregon to train firms in using ORPIN
- Providing guidance to MWESB firms in receiving state certification
- Working on new Metro procurement rules to increase equity in contracting
- Hosting the MWESB Open House and other events at Metro for 400+ participants from the MWESB community
- Attending industry trade shows

MWESB ANNUAL REPORT NOVEMBER 2015



Progress in Procurement Connecting with the Community

Metro is a member of the following business chambers:

- National Association for Minority Contractors Oregon
- Oregon Native American Chamber (ONAC)
- African American Business Chamber
- Hispanic Metropolitan Chamber of Commerce
- Oregon Association of Minority Entrepreneurs (OAME)
- Oregon Tradeswomen
- Asian Pacific American Chamber of Commerce (APACC)

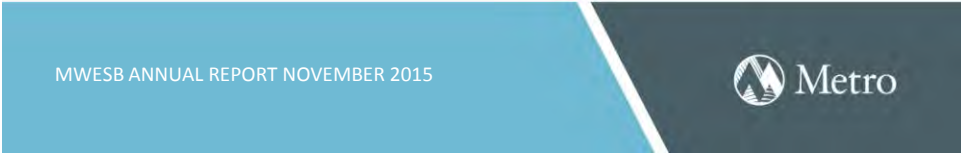
MWESB ANNUAL REPORT NOVEMBER 2015



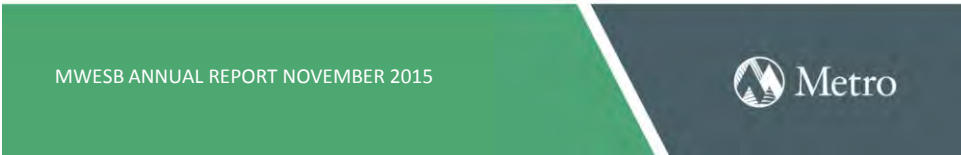
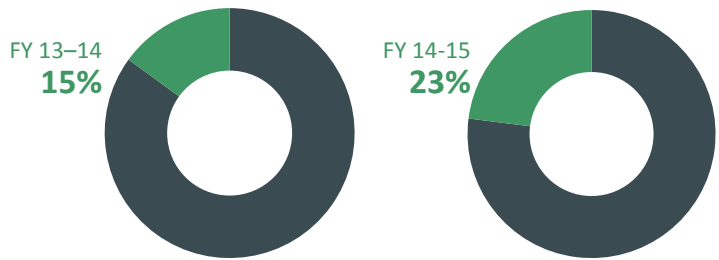
Progress in Procurement Responding to Feedback

Through focus groups with subcontractors and service providers, we found:

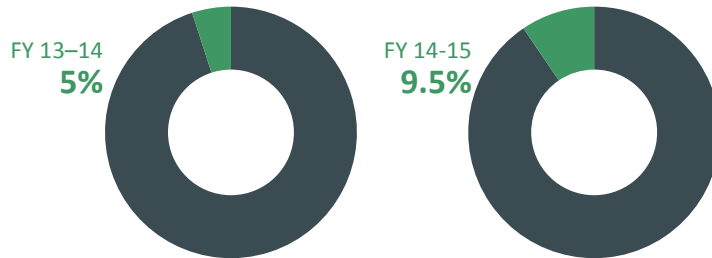
- Subcontractors sometimes receive delayed payments from prime contractors
- Early engagement with prime contractors is necessary for subcontractor diversity plans to be successful
- On-call contracts are not always used
- MWESB firms requested a proposal template to reduce the time it takes to respond to RFPs
- Many MWESBs would benefit from additional support in learning how to respond to solicitations



Metro Contract Dollars Awarded to MWESB Firms



Metro Spent Contract Dollars Earned by MWESB Firms



MWESB ANNUAL REPORT NOVEMBER 2015



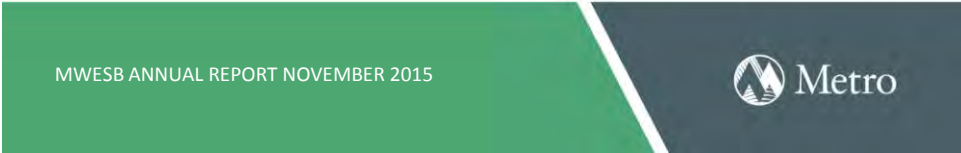
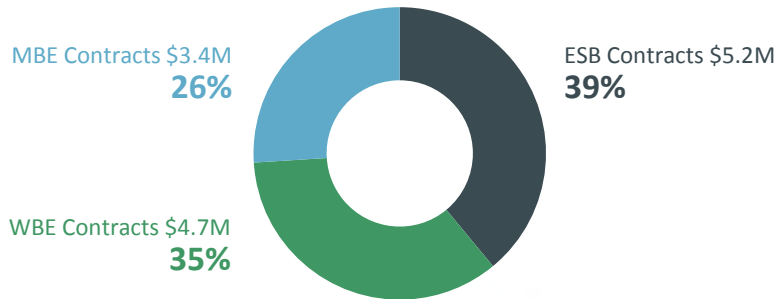
Availability of Certified Firms

- 70,000 ORPIN registered businesses
- 3,422 MWESB firms – 5% of the vendor pool
- 22% MBE – 30% WBE – 48% ESB

MWESB ANNUAL REPORT NOVEMBER 2015

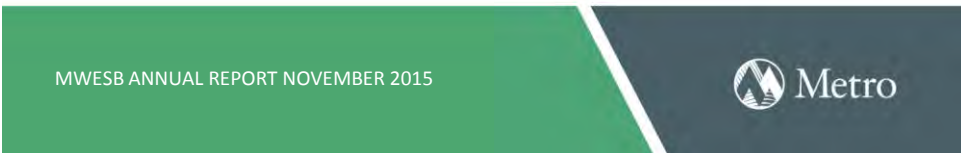


FY 14-15 Contract Dollars Awarded by MBE, WBE and ESB



Recommendations Creating Opportunity

- #1: Workforce Diversity
- #2: Training - Mentor Protégé Program
- #3: Setting Goals



Questions?

MWESB ANNUAL REPORT NOVEMBER 2015



Agenda Item No. 5.0

**CONNECTING HISTORICALLY UNDERREPRESENTED
COMMUNITIES TO METRO'S DECISION MAKING PROCESS:
OVERVIEW OF OREGON INNOVATION AWARD WORK AND
YOUTH ENGAGEMENT STRATEGY**

Metro Council Work Session
Tuesday, December 1, 2015
Metro Regional Center, Council Chamber

METRO COUNCIL

Work Session Worksheet

PRESENTATION DATE: [December 1, 2015]

LENGTH: [30 minutes]

PRESENTATION TITLE: [Connecting historically underrepresented communities to Metro's decision-making process | Overview of Oregon Innovation Award work and Youth Engagement Strategy]

DEPARTMENT: [Communications]

PRESENTER(S): [Becca Uherbelau, program manager; Peggy Morell, and Oregon Hatfield Fellows Erin Pidot and Addie Shrodes]

WORK SESSION PURPOSE & DESIRED OUTCOMES

Purpose: The purpose of this presentation is to provide an overview of the work of the Community Relations Division to connect historically underrepresented communities – people of color, people with low income, and English language learners, along with youth and older adults – to Metro's decision-making processes. The overview will include a brief background on the Oregon Innovation Award Metro received in April to support the work with time from a Hatfield Resident Fellow, the development of a youth engagement strategy by a second Hatfield Resident Fellow, and how both efforts align with and support the draft Equity Strategy and Diversity Action Plan. A timeline for completion of the work and how it will be integrated into the Communications Department's strategic plan will also be presented.

Outcome(s):

- Increased awareness of staff efforts to expand engagement and participation of communities historically underrepresented in Metro's decision-making processes and how these efforts serve as a catalyst for diversity, equity and inclusion programs across the agency.
- Input from Metro Council on how they would like to be involved in opportunities to more effectively engage historically underrepresented communities and youth in Metro's decision-making processes

TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

The Communications Department has taken a strategic approach during the last year to build and strengthen relationships with diverse communities across the region and bring a wider array of voices into Metro's decision-making processes. To support Council's goal of increased engagement, Communications is working to define a strategy for better engaging underrepresented communities and building capacity within Metro and community-based organizations to ensure communities across the region have opportunities to participate effectively.

Two initiatives new to Metro this year have provided foundational research, facilitation and support through collaboration with existing Metro programs working on issues of diversity, equity and inclusion – the Oregon Innovation Award for inclusive public engagement and the youth engagement strategy.

Oregon Innovation Award

In April of this year, Metro was the recipient of the inaugural Oregon Innovation Award, issued by the Center for Public Service in the Hatfield School of Government at Portland State University. The award was created to provide up to 1,000 hours of consultation and facilitation from CPS faculty and a Hatfield Resident Fellow to address a public service challenge of our choosing. Metro, in an application submitted jointly by the communications and planning departments along with community partner 1000 Friends of Oregon, chose to address how to better connect historically

underrepresented communities to Metro's decision-making processes through inclusive public engagement strategies.

Erin Pidot, the Hatfield Resident Fellow working with the Oregon Innovation Award, began in June of this year and partnered with internal Metro staff, staff from local partners, and representatives from community based organizations to develop a strategy for more inclusive public engagement. A draft vision statement, guiding principles, five strategy areas and a set of recommendations are being refined for delivery to the agency by the end of December 2015.

The assumption of the innovation work is that by planning our public engagement approach for people across the region who are historically underrepresented in the decision-making process, both the community and Metro realize immediate and long-term benefits from growing levels of public trust, including:

- higher likelihood that adopted plans and policies are sustainable, inclusive and responsive to community needs
- greater diversification of Metro's advisory committees and work force
- stronger community voice in policy decisions that directly impact quality of life.

Youth engagement strategy

A second Hatfield Resident Fellow, Addie Shrodes, was hired to focus exclusively on developing a strategy for youth engagement to address the challenges and opportunities for better engaging with and cultivating youth leadership in Metro's programs and activities.

Addie is co-creating a strategy for inclusive youth engagement with a task force of 20 staff members and a network of 35 community and jurisdictional partners to identify and meet goals shared across the agency and the region. At the heart of the strategy is the collective vision to develop civically and environmentally engaged young leaders from historically underrepresented communities who have the knowledge, skills and capacity to shape their careers, their communities and their government.

The outcome of this co-creation will be a scalable strategy with a vision statement, three interconnected focus areas and a range of goals, objectives and recommended action items. A draft of this strategy will be presented to the Metro youth engagement task force and community partners in December 2015.

Momentum for youth engagement has arisen across the agency and the region in a multitude of projects and programs. Staff and partners involved in the process anticipate both immediate and long-term benefits from creating opportunities for young leaders to shape their communities, their career and their government:

- Lead jurisdictional and community partners in coordination and collaboration around youth engagement
- Build awareness and trust with historically underrepresented communities through youth and their families
- Make decisions that will better reflect the diverse experiences, needs and goals of the region's present and future community members

Collaboration with diversity, equity and inclusion programs

Over the last six months, the innovation and youth strategy teams have been meeting with community members, Metro staff and local partners to explore the components of building trusted relationships with community, and creating public engagement that is inclusive, relevant and responsive to the needs of underrepresented communities.

The timing of the innovation award work and youth strategy coincides with the emerging draft strategy for addressing equity – Goal 4/Objective 4 – which calls for culturally appropriate

community engagement practices, and the ongoing work of the Diversity Action Team, Core area 3, focusing on committee membership and public involvement. Both the innovation and youth engagement teams are currently working with DEI to identify and refine the recommendations from their work that can inform the public engagement Goal 4 in the draft plan.

In addition, the innovation work and emerging recommendations support the "people first" focus of the My Place in the Region strategy in the Planning and Development Department, and the Metro logo and identity work. Collaboration across these programs provides opportunities to strengthen our public engagement efforts, build new and sustain existing relationships with community, and sharpen how Metro talks about the work it does in ways that reflect the diversity of our growing region.

QUESTIONS FOR COUNCIL CONSIDERATION

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

- Does Council have comments, suggestions or questions?

PACKET MATERIALS

- Would legislation be required for Council action Yes No
- If yes, is draft legislation attached? Yes No
- What other materials are you presenting today? One-page overviews of Oregon Innovation Work and youth engagement strategy

Growing public trust | Metro, 1000 Friends of Oregon & the Mark O. Hatfield School of Government's Center for Public Service at Portland State University

The need for change

Our region is one of the fastest growing in population and diversity. But the demographics of those engaged in our decision-making process generally remain the same—predominantly White, age 35-54, Multnomah County residents, and with four or more years of college.¹ Decisions are most likely to address the diverse needs and priorities of the region when all communities—including people of color, people with low incomes and English language learners, as well as youth and older adults—are meaningfully engaged. Metro is collaborating with partners from across the region to achieve this.

The Oregon Innovation Award

In April 2015, Metro and 1000 Friends of Oregon received the inaugural Oregon Innovation Award from the Center for Public Service at Portland State University for a proposal to co-create **an innovative approach for inclusive public engagement and decision making**. The award provides 1,000 hours of consultation and facilitation from the Center's faculty and a Hatfield Resident Fellow, who will support the work through Dec. 31, 2015.

The benefits of a new approach

The assumption of the innovation work is that by planning our public engagement approach for communities historically underrepresented in the decision-making process, both the community and Metro realize immediate and long-term benefits from growing levels of public trust, including:

- Stronger community voice in policy decisions that directly impact quality of life
- Higher likelihood that adopted plans and policies are sustainable, inclusive and responsive to community needs
- Greater diversification of Metro's advisory committees and work force

Our partners

The Innovation Team leading this effort includes representatives from Metro, 1000 Friends of Oregon and the Center for Public Service. Representatives from many other community based organizations and local jurisdictions have also been involved at various levels, including: Native American Youth and Family Center, Center for Intercultural Organizing, Coalition for Communities of Color, Community Cycling Center, Bicycle Transportation Alliance, Community Partners for Affordable Housing, Elders in Action, AARP, Transportation Justice Alliance, International Association for Public Participation, Hansa Research, Clackamas County, Multnomah County, Washington County, the City of Portland and the City of Gresham.

The process



¹ *Opt In panel | Who's joined [<http://optinpanel.org/whos-joined/>]

Vision, guiding principles and strategies

Vision	<i>Working side by side, Metro connects historically underrepresented communities to the decision-making processes that impact their lives, bringing voices to the table that inspire innovative solutions to the emerging challenges of a growing region.</i>				
Guiding principles	<ol style="list-style-type: none"> 1. Value community expertise We value the expertise of people we serve about their lived experiences and the communities with which they identify. 2. Acknowledge social, historical and institutional context We acknowledge the social, historical and institutional context in which we operate and our role as a public agency and as individuals. 3. Share leadership opportunities We act as responsible stewards of the authority given to Metro by the people of the region by meaningfully connecting communities to the decision-making processes that impact their lives. 4. Listen deeply We call for and promote authentic dialogue by creating a safe space and environment where community can be heard. 5. Serve the public We approach our work, distribute our resources, and design our decision-making processes as public servants with our first responsibility being to the people we serve. 				
Strategies	<i>Develop long-term relationships through meaningful engagement that reflects community values</i>	<i>Build staff and community capacity</i> through dedicated resources that support participation from all communities	<i>Ensure transparency</i> through a decision-making process that is relevant, accessible and responsive	<i>Raise accountability</i> through community-validated evaluation methods	<i>Inspire a public service culture</i> that listens deeply to community voices

Young Voices, Future Choices

How can Metro build meaningful opportunities for youth to shape their place in the region?

What is the youth engagement strategy?

Metro is working with a Hatfield Fellow from PSU’s Center for Public Service to **co-create a strategy for inclusive youth engagement** with a task force of 20 staff members from across the agency and a network of 35 community and jurisdictional partners. At the heart of the strategy is the **collective vision** to develop civically and environmentally engaged young leaders from historically underrepresented communities who have the knowledge, skills and capacity to shape their careers, their communities and their government.

The **outcome of this co-creation** will be a scalable strategy with three interconnected focus areas and a range of goals, objectives, action items and recommended resources that coordinate current practices and meet goals shared across the agency and the region.

Why is the strategy important for Metro?

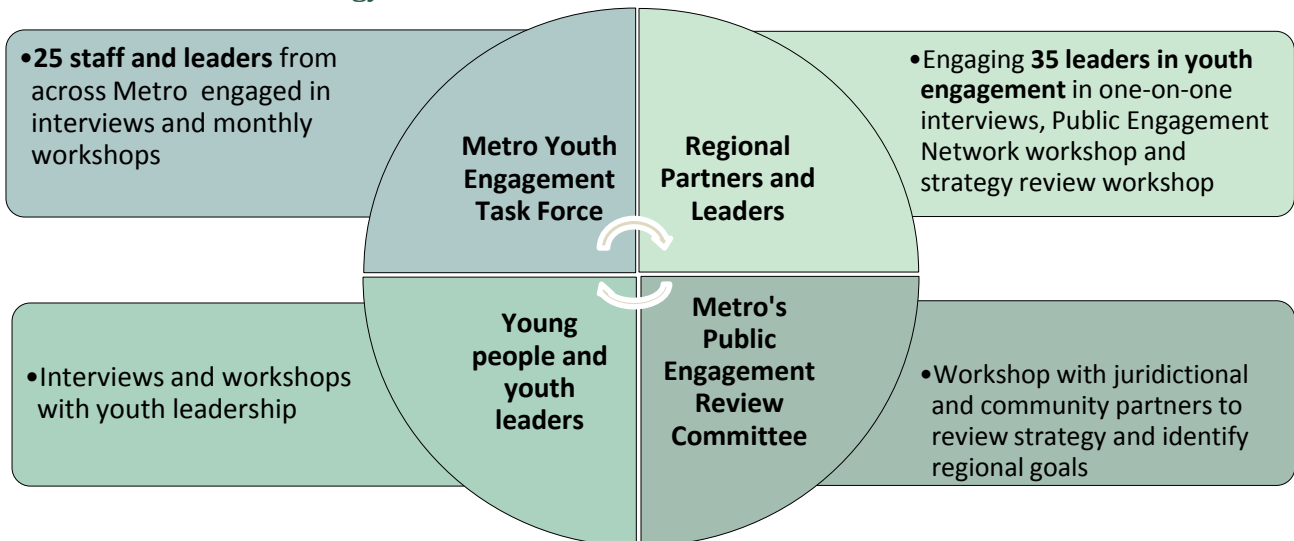
As a regional governing agency, Metro’s charge is to convene and collaborate with communities to connect with shared goals and shape the future of our diverse places. Metro’s *Future Vision Report* highlights the value of creating opportunities for young people in every community to fulfill their potential and shape their future. Youth are a third of the population now, and they will be the region’s stewards.

In developing a youth engagement strategy, Metro aims to better involve youth in the decisions that affect them and their communities. Momentum for youth engagement has arisen across the agency and the region in a multitude of projects and programs, and Metro looks to serve as a convener and resource to connect youth engagement opportunities and bridge gaps.

What are the intended benefits of the strategy?

- Lead jurisdictional and community partners in coordination and collaboration around youth engagement
- Build relationships with historically underrepresented communities through youth and their families
- Make decisions that will better reflect the diverse experiences, needs and goals of the region’s present and future community members
- Strengthen the diversity of the public service workforce and applicant pool
- Develop the next generation of civic and conservation leaders who will be champions of our vibrant communities and stewards of the environment

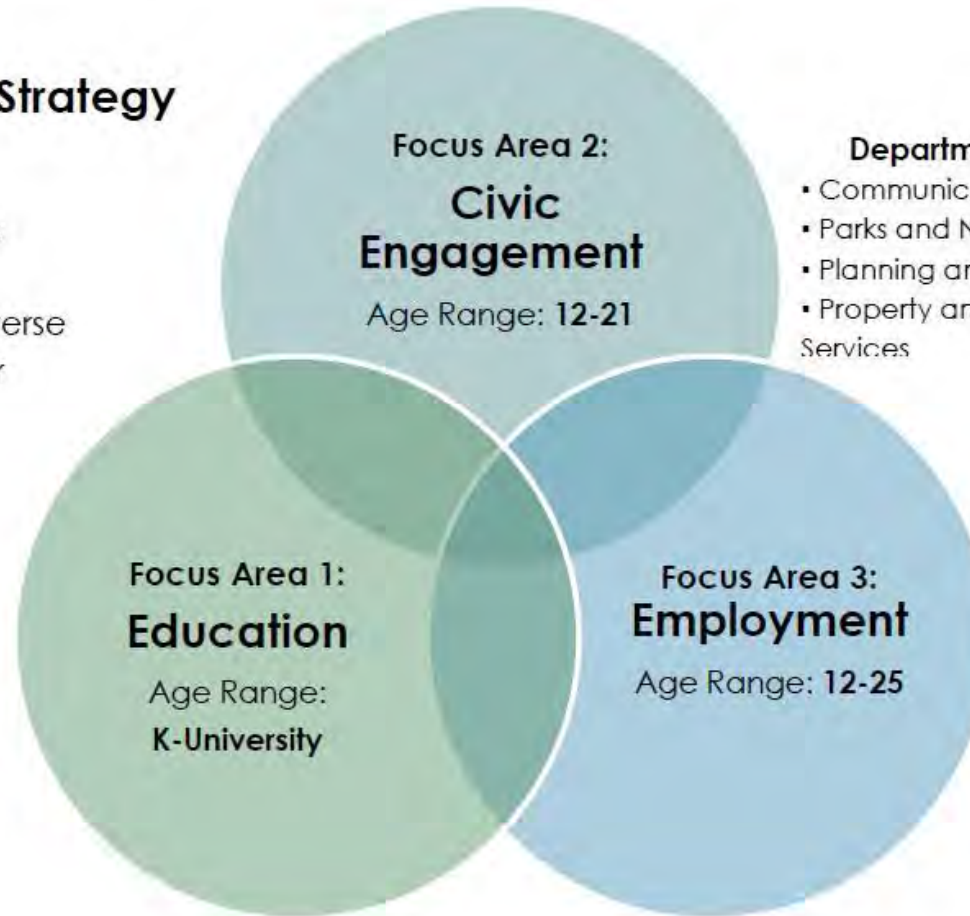
Who is involved in the strategy co-creation?



Metro Youth Engagement Strategy

Five-Year Vision:

Metro creates opportunities with community and jurisdictional partners for diverse youth leaders to shape their place in the region.



Departments Involved

- Communications
- Parks and Nature
- Planning and Development
- Property and Environmental Services

Departments Involved

- Parks and Nature
- Planning and Development
- Property and Environmental Services
- Visitor Venues (Oregon Zoo)

Departments Involved

- Council Office
- Diversity, Equity and Inclusion
- Parks and Nature
- Planning and Dev.
- Property and Environmental Services
- Visitor Venues

Goal 1: Education

As a result of Metro's actions, youth acquire the environmental literacy and support to lead in conservation and transportation decisions that benefit the environment and their communities.

Goal 2: Civic Engagement

As a result of Metro's actions, young people become civic leaders with the knowledge, skills, capacity and support to comfortably and effectively participate in the decisions that affect their lives and communities.

Goal 3: Employment

As a result of Metro's actions, young people acquire the job awareness, skills, experiences and connections to shape their career in the region.

In Development:

- **Goal 4** to support collaboration and connections across focus areas
- **Objectives** to enable Metro to achieve its goals
- **Action items** and **resources** to support strategy objectives

Materials following this page were distributed at the meeting.

Metro | Agenda

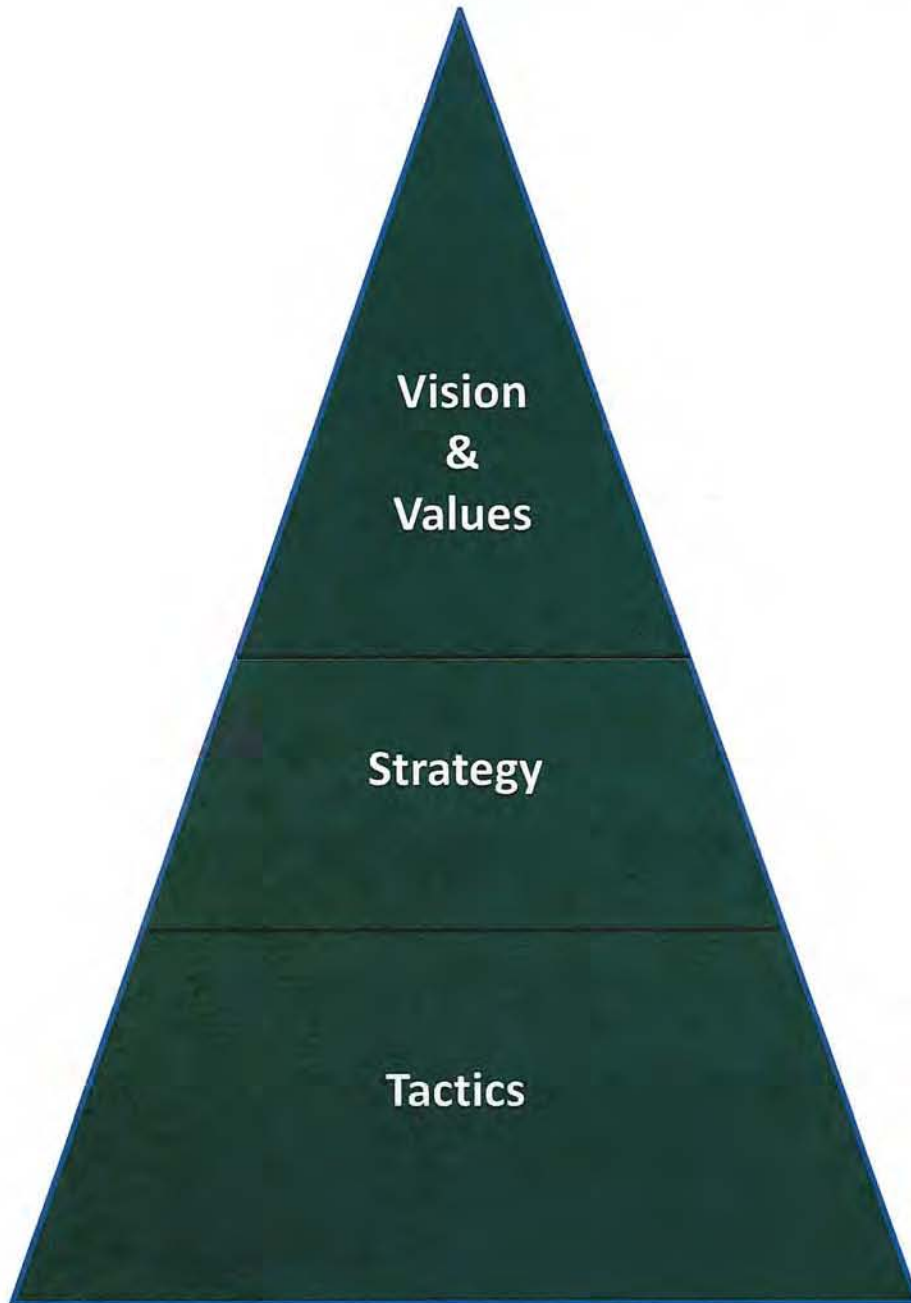
Meeting: Metro Council Retreat
Date: Tuesday, December 8, 2015
Time: 11:30- 3:00 p.m.
Place: Oregon Convention Center, VIP Suite D

Purpose: Review, Modify, and Confirm Council 3-5 year Goals
Develop/Refine/Confirm Council-directed initiatives

- 11:30 Introduction, Purpose of the Meeting, and Agenda Review
- 11:40 2015 in Review and Looking Ahead to 2016
- What has been completed?
 - What has emerged/changed?
 - What are the key opportunities and threats facing Metro in 2016-2017?
- 1:00 Break
- 1:15 Council Initiative Discussion
- 2:45 Next Steps and Debrief
- 3:00 Adjourn

Metro's Six Strategic Goals

Draft Council Initiatives as of January 20, 2015



- 1. Invest in public infrastructure throughout the region**
 - SW Corridor and Powell Division Corridor projects
 - Visitor venue capital projects
 - Rivers agenda development
 - Transportation funding advocacy
- 2. Set the stage for the future of the region with innovative planning**
 - Urban growth management decisions
 - Solid waste road map
 - 2018 Regional Transportation Plan
 - Affordable housing project
- 3. Make investments to preserve and enhance the natural environment**
 - Natural area system plan
 - Levy implementation
 - Climate Smart Communities Implementation
- 4. Invest in efforts to increase high wage jobs**
 - Willamette Falls Legacy Project
 - Industrial lands and brownfields
 - OCC hotel
 - P'5 relationship with City of Portland
- 5. Ensure that regional efforts respond to the increasing diversity of the region's residents**
 - Equity strategy
 - Diversity Action Plan implementation
- 6. Increase citizen engagement and involvement throughout the region and with Metro**
 - Innovative outreach methods
 - 2016 initiative

Proposed Phasing of Council Initiatives

Updated with staff input, as of Nov 14

	0-18 Months Jan 2016	18+ Months April 2017
Council Ownership	<ul style="list-style-type: none"> • Southwest Corridor pre-LPA • Powell Division project • Equity Strategy • Solid Waste Roadmap <ul style="list-style-type: none"> - Organics - Long-term management - Transfer system configuration - Landfill capacity • OCC capital projects, hotel and business plan • Remote Elephant Center decision • Parks and Nature Areas levy renewal • Urban Reserves Remand 	<ul style="list-style-type: none"> • SW Corridor • Equity Strategy • Solid Waste Roadmap • Natural Areas funding • 2018 RTP • Regional Solid Waste Management Plan • Transportation funding measure • 2018 UGB/UGM policy discussion
Council Attention	<ul style="list-style-type: none"> • Willamette Falls Riverwalk Design and legacy Project Master Plan • Parks and Nature System Plan • Transportation funding advocacy (2017 Legislature) • Expo Center business/capital plan • RTP – year 1 – trends & challenges • Affordable housing workplan • Scope 2018 UGR 	<ul style="list-style-type: none"> • Willamette Falls Riverwalk – capital campaign and pre-construction • 2019 - 2020 MTIP flex funds • P5 business model and strategic plan • Title V – Fee and tax exemptions
Council Awareness	<ul style="list-style-type: none"> • Labor relations strategy • Diversity Action Plan implementation • Participation in the Multnomah Co. Drainage District levee accreditation project • Changes related to management of organics at Metro transfer stations • Title V – Clean MRFS • Least Cost planning and design • Participate in State Task Force and the US Army Corps of Engineers final disposition study for the Willamette Locks • McLoughlin Corridor/Brownfields • Zoo bond polar bear habitat 	<ul style="list-style-type: none"> • Refinement of OCC Business Plan in post hotel environment. • Metro Central Mattress Recycling Program • Zoo bond primate and rhino habitats

Council Ownership – Significant Council initiatives for which a significant investment by the Council itself will be required for success.

Council Attention - Significant Metro initiatives for which Council action will be required to develop or progress.

Council Awareness – Significant initiatives implemented by Metro management or Committees (MERC, JPACT, MPAC, Natural Areas Oversight Committee) for council awareness and occasional council action.

Council work session

- Task based architecture
- Offices, departments, and venues
- Accordion pages
- Workplaces
- Search
- Staff directory

Home page



MetroNet



Staff Directory



Quick Links

Go To...

Featured News



Weekly update for November 23, 2015

Author: Martha Bennett Published: Monday, November 23, 2015

Message from Martha Bennett, Metro's chief operating officer
Report from Senior Leadership Team retreat
Reminder ZooLights employee preview and sneak peek of Forest Hall tonight!
Coming Thursday, Dec. 3 Out with the Intra-met, in with the MetroNet!
Metro retools sponsorship practice, offers online f...
[Read More](#)



Test news Article 7

Latest News



Weekly update for Nov. 16, 2015

Author: Amy Padilla Published: Monday, November 16, 2015

Message from Martha Bennett, Metro's chief operating officer
Good afternoon, Metro employees – Last week's Veterans Awareness events honored Metro veterans in a number of ways. I was moved by the

[All news articles](#)

Shortcuts

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[Kronos](#)
[MClst](#)
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[MetroWiki](#)
[Motorpool reservations](#)
[NeoGov](#)
[Outlook Web Access](#)

[PeopleSoft \(ePortal\)](#)
[Team budget](#)
[Trim Web Drawer](#)
[Works for PCard](#)
[Zoogle](#)



When you joined Metro you became part of a uniquely Oregon approach to civic innovation at a regional scale. Whether you are a park ranger, recycling specialist or a community relations expert you are the voice of Metro. Together, we're helping shape the future of greater Portland and providing tools, services and places that make life better today.

Send questions, comments and suggestions about the website to MetroNet@oregonmetro.gov

Information architecture

All Metro ▾ My Employmen

Offices, departments and venues

Metro compass

Metro values

Diversity, equity and inclusion

Sustainability

Employee feedback

All staff meetings

My Employment ▾ Services

Benefits

Employment policies and contracts

Pay and classification

Learning and development

Services



Workpl

Accounting and budget

Communications

Council legislation

Fleet and mail

Procurement services

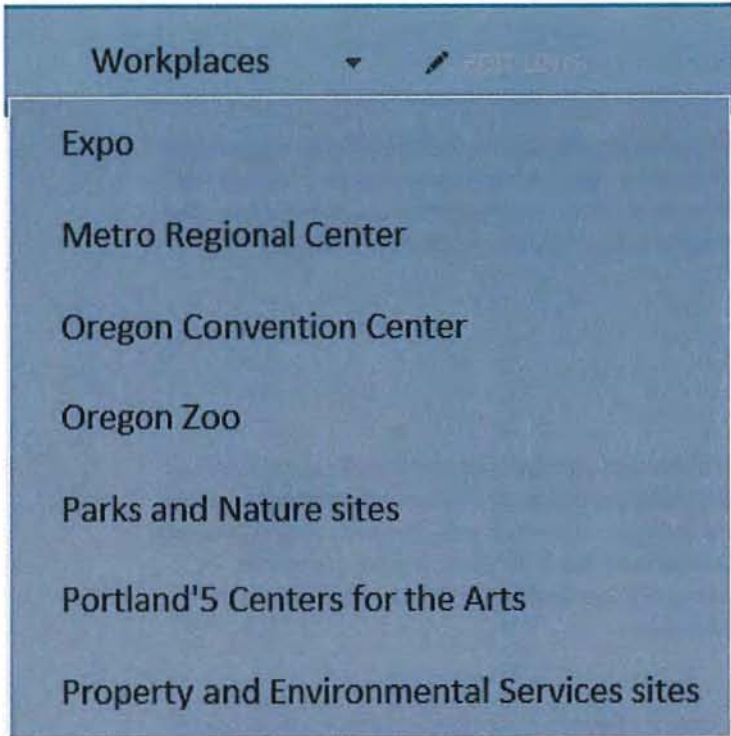
Project management offices

Records management

Safety

Staffing

Technology



Accordion page

[MetroNet](#) > [All Metro](#) > [Office, departments and venues](#)

OFFICE, DEPARTMENTS AND VENUES

[Expand All](#) [Collapse All](#)

Council Office and Office of the Chief Operating Officer

Office of Metro Attorney

Office of the Metro Auditor

Communications

Finance and Regulatory Services

Human Resources

Information Services

Research Center

Council Office and Office of the Chief Operating Officer

The Council Office includes the seven councilors and policy and administrative staff that support the councilors as individuals and the Council as a whole in its role as a legislative body. Professional staff acts as a liaison between the councilors and Metro staff and external partners and stakeholders. The Council Office also provides administrative and policy support for the Metro Policy Advisory Committee (MPAC).

[Upcoming Metro Council meetings](#)

[Metro Council meeting archive](#)

[See Council Office organizational chart.](#)

The Chief Operating Officer (COO) provides leadership and management authority to agency staff by implementing Council's policy directives. The COO serves at the pleasure of the Council and provides leadership and management authority to agency staff by implementing the Council's policy directives, goals and objectives. The COO and Deputy COO enforce Metro ordinances, provide day-to-day management of Metro's resources, programs, enterprise businesses, facilities and workforce and prepare the proposed budget for Council consideration.

Major programs in the COO office include government affairs and policy development, the Regional Infrastructure Supporting our Economy (RISE) team, and the Diversity, Equity and Inclusion (DEI) Team.

For more information, contact [Ina Zucker](#) at 503-797-1543.

[See Chief Operating Officer organizational chart.](#)

Workplace

MetroNet > Workplaces > Expo

EXPO

Expo

- Building operations
- Parking and transit
- AV and presentation equipment
- Reserving meeting rooms
- Food, beverages and catering
- ↳ Metro Regional Center
- ↳ Oregon Convention Center
- ↳ Oregon Zoo
- ↳ Parks and Nature sites
- ↳ Portland's Centers for the Arts
- ↳ Property and Environmental Services sites



Portland Expo Center

2060 North Marine Dr.
Portland, Or 97217

www.expocenter.org

503-736-5200



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employment policy
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Author
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Laura Gonzales
Phillips
Heather Thomas
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incident report 
MetroNet Staff

Results found in Search ▾
Did you mean *incident report*?

 **Workers' Compensation - Incident Report Form**
metronet.oregonmetro.gov/services/.../Incident Report Form.pdf

 **Emergency operations plan**
is limited to receiving notification from the Risk Manager that an incident has occurred ... Establish at-scene incident management ... Report to emergency operations center ...
metronet.oregonmetro.gov/services/.../Emergency Operations Plan.docx

 **Accident/Incident Analysis Accident/Incident Analysis**
2. What other training has the employee received that is related to this incident ... All Blank Types\Incident reports\Accident Incident Investigation Form January 2014.docx
metronet.oregonmetro.gov/.../accident_incident_investigation_form.d...

 **Accident/incident investigation**
Primary Accident/Incident Reporting A. All employees shall immediately report accidents, incidents and near miss events to their ... 2. State why the factor is relevant to the incident ...
metronet.oregonmetro.gov/.../accident_incident_investigation.pdf

Staff Directory

MetroNet > SEARCH

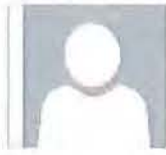
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Local Share - Open Spa...
Natural Areas Capital...
Natural Areas Manage...
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Job Title
Administrative Specialist
Administrative Speciali...
Administrative Speciall...
Assistant Managemen...

-  **Alex Perove**
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Ariel.Whitacre@oregonmetro.gov
-  **Barbara Edwardson**
Program Supervisor II
Parks & Nature
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Barbara.Edwardson@oregonmetro.gov
-  **Bonnie Lyn Shoffner**
Volunteer Coordinator II
Parks & Nature
503-797-1653
Bonnie.Shoffner@oregonmetro.gov



Tracy Sagal

Senior Management Analyst

Finance and Admin Services

503-813-7596

Tracy.Sagal@oregonmetro.gov

Skills: Spanish

Responsibilities: Sustainable Procurement Program
Equity in Contracting Program
Procurement Training Program and Policy Development...

1 result



About Tracy Sagal

Responsibilities

- Sustainable Procurement Program
- Equity in Contracting Program
- Procurement Training
- Program and Policy Development

Committees

- Sustainability Steering Committee
- Equity in Contracting Core Team
- Procurement Administrative Rules Development
- Sponsorships

My Links

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Senior Management Analyst

Finance and Admin Services

Phone: 503-813-7596

Work email: Tracy.Sagal@oregonmetro.gov

Skills: Spanish

Division: Procurement

In Common

Manage you share



Scott Robinson

Deputy Chief Operating Officer

Council/COO/SAPD

Org Chart

† Scott Robinson Deputy Chief Operating Officer

† Tim Culler Director

† Gabriele Schuster Manager 1

Tracy Sagal Senior Management Analyst

Jon Deveau Associate Management Analyst

Julie Hoffman Associate Management Analyst

Karen Sharenko Associate Management Analyst

Riko Frohmaner Associate Management Analyst

Sharon Stillier Associate Management Analyst

SEE MORE



Tracy Sagal

Org Chart

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<https://metronet.oregonmetro.gov>